

# TOWN OF BROOKLINE

The seal of the Town of Brookline is a circular emblem. It features a central figure, likely a Native American, holding a bow and arrow. The figure is surrounded by a wreath of leaves and berries. The text "BROOKLINE" is written across the center of the seal. Above the seal, the text "MUDY RIVER A PART OF BOSTON" is visible, and below it, "FOUNDED 1830" is written. The seal is rendered in a light brown color.

# FY-2013 FINANCIAL PLAN

## BOARD OF SELECTMEN

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February 15, 2012

Honorable Members of the Board of Selectmen and Members of the Advisory Committee:

I am pleased to submit for your consideration the Fiscal Year (FY) 2013 budget and financial plan. The FY 2013 budget balances \$248.3 million in revenue and expenses, including operation of the Town's enterprise activities. This budget represents an increase of 5.9% over the prior fiscal year. However, this rate of increase is overstated due to the accounting of one-time revenue attributable to the sale of Town property at Fisher Hill. The sale of this property has generated \$3.25 million, which is being allocated in the Capital Improvement Program to fund development of new parkland on Fisher Hill.

The highlights of the FY 2013 Budget are as follows:

- Funding under the Chapter 70 education formula has increased by over \$2 million to Brookline, providing much needed budgetary support.
- School enrollment continues to spiral upwards, creating significant strain on the operating and capital budgets.
- Newly revised fiscal policies that prioritize financial reserves are fully implemented.
- Functions within the Public Works Department have been reviewed and modified.
- The organization and staffing of the Planning and Community Development Department has been studied by a consultant and recommendations have been proposed.
- Changes to address the Town's Parking Meter system and technology have been proposed.

FY2013 continues to reflect the weakened economy that has been with us since 2008. Between FY 2008 and FY 2012, the Town suffered a loss of \$3.3 million (22%) in State Aid and experienced reductions in other receipts reliant on economic activity, including property taxes from new construction, motor vehicle excise taxes and building permits. During that same period, enrollment in Brookline's public schools skyrocketed. Since FY 2005, enrollment in the elementary schools has increased by 941 students, requiring an additional 34 teaching sections (classes). In addition to the demands that this enrollment places on the Town's school buildings and infrastructure,

it has placed significant strain on the School Department’s ability to maintain quality educational programming and services. Fortunately, it appears that some impacts of the economic recession have peaked, and FY 2013 represents the first year of increased State Aid for Brookline from the Commonwealth of Massachusetts since FY 2008. Still, the impact of increased enrollment presents continued budgetary difficulties for the School Department, and I have proposed a temporary adjustment of the Town’s revenue allocation formula to accommodate this factor and provide a 3.7% increase in funding.

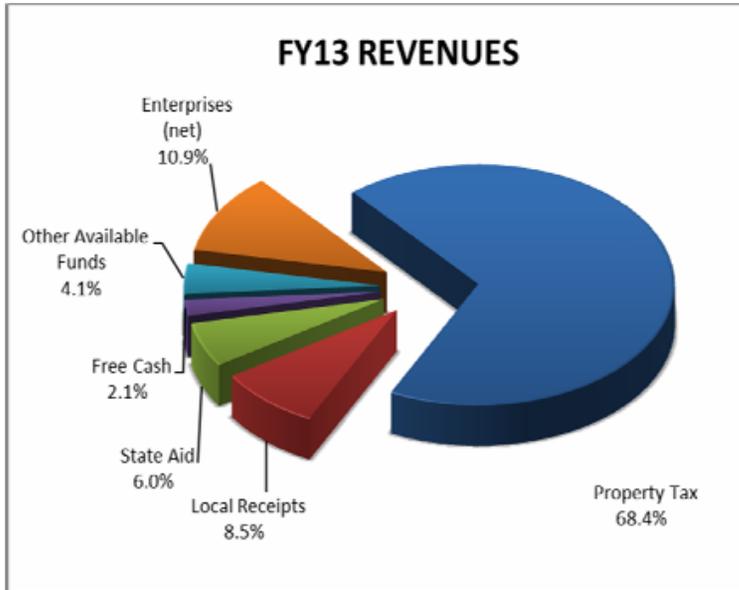
The FY 2013 Budget continues a conservative and modest approach that has served the Town well. Overall, funding for municipal departments is limited to a 2.5% increase, including the projected costs of increased salaries and wages. Full-time equivalent staffing in municipal departments is down again in FY 2013, representing a sustained effort to implement efficiencies in operations. The FY 2013 Budget complies with recently revised financial policies, including a requirement to maintain an amount equivalent to no less than 10% of the Town’s operating revenues in reserve. This revised financial policy proved very timely and effective when Moody’s Investors Services placed the Town and most other Aaa rated municipalities on a “watch list” during the federal government’s debt ceiling crisis. We were pleased to learn in December that the Town was removed from the list and had its Aaa rating restored to a “stable outlook”. And just two weeks ago, our Aaa credit rating was reaffirmed by Moody’s as part of this year’s bond sale process. We are convinced that adherence to formal financial policies and long-term budgetary planning contributed to this positive outcome. Finally, the FY 2013 Financial Plan includes a Capital Improvement Program (CIP) that meets a prudent level of spending on the replacement of major equipment, the expansion of classroom capacity in public school buildings and the renovation of the Town’s buildings, facilities and physical infrastructure.

Below is a summary table of the FY 2013 Budget. In the sections that follow, a more detailed review of revenues and expenditures is addressed.

	<u>FY 2012</u>	<u>FY 2013</u>	<u>\$\$\$ CHANGE</u>	<u>% CHANGE</u>
<b>REVENUES</b>				
Property Tax	163,620,489	169,848,463	6,227,974	3.8%
Local Receipts	20,275,792	21,084,438	808,646	4.0%
State Aid	13,383,563	14,806,425	1,422,862	10.6%
Free Cash	5,380,264	5,336,413	(43,851)	-0.8%
Other Available Funds	6,218,966	10,144,344	3,925,377	63.1%
Enterprises (net)	25,619,907	27,036,488	1,416,581	5.5%
<b>TOTAL REVENUES</b>	<b>234,498,983</b>	<b>248,256,570</b>	<b>13,757,586</b>	<b>5.9%</b>
<b>EXPENDITURES</b>				
Municipal Departments	63,203,475	64,815,040	1,611,565	2.5%
School Department	75,387,188	78,196,065	2,808,877	3.7%
Non- Departmental	55,595,569	59,028,494	3,432,925	6.2%
Special Appropriations	6,979,000	11,183,500	4,204,500	60.2%
Enterprises (net)	25,619,907	27,036,488	1,416,581	5.5%
Non-Appropriated	7,713,843	7,996,982	283,139	3.7%
<b>TOTAL EXPENDITURES</b>	<b>234,498,983</b>	<b>248,256,570</b>	<b>13,757,586</b>	<b>5.9%</b>

**Revenues**

Taxes: Property taxes are projected to be \$169,848,463 in FY 2013, representing over two-thirds of the total revenue available to the Town. Of this amount, \$4 million reflects the annual 2.5% allowable growth in the tax levy, \$1.6 million from the value of new construction (New Growth) and \$1.63 million for debt service on capital projects that the voters have excluded from the Proposition 2½ levy limit. The Town’s property tax is overly reliant on residential property values. Despite the establishment of a higher tax rate



for commercial property, the value of commercial, industrial and personal property in Brookline represents only 16.4% of the Town’s total tax levy. The Town’s goal is to increase the relative percentage of commercial and industrial tax base with development that is compatible with the neighborhood and limits negative impacts of traffic, noise and costly municipal services. In addition to the relief provided to residential taxpayers, additional commercial development adds jobs, vitality and residual revenue (e.g. meals taxes and parking meter receipts) for the Town. We look forward to improvement in the overall economy necessary to facilitate planned commercial development such as the project at 2 Brookline Place along the Brookline Avenue corridor.

Under state law, taxes on the value of automobiles (Motor Vehicle Excise) and taxes on hotels and on meals are included in the Local Receipts category.

Local Receipts: FY 2013 Local Receipts are projected at \$21,084,438. This category of revenue represents a variety of sources generated by Town fees and charges. Most prominent are the Motor Vehicle Excise tax, Parking and Traffic fines, Building Permit fees, and the Trash Collection charge. In FY 2013, Local Receipts are increasing for the second consecutive year, following the trend of the economic recovery. However, this level of Local Receipts has still not rebounded to the level the Town budgeted in FY 2008. This year, the Town will receive a \$300,000 subsidy from the federal government, through the State's Group Insurance Commission, to reimburse costs for drug prescriptions under the Medicare Part D program. It is proposed that these funds be used to support the Town’s unfunded liability for retiree health insurance (OPEBs).

State Aid: FY 2013 State Aid is projected at \$14,806,425, including reimbursement of school construction costs under the old SBA program. This level of aid represents the first increase since FY 2008. Governor Patrick has proposed a statewide increase of \$145.6 million in the Chapter 70 Education funding category. For Brookline, which has experienced a dramatic increase in student enrollment with related impacts on the cost of special education and English learning services, the increase in aid is substantial. Chapter 70 funding

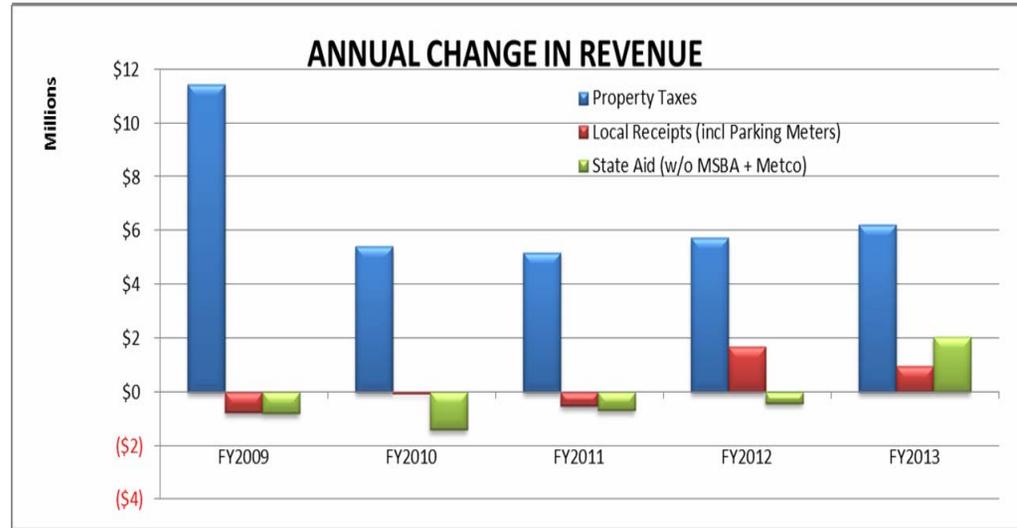
for FY 2013 will increase by over \$2 million, or 29.3%. (See Section III for a more detailed explanation of the Ch. 70 increase.) Unrestricted General Government Aid (UGGA) will be level funded in FY 2013, reversing the four-year trend of reduced funding. It should be noted that, in the recent past, we have more conservatively projected state aid than the amount proposed by the Governor. However, based upon the improved condition of the economy and other practical/political considerations, we believe that the Governor’s proposal for FY 2013 municipal aid is likely to be adopted in the state budget approved by the Legislature.

Free Cash: FY 2013 Free Cash proposed to fund the Budget is \$5,336,413. Free Cash represents the unrestricted fund balance from the prior fiscal year as certified by the State Department of Revenue. FY 2013 represents the first year of a new financial policy that mandates a minimum level of operating

reserves. The amount of certified Free Cash available for appropriation in FY 2013 is \$7,086,413. In order to ensure that the Town’s operating reserves will exceed 10% of operating revenues, I have recommended that only \$5.34 million of Free Cash be available for allocation in the FY 2013 Budget. Pursuant to the Town’s financial policies, Free Cash is used only to support non-operating purposes. Nearly \$4 million of the \$5.34 million of Free Cash allocated to the FY 2013 Budget is being used to fund the CIP, with the remainder going toward reserves and employee benefit related trust funds.

Other Available Funds: The FY 2013 Budget proposes the use of \$10,144,344 in other funding sources. Of this amount, \$3.25 million is from the proceeds of the sale of the Fisher Hill property and is earmarked for development of new parkland on Fisher Hill. Another \$560,000 is being “re-captured” from old capital projects to be used to fund the CIP. There are a number of special funds whose revenue is used to offset general government expenditures supporting those funds. This includes portions of Water and Sewer fees, Recreation Program/Golf fees, Cemetery, Library, and Parking Meter revenue.

Enterprises: The Town operates and accounts for its Water/Sewer system and Golf Course as self-supporting enterprises. Similarly, most programs and services of the Recreation Department are accounted for in a separate Revolving Fund. The fees and other revenues attributable to these operations are proposed to be \$27,036,488, net of the reimbursements to the General Fund mentioned above under Other Available Funds. An equal amount is included in the expenditure side of the budget.



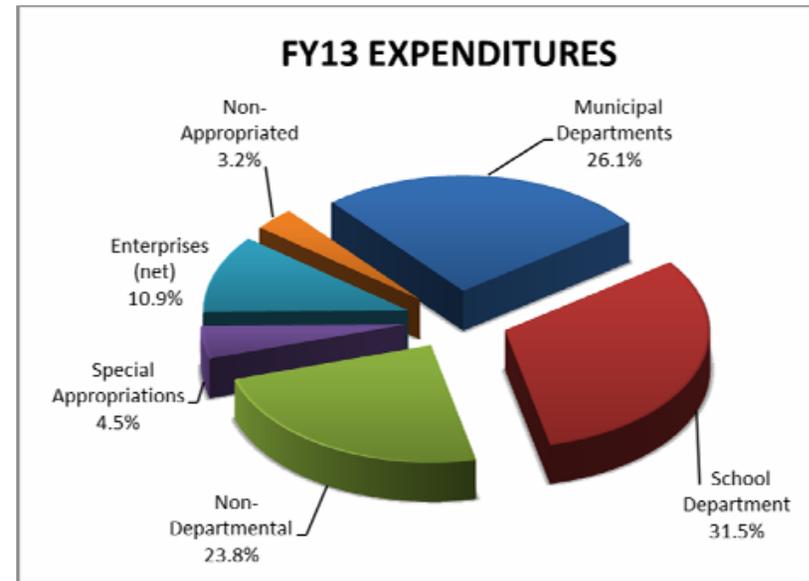
### Expenditures

Municipal Departments: In FY 2013, the projected cost for all municipal (non-school) departments is \$64,815,040, an increase over FY 2012 of 2.5%. This amount includes a reserve for wage and salary increases for municipal employees, conditional upon negotiated settlements. The number of full-time equivalent personnel in municipal departments is being reduced slightly from FY 2012.

Contributing to this is the reduction of several positions in order to gain efficiencies or realize cost savings. In general, any increase in departmental expenses was limited to an actual increase in personnel costs, materials or contracted services. A more detailed review of issues involving municipal department operations is included in Sections II and IV.

School Department: The allocation of funds to the School Department acknowledges the “bottom-line” budget authority of the School Committee. A formula has been developed that shares the projected change in the Town’s general fund revenue from one year to the next on a 50/50 basis between municipal departments and the school department, offset by respective shares of fixed costs such as personnel benefits and energy. The School Department continues to be impacted in FY 2013 by increasing enrollment. As a result, I have

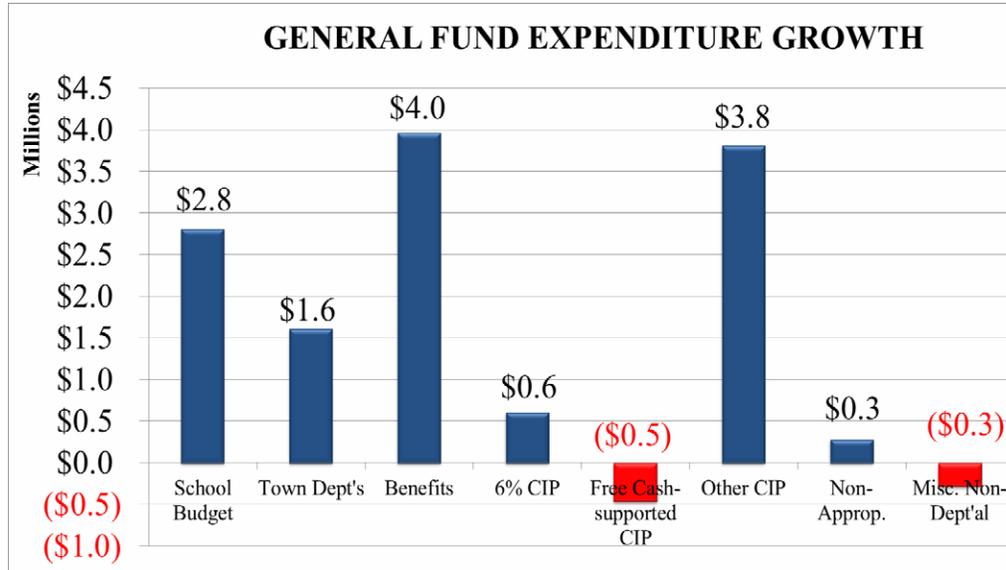
proposed a temporary adjustment of the formula that takes into consideration the extraordinary impacts of increased enrollment. This was achieved by distributing the projected increase of \$550,000 in enrollment costs 50/50, with the Town absorbing \$275,000. The proposed FY 2013 School budget is \$78,196,065, inclusive of negotiated salary increases. This budget represents an increase of 3.7%.



Non-Departmental: This is a large category of expenses that incorporates personnel benefits for municipal and school employees, debt service on bonds, insurance coverages and special reserve funds. The proposed budget for FY 2013 is \$59,028,494, an increase of 6.2% from FY 2012. The largest of these expenses is the cost of health insurance for the Town’s eligible employees and retirees (including employees and retirees of the School Department). In July of 2010, the Town joined the State’s Group Insurance Commission (GIC), which provides health insurance for all state employees and retirees. The cost of the GIC plan was much less than the prior plan of benefits, resulting in substantial cost savings for both the Town and participating employees. In FY 2012, the rate of premium increase for the GIC plans increased in the aggregate by 4.5%. For the FY 2013 Budget, we are projecting a premium increase of 5%. The Town continues to proactively fund its long-term liability for retiree health care benefits. Referred to as Other Post Employment Benefits (OPEB), the FY 2013 Budget increases base funding by \$250,000 and adds a new allocation of \$300,000 from anticipated reimbursements from the Town’s participation in the Medicare Part D (drug prescription) program. Finally, I have included an

additional allocation of \$211,256 from Free Cash. If the Town continues to fund this liability in this manner, we will reach the actuarially determined Annual Required Contribution (ARC) in approximately 10 years.

**Special Appropriations:** The Town funds its Capital Improvement Program (CIP) through a combination of current funding and debt. A portion of the cost of large school building projects is reimbursed by the Commonwealth of Massachusetts. Currently, the Town is expanding and renovating the Runkle School and creating an expansion of the Heath School, with participation by the Commonwealth of 41.6% for Runkle and 39.9% for Heath. We are also in the planning phase for a comprehensive project at the Devotion School,



the Town's largest elementary school. The proposed revenue-financed portion of the CIP is \$11,183,500 in FY 2013. Recall that this funding includes the \$3.25 million from the sale of the Fisher Hill property and an additional \$560,000 from prior/completed capital projects. A more detailed discussion of the CIP is included in Section VII.

**Non-Appropriated:** This category includes required expenses that are raised directly without appropriation by Town Meeting. This includes State Charges, of which the largest sum is the Town's assessment to the MBTA; the Overlay, which is a reserve for tax abatements and exemptions issued by the Board of Assessors; and the Norfolk County assessment. Overall, the cost of Non-Appropriated

items in FY 2013 is \$7,996,982, an increase of 3.7% from FY 2012. This year, we were assessed a greater share of the MBTA assessment as a result of our increased population and due to a statutory change in the formula.

**Enterprises:** The Town funds its Water/Sewer, Recreation and Golf activities largely through self-supporting revenues. These are accounted for separately from the Town's General Fund through formal enterprise and revolving funds. The net cost of Enterprises in FY 2013 is \$27,036,488, an increase over FY 2012 of 5.5%. The Town is continuing to refine the costs of the enterprises, both direct and indirect, to ensure that the financial relationship between these funds and the General Fund is appropriate.

### FY 2013 POLICY ISSUES AND INITIATIVES

While the FY 2013 Budget has become easier to manage than previously anticipated due to the \$2 million increase in Ch. 70 funding and a lower estimate for health insurance premium increase, the long-term financial challenges remain and we have worked hard to identify efficiencies in operations and to hold cost increases down. There are a number of areas and issues that have influenced the FY 2013 Budget and Financial Plan. They are addressed below:

**Study of the Planning and Community Development Department:** Last year, I committed to a comprehensive review of the Planning and Community Development Department in time to be addressed for the FY 2013 Budget. We retained the Collins Center at the University of Massachusetts-Boston for this purpose. The impetus for the study was the ongoing dispute over the merits of funding staff to support the commercial areas of Brookline. In addition, the federal Community Development Block Grant (CDBG) funding has been reduced and will require reductions in departmental staffing. The consultants were asked to review functional responsibilities of the department and to make recommendations in staffing and/or organizational structure necessary to meet the reduced funding levels.

Based on the findings and recommendations of the Collins Center, I have eliminated an administrative/financial position and reallocated the duties among existing personnel. In addition, I am proposing the elimination of the former Commercial Areas Coordinator position, replacing it with a lesser classified planning position reporting to the Economic Development Director. The new position will work closely with the Director and the Economic Development Advisory Board (EDAB) on the important mission of supporting and expanding the Town's commercial tax base. We will be careful to avoid some of the pitfalls that became controversial with the former position, including advocacy efforts and other direct support of the commercial sector. We intend to work with the business community to establish a private partner organization that will assume those roles.

Finally, the consultant observed that departmental staff has become too specialized over time and lacks the flexibility to adapt to changing priorities and variable workloads. This is not to suggest that the Town should not retain experts in highly complex areas such as zoning, affordable housing, historic preservation and economic development. Rather, the consultant recommends that professional support to these experts should have a more general planning background and be prepared to shift efforts to areas of higher priority or increased workload as necessary. Full implementation of this recommendation will be achieved over time, as current personnel depart the Town. However, the new planner position assigned to the Economic Development division will be created with this new concept in mind.

**Public Works Staffing and Services:** The Public Works Department has been a focus of the FY 2013 Budget. This department is a high performing organization with highly qualified management, experienced supervisors and dedicated

employees. We are very proud of the Department’s accomplishment in 2011 to become the first department in New England to receive accreditation status from the American Public Works Association. However, as the Town’s largest department, there are many opportunities to review staffing levels and qualifications. In addition, the scope and nature of the Department’s work makes it prone to frequent changes in technology and market conditions.

There are two specific areas of focus in the FY 2013 Budget. The first involves the frequency and adequacy of street sweeping. Currently, the department sweeps streets in commercial areas three times per week and other streets once every 10 days. Research with comparable communities in Massachusetts indicates that commercial area sweeping is done from three times per week in a few communities to twice per year in others, with the majority sweeping about once per week. Non-commercial streets are swept on a frequency from a high of three times per month to a low of twice per year. With improvements in the operation and reliability of the street sweeping machines, a better trained workforce and GPS capability, the Town’s productivity has increased and can absorb some reduction in sweeping frequency. We recommend that sweeping in non-commercial areas be reduced to once per 14 days, enabling one position in this operation to be eliminated.

The second area is forestry services. One of the unique features that makes Brookline attractive is the quality of its street trees and public spaces. The Town maintains these assets through a combination of in-house staff and a contractual service. We were disappointed to learn of a new state mandate that requires a higher “prevailing wage” for the contracted tree service, resulting in an effective reduction of services. In order to procure the same level of services under this contract at the prevailing wage, an additional \$110,000 would be required. The alternative is to maintain level-funding, but reduce forestry services. Neither of these choices are beneficial to the Town. After careful analysis, it was determined that the impact of this reduction could be mitigated by hiring a Forestry Craftsman to replace a portion of the more expensive tree service. In addition, it has been advocated for some time that the Town requires additional forestry experience and expertise

<u>Prior to Prevailing Wage</u>		<u>Current</u>	
Contracted Street Tree Pruning Budget	\$125,000	Contracted Street Tree Pruning Budget	\$125,000
<u>In-House Tree Pruning Costs</u>	<u>\$148,538</u>	<u>In-House Tree Pruning Costs</u>	<u>\$148,538</u>
Total	\$273,538	Total	\$273,538
Weeks of Contracted Pruning	32.2	Weeks of Contracted Pruning	17.6
<u>Weeks of In-House Pruning</u>	<u>24.8</u>	<u>Weeks of In-House Pruning</u>	<u>24.8</u>
Total	57.0	Total	42.4
		<b>Reduction in Weeks of Street Tree Pruning due to Prevailing Wage</b>	<b>-25.6%</b>
<u>Option 1: Increase contract to maintain weeks</u>		<u>Option 2: In-house personnel to maintain weeks</u>	
Contracted Street Tree Pruning Budget	\$235,000	Contracted Street Tree Pruning Budget	\$125,000
<u>In-House Tree Pruning Costs</u>	<u>\$148,538</u>	<u>In-House Tree Pruning Costs</u>	<u>\$215,496</u>
Total	\$383,538	Total	\$340,496
Weeks of Contracted Pruning	32.2	Weeks of Contracted Pruning	17.6
<u>Weeks of In-House Pruning/Specialty Pr</u>	<u>24.8</u>	<u>Weeks of In-House Pruning/Specialty Pr</u>	<u>48.8</u>
Total	57.0	Total	66.4
<b>Increase in Weeks of Street Tree Compared to prior to Prevailing Wage</b>	<b>0.0%</b>	<b>Increase in Weeks of Street Tree Compared to prior to Prevailing Wage</b>	<b>16.5%</b>
<b>Increase in Cost</b>	<b>\$110,000</b>	<b>Increase in Cost</b>	<b>\$66,958</b>

to support the Tree Warden. We have upgraded an existing position to create a Forestry Supervisor to meet this need. The result of these changes is an increase in “pruning hours” of more than 15% at a cost of approximately \$67,000 (including benefits). In order to fund these enhancements in Forestry, a Gardener/Laborer position has been eliminated in the Parks and Open Space Division. This will be accommodated by revisiting the turf management program for larger open areas in the parks that do not require the more aggressive maintenance of the athletic field turf. The Division will re-evaluate the seed mix in these areas, look at less fertilization, less watering, utilizing mulching kits, and setting the cutting blades higher. The intent will be to allow turf in these areas to grow slightly higher while still being healthy and lush. The desired goal is a sustainable turf management program that reduces the frequency of cutting.

A number of other staffing changes have been initiated throughout the budget as seen in the table below:

FUND	DEPT.	CHANGE	\$	NOTE:
General	Planning	0.00	(\$13,509)	Elimination of Commercial Areas Coord / Replace with Econ. Devel. Planner
General	DPW - Highway Div	-1.00	(\$45,228)	Elimination of MEO II (LN-3)
General	DPW - Parks Div	0.00	\$4,207	Upgrade Forestry Zone Manager (LN-6) to Forestry Supervisor (GN-9)
General	DPW - Parks Div	1.00	\$45,228	New Park Maintenance Craftsman (LN-3)
General	DPW - Parks Div	-1.00	(\$43,266)	Elimination Gardener/Laborer (LN-2)
General	DPW - Parks Div	0.57	\$30,827	Moved all Park Ranger expense and revenue to General Fund
General	Health	0.00	\$1,919	Reclassification of Assistant Director (T-11 to T-12)
<b>General Fund Sub-Total</b>		<b>-0.43</b>	<b>(\$19,822)</b>	
CDBG	Planning	-0.80	(\$41,010)	Elimination of the CD Fiscal Assistant (C-10)
CDBG	COA	0.44	\$15,839	CD funding eliminated, positions maintained
<b>CDBG Sub-Total</b>		<b>-0.36</b>	<b>(\$25,171)</b>	
Golf	Recreation	1.00	\$66,032	Head Golf Pro / Operations Manager (T-8)
Golf	Recreation	-1.00	(\$77,700)	Elimination of Dir of Golf (T-9)
Golf	Recreation	-0.67	(\$36,803)	Elimination of Head Golf Pro / Risk Manager - 0.67 FTE (GN-8)
<b>Golf Enterprise Fund Sub-Total</b>		<b>-0.67</b>	<b>(\$48,471)</b>	
Revolving	Recreation	-0.57	(\$30,827)	Moved all Park Ranger expense and revenue to General Fund
Revolving	Recreation	-0.33	(\$18,402)	Elimination of Head Golf Pro / Risk Manager - 0.67 FTE (GN-8)
Revolving	Recreation	-1.00	(\$49,987)	Elimination of Recreation Leader I (GN-7)
Revolving	Recreation	1.00	\$52,559	Recreation Leader II (GN-8)
Revolving	Recreation	0.07	\$3,241	Lead Teacher increase from 0.73 to 0.80 FTE
Revolving	Recreation	0.20	\$8,114	After School Director increase from 0.60 to 0.80 FTE
<b>Revolving Fund Sub-Total</b>		<b>-0.63</b>	<b>(\$35,301)</b>	

**Parking Control Technology:** The roll out of the multi-space digital parking meters in commercial areas of Brookline was not without controversy. It seems that people either love or hate the meters, and those who hate them have been very vocal and persuasive. It did not help that the initial meter interface and wireless connectivity were inadequate. With the help of a task force, we worked to correct those problems and to identify other areas for improvement. The major complaint with the meters is the requirement to make two trips (from the vehicle to the parking meter machine and back) in order to place the meter receipt for display on the interior dashboard. These trips are particularly burdensome for the elderly and for parents with small children. It has been suggested that the time and effort to make the parking transaction is not worth the effort for many patrons, and they are avoiding the commercial areas. It appears that the multi-space meters are better suited for the Town's parking lots. The machines can service more spaces in a compact area and enforcement is easier. Parking tends to be longer-term and people seem less troubled by the time for the transaction.

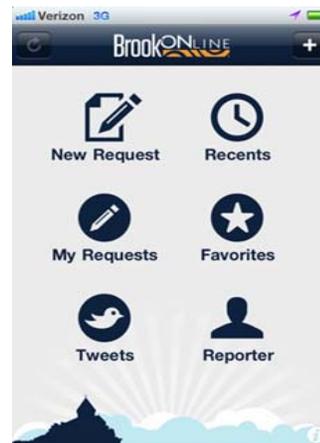
Clearly, much of the resistance to the new meters is resistance to change and unfamiliarity with the technology. This technology has been successfully deployed in many metropolitan areas, including several who experience extreme weather conditions like Brookline. However, I believe it is time for some changes and I have incorporated funding in the CIP to accommodate them, subject to approval of the Board of Selectmen and Transportation Board. I will recommend that the multi-space meters remain in the parking lots but be converted to a "pay by space" system. With this system, patrons will only be required to make one trip to the meter machine to record the parking space and pay for the time. Enforcement personnel will automatically download data from the machine that will indicate violators by space and avoid the need for visible receipts. This system will require costs to develop small signs designating each parking space and to acquire a new handheld parking enforcement system.

While the "pay by space" system would work better for on-street parking as well, there is new type of machine that acts like a traditional single space meter but has the advanced features of wireless communication and credit card access. The costs to operate these meters are essentially the same as the cost of operating the multi-space meters currently servicing on-street parking. We intend to try out these meters in the spring of 2012. If they work well, it is our intent to deploy them for on-street parking spaces currently served with the multi-space machines. Some multi-space meters will be used to supplement machines in parking lots and the Fenway Park areas (medians) on lower Beacon Street. The remainder will be sold. I have included \$100,000 in the CIP (from the Parking Meter Fund) to move to pay-by-space, procure new enforcement handhelds, and acquire the new single space meters. These costs are still being developed, so there is a possibility that more than \$100,000 will be required. If so, I will recommend that additional funds from the Parking Meter Fund be used.

**Information Technology:** The Town continues to invest in technology in order to improve departmental operations, enhance citizens' interaction with their local government, and realize efficiencies. Often times, a relatively small investment in IT can yield significant results, whether they be a decrease in operating expenses, an improvement in service delivery, or an improvement in a resident's experience in conducting business with a department. A primary example of this is the BrookONLine portal, which transforms the way residents transact and interact with town government via three offerings:

BrookONLine Information – this is the place to stay informed. Anyone interested in receiving notification of meetings or signing up for Twitter Feeds can register and create a profile. Unlike the prior email listservs, which resulted in receiving notice of all meetings, this feature allows for the choosing of specific board / commission meeting notices. Other information sources are available, including Police, Recreation and Transportation tweets, news regarding specific libraries, and BHS PTO email lists.

BrookONLine Notifier – this application empowers citizens to directly notify the proper town department of needed repairs (potholes, streetlights, etc.) via a smartphone (iPhone or Android). Once downloaded for free, “citizen reporters” can report and receive updates on submitted requests, which are automatically routed to field staff for investigation. In addition, all submitted requests are posted on-line so the status of the requests are available for all to see.



BrookONLine Payments – this new payment service offers a centralized payment portal. While residents have been able to pay bills on-line for a decade, this enhanced bill payment system allows for paperless billing, the setting up of automated payments, and the viewing of payment history.

Other IT initiatives include the following:

- **Permitting System (GeoTMS) and Credit Cards** – The now two year old town-wide permitting system is being leveraged to offer residents conducting business with the Transportation Division of DPW the ability to pay for various parking permits, moving signs, etc. via credit card over-the-counter. The U.S. Census Bureau estimates that there are more than 1.4 billion credit cards currently in circulation in the U.S., meaning that there are about 4.5 credit cards for every person in the United States, or an average of 7.7 credit cards for each of the 181 million people who actually hold credit cards. Those 181 million people represent approximately 77% of the adult population of the U.S. The Federal Reserve reports that credit cards are used more than 20 billion times a year in the U.S., with the total value of these transactions at \$1.9 trillion. Based on the number of transactions and the number of credit card holders, the average card holder uses a credit card 119 times a year, for transactions averaging \$88 apiece. This comes to an average annual total of about \$10,500 in credit card purchases. Clearly, the use of credit cards is an expected form of payment by consumers. Whether it is at the local grocery store, at the car dealer, or at the doctor’s office, the ability to pay for goods and services with a credit card is almost expected, and that expectation is making its way into government.

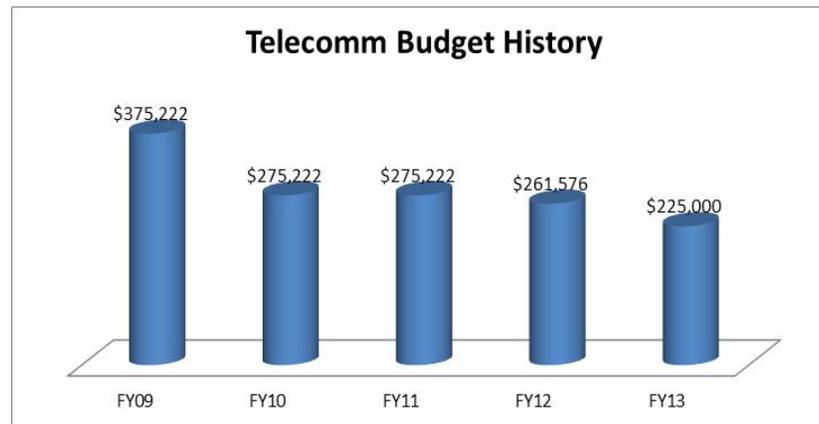
In addition to the Transportation Division, Brookline has taken steps in this direction by offering this form of payment in the Treasurer/Collector’ Office, the Town Clerk’s Office, the Fire Prevention Office, the Recreation Department, the golf course, and at the multi-space parking meters. In FY13, the Building Department plans on being the next department to accept credit cards, something the Building Commissioner expects to be well received by contractors. With this convenience, however, comes an expense: the estimate for credit cards costs associated with the payment of building permits is \$60,000. If the Town is to continue to offer this service, we must acknowledge the costs and determine whether they should be absorbed in the budget or recovered through fees, either through a surcharge or incorporated within the overall fee schedule.

- **Public Safety Network Upgrade** – The Brookline Public Safety network was recently upgraded to provide additional capacity and redundancy. With a greater emphasis on Homeland Security and regional collaboration, the ability to provide access and to share information between Public Safety departments and personnel is critical in efforts to best protect the community.

To best support the technology, a significant cabling upgrade was implemented in the Public Safety Building and in all Fire Stations. The newer cabling will allow for expanded technology implementation and higher data transmission to all locations. The upgraded infrastructure now allows for better integration with Town resources, adjacent communities and state Public Safety data sources

to ensure anywhere/anytime access to real-time information. Moreover, recently implemented mobile applications now allow for field access to critical information and remote connectivity.

- **Telecomm Expenses / VoIP** – In CY09, the Town moved to a Voice over IP (VoIP) telecommunication system, resulting in an immediate \$100,000 savings in FY10. In FY12, an additional \$10,000 of savings was realized, and this FY13 Financial Plan assumes another \$35,000 in savings. In addition, the VoIP system can be leveraged to replace old intercom systems in the schools, a critical public safety component in those facilities. Funding is included in the CIP for this purpose, which is a more cost-effective solution than attempting to repair the aging, out-of-date systems.



- **Fire Department Records Management System (Firehouse)** – The recently procured Firehouse application will serve as the platform to connect all operations within the Fire Department including response, inspection, asset management, training and reporting. The new application will have direct integration with the existing 911 Dispatch center for receipt of critical information needed for mobilization and response.

The integration between the Records Management System (RMS) and the Computer Aided Dispatch (CAD) system will ensure that first responders have access to real-time information such as location hazards, occupancy considerations, and GIS data. The recently upgraded apparatus-based laptops are able to connect to the Internet via the Town's WiFi system and ensure that the speed and performance are secure and robust.

- **Radio Frequency Equipment Upgrades (Narrowbanding)** - Public safety communications continue to evolve as more challenging user requirements and technology considerations put pressure on municipalities and their local public safety organizations to enhance and improve their systems. Public safety voice communications have been the predominant mission critical communications "need" historically and, to keep pace with federal

mandates, a significant upgrade to the existing radio technology used by the Fire, Police, and Public Works departments are required. The newer technology now allows for better separation of channels for use locally and between departments. In addition, regional channels now allow for better communication during events between multiple state, local and federal departments. This improvement in technology ensures consistency and compliance with new regulations.

- Selectmen's Agendas / Meeting Minutes software (Sire) –This new application has simplified the time consuming process of putting together the weekly Selectmen's agenda and supporting material while at the same time improving the on-line availability of meeting materials and minutes. Once fully rolled-out, Selectmen's minutes from the past 50+ years will be accessible and searchable via the web. So while this positively impacted the Selectmen's Office by making the process more efficient, it also is enhancing transparency.
- On-line Water Usage Monitoring – This FY 2013 Financial Plan includes \$70,000 for an upgrade to the meter reader system software and server. This needed upgrade comes with an added benefit: the new software allows for ratepayers to view usage data real-time 24 hours a day / 7 days a week, a feature residents have been requesting for a couple of years.

**Expanded Revenues:** The Town consistently seeks new or expanded sources of revenue, especially when that revenue can be derived from users of specific services. We propose to begin offering space for rent in the Town Hall and the Town Hall Garage. Obviously, such rental must be compatible with the use of these facilities and the rates must cover all costs plus provide a reasonable return to the Town.

Another recommendation from the Collins Center's study of the Planning Department is to raise certain regulatory fees for development. The consultant surveyed fee schedules for several communities and identified certain permits (e.g. wireless telecommunications facilities) that were extremely low in Brookline. A specific schedule of fees will be proposed to the Board of Selectmen for their approval to take effect in FY 2013.

I have begun a dialogue with the Trustees of Walnut Hill Cemetery about the level of revenue they allocate to support the ongoing operation and maintenance of this beautiful facility. Currently, the Trustees authorize \$50,000 in fee revenue annually to support the facility and have contributed to two capital projects in recent years. We will be researching the relevant statutory requirements on cemetery finances before making any conclusions, but it is likely that I will seek additional financial support for the facility in the future, either in annual operations or in more regular capital improvements.

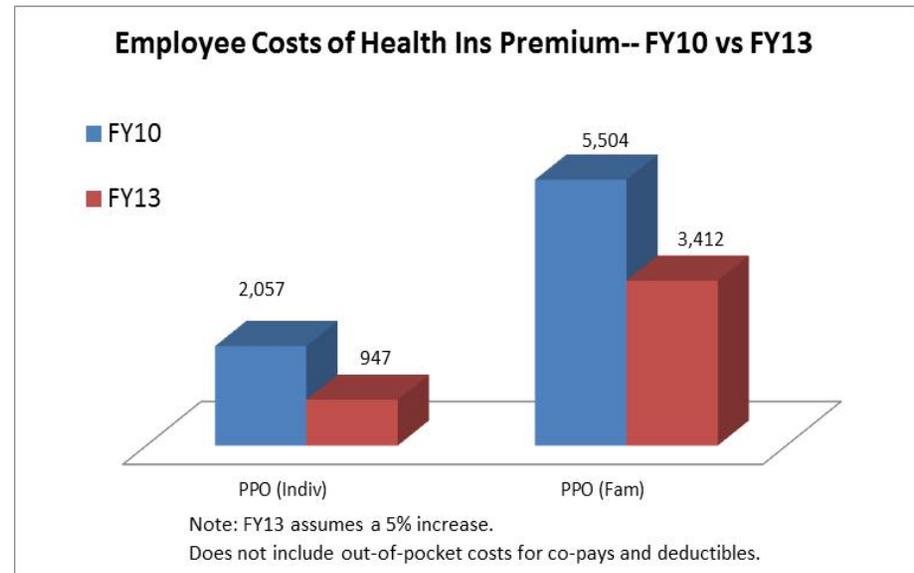
The effort to secure Payment in Lieu of Taxes (PILOT) agreements with tax exempt institutions continues to be a major focus of the Town. I am pleased to report that the Finance Director has been able to negotiate four new agreements that, when combined with existing PILOT agreements, provide the Town with nearly \$600,000 in FY 2013. These agreements are designed to increase the payment over time.

We expect that conversion to the Taxi Medallion system will take place in FY 2013. However, the revenue generated by this program will be set aside in a separate fund established by the Legislature, to be accessed by Town Meeting in the future for non-operating purposes.

Finally, I will be proposing a fee schedule for municipal and school employees for use of the Town’s recreational facilities, which we believe is more reasonable than what is currently charged. The Town expends a great deal of money on operating and maintaining these facilities, and it behooves the Town to review the employee fee schedule on a more regular basis.

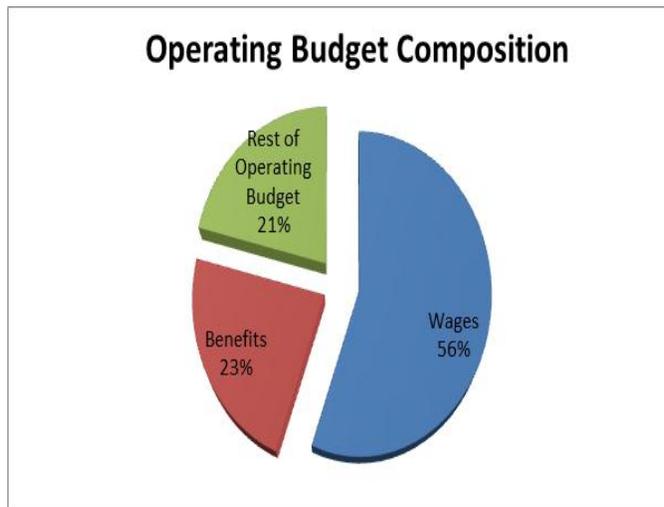
**Employee Compensation and Benefits:** As a service delivery organization, the Town is highly reliant on its personnel. Over three-quarters of the Town’s budget is made up of costs related to employee salaries/wages and benefits. As a result, a great deal of time and effort is spent on controlling costs while ensuring that the Town provides a reasonable and competitive level of compensation.

With the move to the state’s Group Insurance Commission (GIC) in 2010, the Town took a significant step towards health insurance cost control. In addition to the initial savings, the annual rate of increase with the GIC has been far lower than the Town experienced in the past. The savings due to the lower premiums has been so significant that employees continue to see savings even though the GIC plans introduce deductibles and higher co-payments. Further, these higher co-pays and deductibles are having a secondary effect of making subscribers better health care consumers, which will continue to lower our health care costs. The greater variety of health plan options also enables our employees to choose a health care plan that better fits their specific needs.



The change to the GIC required a 70% approval of a Public Employee Committee (PEC), comprised of a representative from each union and a retiree representative. These negotiations involved a long and difficult process in which the Town agreed to gradually increase the share of premiums it pays, culminating in an 83% share that will take effect in FY 2013. The Town also agreed to fund a Health Reimbursement Account (HRA) that reimburses employees for certain high out of pocket costs for one year. The terms of the initial HRA expired on June 30, 2011, and the Town and PEC engaged in protracted negotiations over its possible extension. In December, the Town and the PEC reached agreement on the continuation of the HRA for the remainder of the three-year GIC agreement. For years Two and Three of the GIC agreement, the cost exposure for the HRA has been reduced from \$225,000 to \$175,000 and \$150,000 respectively. In addition, the reimbursements for Outpatient Surgery as well Durable Medical Equipment were reduced.

The Town agreed to absorb the full cost of administering the companion Flexible Spending Account (FSA) for our employees during the recent round of negotiations. At an administrative cost of \$3/employee per month, this program allows employees to set aside funds from their pay on a pre-tax basis to cover out of pocket medical expenses. This is another initiative whose goal is to encourage employees to become better consumers of health care goods and services. Using a debit card linked to their account, an employee never has to use cash to meet most of their out of pocket expenses. It is our sense that the psychological effect of using cash to pay for these expenses has created much of the negative feedback on the GIC, despite the overall cost savings for the majority of employees. By committing to this cost, we were able to achieve a settlement of the HRA dispute while at the same time creating an opportunity for much greater participation in the FSA.



Finally, the Town committed to discussing possible expansion of the HRA for employees experiencing extraordinary costs resulting from chronic, serious medical conditions. Any specific program would be subject to negotiation and in all cases must be within the annual maximum cost exposure of the HRA. We understand and respect the challenges that some of our employees experience due to chronic or unforeseen catastrophic events and we will continue to work with these employees to reduce their unanticipated costs when possible.

In response to the continued poor economic climate and intense focus on public employee compensation, the Town has exercised extreme caution in its consideration of employee wages and benefits. Increasingly, the Town is viewing its collective bargaining obligations in a broader context, linking salaries and wages with health insurance, pension and

other benefits. Following a freeze in employee compensation in FY 2010, the Town reached agreement with most of its unions on a 1.5% increase in general salaries/wages for both FY 2011 and FY 2012, recognizing that many employees would see increases in their overall compensation due to the savings from their lowered health care premiums. For the FY 2013 Budget, we have reserved funding to support a modest increase in wages.

After a long and difficult set of negotiations, the Town and the Firefighters union have reached a tentative three-year agreement, retroactive to FY 2010. We are pleased to report that this agreement will include a modified duty provision that allows the Town to assign injured firefighters in a modified assignment to support their recuperation and to gain productivity. We are hopeful that this new system will lessen the overtime costs associated with Injured on Duty (IOD) leave. We are also exploring an initiative with Boston University to develop a fitness program specifically geared toward the strenuous work of a firefighter. Meanwhile, the overtime costs and other medical expenses for IOD leave in the Fire Department have been significant in FY 2012 and a Reserve Fund transfer for overtime will likely be required. For FY 2013, we are also proposing an additional \$185,660 to supplement the Public Safety IOD Medical Expenses Trust Fund.

**Other Efficiencies and Initiatives:** There are a number of smaller initiatives built into the FY 2013 Budget designed to reduce costs and/or increase productivity. They include:

Veterans Services- We have proposed a modest temporary employment program for eligible veterans in the amount of \$25,000. Younger veterans returning home from deployment in the war are experiencing unique and difficult challenges. Ultimately, the Town may have to fund benefit costs associated with these veterans, so we believe temporary employment opportunities in municipal departments will help these veterans with their transition, reduce long-term benefit costs and provide some much needed support in certain Town programs.

Council on Aging- We have reevaluated the Town's practice of leasing the Council's Elder-bus. The five-year lease for the current vehicle expires in FY 2013, and we have decided to purchase a new bus for \$45,000 rather than pay the \$22,000 annual lease payment. This will result in a payback over 3-4 years. While the costs of maintaining the vehicle were included in the prior lease, the DPW has committed to maintaining the vehicle with their in-house staff.

Payroll- We will be implementing conversion of the Town's payroll function from a contracted service to in-house using the existing MUNIS system for a number of reasons, including:

- 1.) The cost of the current contractual model is expensive, especially considering the extent of the payroll processing already being performed by the Town's departmental staff and the Payroll division.

2.) Many of the Town's basic financial systems are already on MUNIS, allowing for integration and coordination of the payroll function and allowing for a common user interface.

3.) The MUNIS payroll package, while clearly not a comprehensive solution to the Town's human resources needs, does provide some functionality that the Town (and School Department) lacks. Utilizing this functionality would enhance management information and capacity and reduce redundancies, while creating a building block for the future.

3.) Bringing the function in-house will allow the Town to exercise more control over the process and lessen the costs and effort associated with future changes.

4.) MUNIS is employed by several area municipalities, creating a network of common users to help train employees, troubleshoot problems and share resources during emergencies.

I have designated the Finance Director to serve as the executive sponsor for this initiative and to work with a team consisting of stakeholders from Human Resources (Town and School), Information Technology, and the Town Administrator's office in order to implement the system by January of 2014.

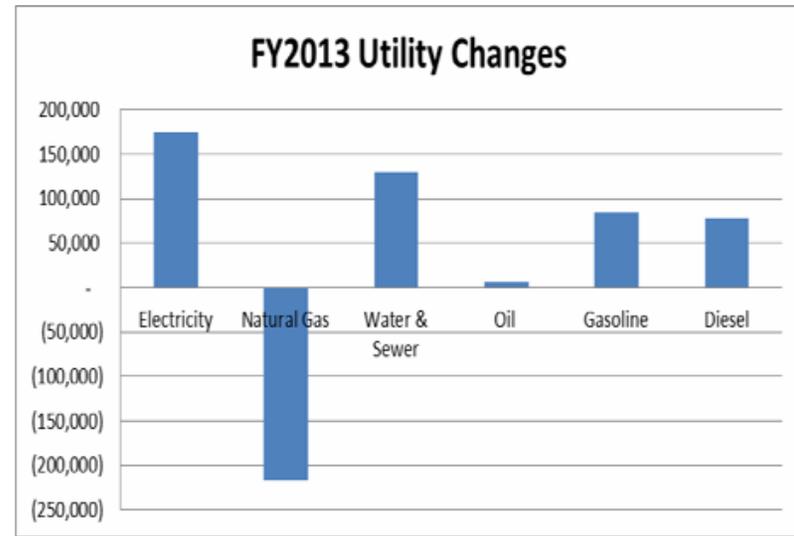
**Energy Conservation and Efficiency:** At the start of FY 2012, Brookline was designated a "Green Community" by the Department of Energy Resources' Green Community Division. This designation was the culmination of a series of efforts made by Town staff and citizens to establish the Town as a clean energy leader and allows the Town to be eligible for municipal renewable power and energy efficiency grants. The Town received its first award of \$215,050 under this grant program to complete several energy efficiency projects. It will be important to continue efforts such as these to try to stem growth in consumption and mitigate rising energy prices.

This past year the DPW used federal stimulus fund to purchase and install 60 LEDs in a residential neighborhood in South Brookline and additional LEDs were installed as part of the Harvard Street reconstruction project. In addition to being energy efficient, LEDs provide a cleaner light that improves night visibility and also reduces maintenance costs due to a longer lifespan. An additional 44 replacements are planned for North Brookline using a portion of the Town's Green Community funding. This technology is being tested in other nearby communities with much success, and as the cost of the fixtures combined with utility incentives make replacement a worthwhile alternative, additional locations will be sought for replacement.

Although the utility budgets need to be adjusted to account for expanded Runkle and Heath Schools, smart energy design incorporated into these projects have lessened the impact that additional square footage might have required. The Town’s lower natural gas contract that begins in October, 2012 also provided significant relief to the Utility budget as a whole.

The Town is in a fixed contract for Electricity through December 2015. Although the current contract provides a lower supply price than the previous contract, a small increase in delivery costs is assumed in FY 2013, resulting in a 7% increase projected in Electricity. FY 2013 will be the second year that water and sewer usage for Town and School facilities reside in the General Fund instead of through the Enterprise Fund as was previously

the practice. As departmental billing has progressed, some adjustments had to be made to estimates based on more accurate readings on Town accounts, resulting in a 29% increase, which is mainly in the DPW budget for parks/playgrounds.



Vehicle fuel is also expected to increase in FY 2013. The projected increase takes into account the fact that FY 2012 budgeted pricing was lower than the actual bid prices that were finalized after the budget was set. Fortunately, the lack of snow to date has meant fewer trucks driving around plowing and sanding, offsetting what may be needed for an increase this year. This spring, the Town will go out to bid for FY 2013 and hopes to lock in at more favorable prices.

**Free Cash and Reserves:** The FY 2013 Financial Plan represents the first year of the Town’s revised Fiscal Policies on CIP funding, Reserves, and use of Free Cash. As I explained in my Budget Message last year, I recommended that \$5.38 million of the \$7.1 million in certified Free Cash be appropriated, leaving \$1.7 million unallocated to maintain sufficient “unrestricted” reserves. This was done in response to pressure by Moody’s Investors Services who, over the past few years, expressed concern over the downward trend of the Town’s undesignated fund balance (UFB). It is generally recommended by Moody’s that 10% of general fund revenues be maintained as unrestricted reserves. That recommendation to retain a portion of Free Cash was a deviation from the Free Cash Policy and, as a result, I recommended that the Fiscal Policy Review Committee (FPRC) be reconvened to review the issue.

On January 13, 2011, the Board of Selectmen appointed members to the Committee and provided them with a charge of “To review, affirm and revise as necessary the existing financial policies of the Town. The Committee shall also review the need for a new policy regarding Unreserved Fund Balance in order to preserve the Town's Aaa Bond rating.” The Committee met six times between February 9, 2011 and May 9, 2011 and took the following actions to the Selectmen as part of a final set of revised policies on May 17th:

- 1.) We support the Town Administrator’s budget recommendation for FY2012 to withhold the allocation of \$1.7 million from Free Cash in order to bolster the Town’s year-end fund balance.
- 2.) We recommend that UFB be formally considered a priority in the Town’s fiscal policies. Specifically, we propose that the allocation of Free Cash be done in a manner that ensures the Town’s year-end UFB not fall below an amount equivalent to 10% of General Fund revenues.
- 3.) We recommend a simplification of the Capital Improvement Plan (CIP) financing policy by consolidating separate revenue sources into an overall allocation of 6.0% of prior year net revenue. In addition, we recommend that the Free Cash policy formally target total capital spending to represent 7.5% of prior year net revenue.
- 4.) We acknowledge the arbitrary nature of the current allocation formula of Free Cash to the Affordable Housing Trust Fund and recommend that future allocations be made on a need-based formula, with need defined as the fund balance being less than \$5 million. For FY2012, we support the Town Administrator’s allocation of \$355,264 to the Fund.
- 5.) We recommend that long-term funding of the Town’s unfunded financial liabilities, including Employee Pensions and OPEB’s, be adopted as a formal fiscal policy of the Town.

The following tables show how this Financial Plan complies with the policies regarding use of Free Cash, CIP funding, and Reserves:

**Free Cash / Reserves**

<b>Certification</b>	<b>\$7,086,413</b>
1. Operating Budget Reserve (25% of Operating Budget Reserve)	\$486,736
2. Unreserved Fund Balance (left unappropriated)	\$1,750,000
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)	\$253,669
4. Capital Improvements (to get to 7.5% of Prior Yr Net Revenue)	\$2,920,254
5. Affordable Housing Trust Fund (since Fund Balance below \$5M)	\$251,363
Sub-Total	\$5,662,023
Amount available for Special Use (#6)	\$1,424,390
6. Special Use:	
Additional CIP	\$1,027,474
OPEB's	\$211,256
Public Safety IOD Medical Expenses Trust Fund	\$185,660

**CIP Funding**

	2013	2014	2015	2016	2017	2018
6% Policy	11,681,838	12,003,529	12,381,849	12,841,939	13,293,072	13,684,004
Net-Debt *	8,356,066	8,678,649	8,375,919	8,846,684	10,754,860	12,316,322
Pay-as-you-Go	3,325,771	3,324,879	4,005,929	3,995,255	2,538,212	1,367,682
<u>Free Cash</u>	<u>2,920,254</u>	<u>3,003,534</u>	<u>3,098,193</u>	<u>3,213,297</u>	<u>3,326,164</u>	<u>3,423,982</u>
Sub-Total	14,602,092	15,007,062	15,480,041	16,055,235	16,619,236	17,107,986
CIP as a % of Prior Yr Net Rev Per Policy	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%
<b><u>ADDITIONAL REVENUE</u></b>						
Additional Free Cash	1,027,475	0	0	0	0	0
Re-Approp.	560,000	0	0	0	0	0
Sale of Town Land	3,250,000	0	0	0	0	0
<u>Parking Meter Receipts</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Sub-Total	4,937,475	0	0	0	0	0
TOTAL REVENUE	19,539,567	15,007,062	15,480,041	16,055,235	16,619,236	17,107,986
TOTAL CIP as a % of Prior Yr Net Rev	10.0%	7.5%	7.5%	7.5%	7.5%	7.5%

\* Defined as General Fund debt less debt supported by a debt exclusion.

I again want to thank each member of the Committee, as they sacrificed their valuable time to assist the Town with a set of complex issues. As previously noted, this FY 2013 Financial Plan is built on their recommendations, which were unanimously approved by the Board on June 28, 2011.

**LONG-RANGE FINANCIAL PLANNING**

The cornerstone of the Town's budgeting process is the Long-Range Financial Projection, often referred to as "the Forecast". It is essential that a government have a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve its goals. The Forecast also acts as a bridge between a municipality's annual operating budget and its CIP, bringing all of the fiscal policy and economic variables together to establish coordinated managerial direction. Revenue and expenditure forecasting, along with capital planning and debt management, are key elements in developing a strong municipal fiscal position.

Prepared annually, the five-year Forecast serves as the starting point for the ensuing budget year - - and also provides decision makers, taxpayers, and employees with an understanding of the long-term financial challenges the Town faces. In late-November / early-December, the Deputy Town Administrator and the Director of Finance present the Forecast to the Board of Selectmen. This presentation is the culmination of months of work for those two individuals, work involving the analysis of hundreds of revenue and expenditure line-items, making assumptions about economic conditions, and understanding state budget conditions.

The FY 2013 – FY 2017 Long Range Financial Projection for the General Fund makes the following key assumptions:

- In FY 2013 and FY 2014, \$1.6 million of New Growth in the Property Tax Levy. In FY 2015-2016, a base of \$1.6 million, augmented by additional levy growth from the 2 Brookline Place re-development. In FY 2017, \$1.7 million of New Growth.
- For State Aid in FY 2013, use the Governor’s budget proposal, which increases Ch. 70 aid by \$2 million and level-funds Unrestricted General Government Aid (UGGA). For FY 2014, level-funding of all aid categories. For FY 2015-FY 2017, annual 2.5% increases in Ch. 70 and UGGA.
- For Local Receipts, FY 2013 reflects an increase of \$808,000 (4%). In FY 2014-FY 2016, limited growth is expected (approximately \$300,000 / yr, or 1.5%). (A decrease in Ch. 121A payments is expected in FY 2017 due to the expiration of an agreement; those monies become part of the Property Tax base in that year.)
- Use of Free Cash continues to follow the Town’s Free Cash Policy, as recently updated by the Selectmen in 2011.
- A modest wage increase for all years for all municipal unions and increases as called for in the most recent contract with the teacher’s union for FY 2013 and FY 2014, followed by similar wage increases for all school unions for FY 2015-2017.
- Inflation in most Services, Supplies, and Capital Outlay accounts of 1.5% - 2.5% (approximately \$200,000 per year for the Schools and \$250,000 for Town departments).
- Annual utility increases of \$200,000.
- Annual Special Education growth of \$750,000.
- Enrollment growth cost increases of \$500,000 per year.
- Step increases in the School Department of \$600,000 per year and \$250,000 per year for Town Departments.

- Health Insurance rate increase of 5%, plus additional enrollment of 30 per year, for FY 2013. For FY 2014-2017, assume 30 new enrollees per year and a declining annual rate increase (8% in FY 2014, 5% in FY 2017).
- A Pension appropriation based on the most recent funding schedule approved by PERAC (began in FY 2012 and concludes in FY 2013).
- Debt Service and pay-as-you-go CIP that reflects full-funding of the CIP (6% of net revenue plus the use of Free Cash to get to 7.5%).

These assumptions create an escalating deficit position for FY 2014 and beyond, starting at \$3.1 million in FY 2014 and reaching \$8.1 million by FY 2017. It should be noted that the deficits in the out years are inflated because they are built upon a deficit in the prior fiscal year. In fact, the Town must balance its budget each year, and that balanced budget will become the base for the following year's projection. Nonetheless, the cumulative deficits in the Long Range Projection are a reminder that the Town must find ways to support a sustainable budget in the long term. The Long Range Financial Projection is detailed on the following pages:

TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET

BUDGET MESSAGE

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<b>REVENUE</b>					
<b>Property Taxes</b>	<b>169,848,463</b>	<b>175,275,897</b>	<b>182,411,574</b>	<b>189,226,104</b>	<b>195,852,256</b>
<b>Local Receipts</b>	<b>21,084,438</b>	<b>21,257,676</b>	<b>21,534,115</b>	<b>21,988,477</b>	<b>21,616,518</b>
Motor Vehicle Excise (MVE)	4,850,000	4,947,000	5,045,940	5,146,859	5,249,796
Local Option Taxes	1,950,000	1,989,000	2,028,780	2,069,356	2,110,743
Licenses & Permits	1,153,975	1,153,975	1,153,975	1,153,975	1,153,975
Parking / Court Fines	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
General Government	2,873,463	2,940,251	3,009,348	3,082,342	3,159,906
Interest Income	760,000	779,000	798,475	818,437	838,898
PILOT's	1,110,000	1,021,200	1,047,624	1,244,276	606,162
Refuse Fee	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Departmental & Other	1,787,000	1,827,250	1,849,974	1,873,232	1,897,039
<b>State Aid</b>	<b>14,806,425</b>	<b>14,806,425</b>	<b>15,154,703</b>	<b>15,511,689</b>	<b>15,877,599</b>
General Government Aid	5,089,224	5,089,224	5,213,768	5,341,425	5,472,274
School Aid	9,569,484	9,569,484	9,793,219	10,022,546	10,257,607
Tax Abatement Aid	38,557	38,557	38,557	38,557	38,557
Offset Aid	109,160	109,160	109,160	109,160	109,160
<b>Other Available Funds</b>	<b>10,144,344</b>	<b>6,433,988</b>	<b>6,568,775</b>	<b>6,694,793</b>	<b>6,898,010</b>
Parking Meter Receipts	3,950,000	3,950,000	3,950,000	3,950,000	3,950,000
Walnut Hill Cemetery Fund	50,000	50,000	50,000	50,000	50,000
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555
Reimb./Pymts from Enterprise Funds	2,011,024	2,092,449	2,205,933	2,317,704	2,427,989
Reimb. from Rec Revolving Fund	281,764	299,985	321,287	335,534	350,605
Capital Project Surplus	560,000	0	0	0	0
Sale of Town-owned Land Fund	3,250,000	0	0	0	0
<b>Free Cash</b>	<b>5,336,413</b>	<b>3,750,000</b>	<b>3,750,000</b>	<b>3,850,000</b>	<b>3,950,000</b>
Capital Improvements/Other Spec Approp.	3,947,729	3,036,688	3,127,157	3,242,985	3,356,591
Operating Budget Reserve	486,736	506,115	521,193	540,497	559,432
Strategic Reserves	901,948	207,197	101,650	66,518	33,977
<b>TOTAL REVENUE</b>	<b>221,220,083</b>	<b>221,523,987</b>	<b>229,419,168</b>	<b>237,271,063</b>	<b>244,194,384</b>
\$ \$ Increase	12,341,008	303,904	7,895,181	7,851,895	6,923,321
% Increase	5.9%	0.1%	3.6%	3.4%	2.9%

TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET

BUDGET MESSAGE

	2013	2014	2015	2016	2017
<b>EXPENDITURES</b>					
<b>Departmental</b>	<b>63,875,040</b>	<b>65,443,036</b>	<b>67,184,420</b>	<b>68,791,838</b>	<b>70,515,337</b>
Personnel	46,238,640	47,328,640	48,628,640	49,788,640	51,058,536
Services	8,127,339	8,320,204	8,474,328	8,632,306	8,794,232
Supplies	2,035,202	2,086,083	2,138,235	2,191,690	2,246,483
Other	481,790	493,835	506,181	518,835	531,806
Utilities	5,383,640	5,583,640	5,783,640	5,983,640	6,183,640
Capital	1,588,428	1,610,634	1,633,395	1,656,726	1,680,639
Intergovernmental	20,000	20,000	20,000	20,000	20,000
<b>Coll. Barg. - Town</b>	<b>940,000</b>	<b>950,000</b>	<b>960,000</b>	<b>970,000</b>	<b>1,110,000</b>
<b>Schools</b>	<b>76,896,064</b>	<b>80,296,064</b>	<b>84,396,064</b>	<b>88,371,264</b>	<b>91,821,264</b>
<b>Coll. Barg. - School</b>	<b>1,300,000</b>	<b>2,000,000</b>	<b>1,875,200</b>	<b>1,350,000</b>	<b>1,390,000</b>
<b>Non-Departmental - Benefits</b>	<b>46,073,913</b>	<b>48,875,772</b>	<b>51,962,271</b>	<b>55,029,112</b>	<b>57,947,673</b>
Pensions	15,422,765	16,270,948	16,967,741	17,697,239	18,460,915
Group Health	23,929,561	25,980,413	27,948,984	29,788,412	31,451,695
Health Reimbursement Account (HRA)	125,000	0	0	0	0
Retiree Group Health Trust Fund (OPEB's)	2,601,928	2,715,461	3,042,300	3,372,776	3,707,557
EAP	28,000	28,000	28,000	28,000	33,000
Group Life	150,000	153,750	157,593	161,533	165,571
Disability Insurance	16,000	16,000	16,000	16,000	16,000
Workers' Compensation	1,200,000	1,225,000	1,250,000	1,300,000	1,332,500
Public Safety IOD Medical Expenses	560,660	375,000	375,000	375,000	375,000
Unemployment Compensation	350,000	300,000	250,000	250,000	250,000
Medical Disabilities	30,000	35,000	35,000	35,000	40,000
Medicare Coverage	1,660,000	1,776,200	1,891,653	2,005,152	2,115,436
<b>Non-Departmental - General</b>	<b>960,761</b>	<b>527,841</b>	<b>524,629</b>	<b>556,425</b>	<b>575,432</b>
Liability/Catasrophe Fund	253,669	58,044	40,068	56,371	54,118
Stabilization Fund	0	0	0	0	0
Affordable Housing	251,363	0	0	0	0
General Insurance	275,000	288,750	303,188	318,347	334,264
Audit/Management Services	130,000	130,000	130,000	130,000	135,000
Misc.	50,729	51,047	51,374	51,708	52,051
<b>Non-Departmental - Debt Service</b>	<b>10,046,874</b>	<b>9,851,449</b>	<b>9,530,319</b>	<b>9,982,684</b>	<b>11,863,260</b>
General Fund	10,046,874	9,851,449	9,530,319	9,982,684	11,863,260
<b>Non-Departmental - Reserve Fund</b>	<b>1,946,946</b>	<b>2,024,459</b>	<b>2,084,771</b>	<b>2,161,990</b>	<b>2,237,727</b>
Tax Supported	1,460,209	1,518,344	1,563,579	1,621,492	1,678,295
Free Cash Supported	486,736	506,115	521,193	540,497	559,432
<b>Special Appropriations</b>	<b>11,183,500</b>	<b>6,504,792</b>	<b>7,259,866</b>	<b>7,368,239</b>	<b>6,028,094</b>
Tax Supported	3,325,772	3,468,103	4,132,709	4,125,254	2,671,503
Free Cash Supported	3,947,729	3,036,688	3,127,157	3,242,985	3,356,591
Parking Meter Revenue	100,000	0	0	0	0
Capital Project Surplus	560,000	0	0	0	0
Sale of Town-owned Land Fund	3,250,000	0	0	0	0
<b>Non-Appropriated</b>	<b>7,996,982</b>	<b>8,184,052</b>	<b>8,375,798</b>	<b>8,572,338</b>	<b>8,773,791</b>
State Assessments	6,162,822	6,307,392	6,455,575	6,607,464	6,763,149
Cherry Sheet Offsets	109,160	109,160	109,160	109,160	109,160
Overlay	1,700,000	1,742,500	1,786,063	1,830,714	1,876,482
Tax Titles - Deficits/Judgements	25,000	25,000	25,000	25,000	25,000
<b>TOTAL EXPENDITURES</b>	<b>221,220,083</b>	<b>224,657,464</b>	<b>234,153,338</b>	<b>243,153,889</b>	<b>252,262,579</b>
\$\$ Increase	12,341,010	3,437,382	9,495,873	9,000,551	9,108,690
% Increase	5.9%	1.6%	4.2%	3.8%	3.7%

	2013	2014	2015	2016	2017
<b>CUMULATIVE SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>(3,133,477)</b>	<b>(4,734,170)</b>	<b>(5,882,826)</b>	<b>(8,068,195)</b>
<b>DEFICIT AS A % OF OP REV</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>-2.5%</b>	<b>-2.7%</b>	<b>-3.1%</b>
Surplus / (Deficit) Prior to Collective Bargaining	2,240,000	(183,480)	(1,898,970)	(3,562,826)	(5,568,195)
Town Share of Surplus / (Deficit)	940,000	254,612	172,489	99,225	(477,607)
Town Collective Bargaining	940,000	950,000	960,000	970,000	1,110,000
<b>Total Town Surplus / (Deficit)</b>	<b>0</b>	<b>(695,388)</b>	<b>(787,511)</b>	<b>(870,775)</b>	<b>(1,587,607)</b>
School Share of Surplus / (Deficit)	1,300,000	(438,093)	(2,071,459)	(3,662,051)	(5,090,588)
School Collective Bargaining	1,300,000	2,000,000	1,875,200	1,350,000	1,390,000
<b>Total School Surplus / (Deficit)</b>	<b>0</b>	<b>(2,438,093)</b>	<b>(3,946,659)</b>	<b>(5,012,051)</b>	<b>(6,480,588)</b>

### CAPITAL IMPROVEMENT PROGRAM (CIP)

Capital planning and budgeting is a critical undertaking for any government and is central to the delivery of essential services and the quality of life for residents. In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. Since FY 1995, the Town has invested more than \$340 million in the CIP. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address the backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investment in technology and energy efficiency. Although there is more to do in the areas of street and sidewalk repairs, parks/open space improvements, and school and town facilities upgrades, the commitment to capital improvements is clearly showing positive results.

The recommended FY 2013 - FY 2018 CIP calls for an investment of \$153.8 million, for an average of approximately \$25.6 million per year. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, improve its physical appearance, and invest in opportunities that positively impact the Operating Budget. Over the last 10 years (FY 2003 - FY 2012), the Town has authorized expenditures of more than \$165.4 million, for an average of nearly \$17 million per year.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town while simultaneously addressing the overcrowding issue in the elementary schools. The overcrowding issue continues to be the most urgent CIP need, consuming more of the CIP and displacing / pushing back other projects. The facts are simple, yet daunting: what were recently Kindergarten classes of

approximately 400 – 425 students are now classes of 550 – 600. As those classes move forward through the system, there will continue to be annual classroom space deficiencies. This not only results in immediate classroom space needs in the elementary schools, it also means that the High School will begin a space crisis in 5-6 years. Obviously, the school district cannot turn away students who are legally entitled to an education in the Brookline system; therefore, a coherent and comprehensive plan to produce additional classroom space is imperative. This CIP includes the following items that address the space needs issue:

- \$1.25 million is included in FY 2013 for Classroom Capacity. In both FY 2008 and FY 2010, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used to fund the costs associated with creating additional classroom spaces within existing school facilities. In FY 2011, Town Meeting appropriated an additional \$530,000 to continue the necessary work, all of which has been committed. The proposed \$1.75 million continues this program. It is projected to fund seven new classrooms in each SY12-13 and SY13-14. It could also go toward adapting the Old Lincoln School for continued classroom use, including for high school programs when the High School reaches its capacity in a few years. It could also go toward implementing recommendations from the High School Needs Study.

- The Devotion School project remains at \$76.9 million, with funding for feasibility / schematic design (\$1.9 million) in FY 2014 and funding for construction (\$75 million) in FY 2015. A key component of the funding plan is MSBA participation, at an estimated rate of 40%. A 25-year term for the construction bond is anticipated, a term this Town has not used before. However, if the Town is to undertake this project without a Debt Exclusion Override while at the same time committing to other important capital projects, a 25-year amortization period is required. Without MSBA participation, this project will need a Debt Exclusion Override. Another critical factor of the Devotion project is it must increase classroom space. Without it, the district-wide overcrowding issue remains and, as a result, the MSBA will not participate.

Ultimately, this approach allows the Old Lincoln School to be used through SY16-17 / SY17-18 to take the stress off of elementary schools and then become available for the High School's use when that facility begins to feel the space crunch. Whatever the final plan for the project is, it has a significant impact on the CIP. Due primarily to this project, the revenue-financed CIP in both FY 2017 and FY 2018 is low compared to the first four years. This then poses challenges to funding "standard" revenue-financed projects such as streets/sidewalks, park projects, and smaller-scale Town/School facility upgrades. In FY 2017, the project consumes \$2.5 million in debt service; in FY 2018, it is \$4.3 million.

- A new \$50,000 item is included in FY 2013 for a High School Space Needs Study. As previously noted, enrollment pressure will begin hitting the High School around SY16-17 / SY17-18. Planning must begin immediately for this component of the overcrowding issue. The funding would be used to review all possible options for addressing the capacity needs of BHS. Solutions might range from relocating certain non-High School functions currently housed at BHS (Early Childhood, Adult Education, etc.) to utilizing the Old Lincoln School for high school purposes. No decisions have been made, but the range of options need to be tested in the context of current PreK – 12 town-wide space needs.

- In FY 2011, \$100,000 was appropriated for an engineering conditions analysis of the outside areas of the Old Lincoln School, which were deteriorating. No estimate was available for the FY 2012 CIP, but the Director of Public Buildings plans on having the analysis complete and the project designed prior to the 2012 Annual Town Meeting. His current estimate for the project is \$500,000, which is included in this CIP. It is important to undertake this project since it appears as though the Old Lincoln School is going to play a significant role in addressing the school overcrowding.

All of this is being addressed while at the same time continuing to address on-going infrastructure improvements including streets, sidewalks, parks/playgrounds, and water/sewer systems. The core of any CIP should be the repair of and improvement to a community's infrastructure, and that is the case with this Proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case. For example, even with the pressure placed on the CIP by the overcrowding issue and other high priority demands, this CIP continues the Town's commitment to upgrading its parks, playgrounds, and other open spaces. As proposed, this CIP renovates the following parks/playgrounds:

- |                               |                        |                                |                                |
|-------------------------------|------------------------|--------------------------------|--------------------------------|
| -Waldstein (FY 2013)          | -Warren (FY 2013)      | -Brookline Ave (FY 2014/2015)  | -Corey Hill (FY 2015/2016)     |
| -Larz Anderson (FY 2015/2018) | -Soule (FY 2015/2016)  | -Brookline Reservoir (FY 2016) | -Emerson Garden (FY 2017/2018) |
| -Harry Downes (FY 2017/2018)  | -Murphy (FY 2018/2019) | -Schick (FY 2018/2019)         |                                |

Also included in this CIP is \$3.25 million (FY 2013) for the new Fisher Hill field/playground. This project is being funded from the proceeds of the sale of the nearby Town-owned reservoir site for the development of mixed-income housing on the site.

Some of the major projects proposed in the CIP include:

- Devotion School Rehab - \$46.1 million of Town funding plus a possible \$30.8 million in State funding (FY 2014-FY 2015)
- Newton St. Landfill (Rear Landfill Closure) - \$4.6 million (FY 2015)
- Village Square - \$4.5M (FY 2014) - - all outside funding
- Fire Station Renovations - \$3.3 million (all years)
- Fisher Hill Reservoir Re-Use - \$3.25 million (FY 2013)

- Waldstein Playground & Warren Field - \$2.3 million (FY 2013)
- Driscoll School HVAC - \$2.2 million (FY 2016-FY 2017)
- Baldwin School - \$2 million (FY 2014-FY 2016)
- Brookline Reservoir Park - \$1.4 million (FY 2016)
- UAB - \$1.3 million (FY 2013)
- Classroom Capacity – \$1.25 million (FY 2013)
- Municipal Service Center Floor / Space – \$1.1 million (FY 2013-FY 2014)

Continued major investments include:

- Street and Sidewalk Rehab - \$17.2 million
- Parks and Open Space - \$16.1 million
- General Town/School Building Repairs - \$6.8 million
- Water and Sewer Infrastructure - \$3.6 million
- Fire Apparatus- \$3.4 million
- Information Technology - \$1.6 million
- Recreation Facilities - \$1.1 million
- Tree Replacement - \$1.1 million
- Energy Conservation - \$1 million

Please read Section VII of this Financial Plan for an in-depth explanation of the CIP process, financing policies, and debt management.

### CONCLUSION

This Financial Plan represents a realistic approach to funding the FY 2013 Budget and for planning the Town's operating and capital needs over the next several years. The ability for the Town to plan ahead has been extremely useful in meeting the challenges of the economic recession and to facilitate information and consensus building for the years ahead. Central to this is the need to plan for increased enrollment in our public schools.

We are pleased that the financial condition of the Commonwealth of Massachusetts and the Town of Brookline are improving and can support a Budget in FY 2013 that maintains programs and services. However, we need to remain conservative in our budget approach and carefully follow the financial policies designed to protect the longer-term sustainability of the Town.

I am appreciative of the efforts of all department heads and financial personnel in preparing their budgets this year. I am especially grateful for the contributions of Deputy Town Administrator Sean Cronin and Assistant Town Administrator Melissa Goff in preparation of this budget and financial planning document. It provides a very informative and useful document for the Board of Selectmen, Advisory Committee and Town Meeting, and creates transparency and confidence among the Town's citizenry and other stakeholders. I am proud to announce that the Town was awarded the Government Finance Officers Association's (GFOA) award for Excellence in Budget Presentation for the seventh consecutive year.

I look forward to working with the Board of Selectmen, School Committee and Advisory Committee in the months ahead as we prepare the best possible budget for Town Meeting approval in May.

Respectfully,



Melvin A. Kleckner  
Town Administrator

NOTE: THERE ARE NUMEROUS SUMMARY TABLES IN SECTION II OF THIS FINANCIAL PLAN. PLEASE REVIEW THOSE FOR MORE DETAILED INFORMATION.

FY2013 FINANCIAL PLAN SUMMARY

	FY2012	FY2013	INCREASE/DECREASE	
			\$	%
<b>REVENUE</b>				
General Fund Revenue	208,879,077	221,220,083	12,341,006	5.91%
Water and Sewer Enterprise Fund (less Water & Sewer Overhead included in General Fund Revenue)	24,687,605 (1,867,647)	25,736,622 (1,855,987)	1,049,017 11,660	4.25% -0.62%
Golf Enterprise Fund (less Golf Overhead included in General Fund Revenue)	1,204,000 (163,852)	1,204,000 (155,038)	0 8,815	0.00% -5.38%
Recreation Revolving Fund (less Rec. Revolving Fund Overhead included in General Fund Revenue)	2,055,713 (295,912)	2,388,655 (281,764)	332,942 14,148	16.2% -4.8%
<b>TOTAL REVENUE</b>	<b>234,498,983</b>	<b>248,256,570</b>	<b>13,757,587</b>	<b>5.9%</b>
<b>APPROPRIATIONS</b>				
General Fund Operating Budget	194,186,234	202,039,600	7,853,366	4.0%
Non-Appropriated Budget *	7,713,843	7,996,982	283,139	3.7%
Revenue-Financed CIP Budget / Other Special Appropriations	6,979,000	11,183,500	4,204,500	60.2%
General Fund Total	208,879,077	221,220,082	12,341,005	5.9%
Water and Sewer Enterprise Fund (less Water & Sewer Overhead included in General Fund Revenue)	24,687,605 (1,867,647)	25,736,622 (1,855,987)	1,049,017 11,660	4.2% -0.6%
Golf Enterprise Fund (less Golf Overhead included in General Fund Revenue)	1,204,000 (163,852)	1,204,000 (155,038)	0 8,815	0.0% -5.4%
Recreation Revolving Fund (less Rec. Revolving Fund Overhead included in General Fund Revenue)	2,055,713 (295,912)	2,388,655 (281,764)	332,942 14,148	16.2% -4.8%
<b>TOTAL APPROPRIATIONS</b>	<b>234,498,983</b>	<b>248,256,570</b>	<b>13,757,587</b>	<b>5.9%</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\* State and County Charges/Offsets, Overlay, Deficits/Judgments.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET MESSAGE**

**NOTE: THERE ARE NUMEROUS SUMMARY TABLES IN SECTION II OF THIS FINANCIAL PLAN. PLEASE REVIEW THOSE FOR MORE DETAILED INFORMATION.**

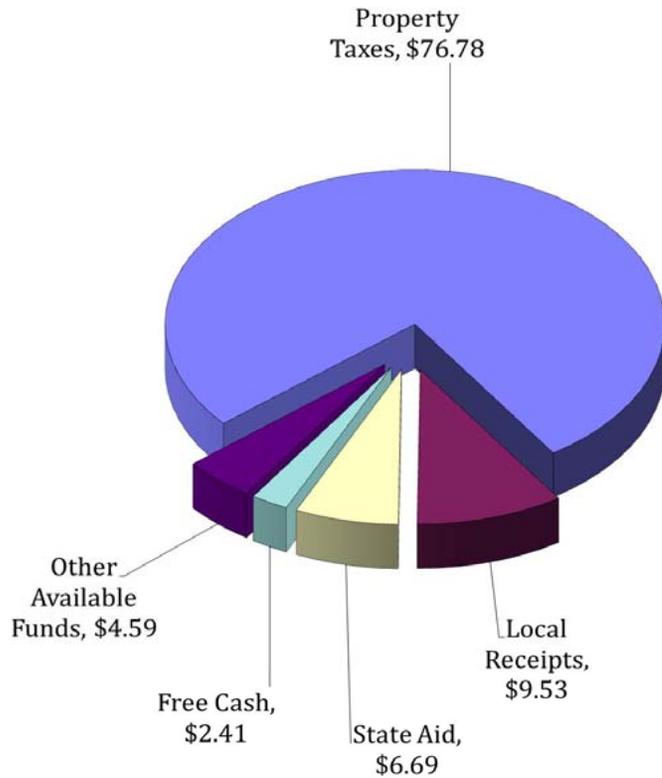
**FY2013 GENERAL FUND SUMMARY**

	FY2009 ACT.	FY2010 ACT.	FY2011 ACT.	FY2012 BGT.	FY2013 BGT.	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Property Tax	146,542,184	152,586,904	155,898,463	163,620,489	169,848,463	6,227,974	3.8%
Local Receipts	22,455,149	21,038,710	22,611,569	20,275,792	21,084,438	808,645	4.0%
State Aid	17,962,793	16,542,765	13,808,845	13,383,563	14,806,425	1,422,862	10.6%
Free Cash	5,954,963	7,053,295	4,590,079	5,380,264	5,336,413	(43,851)	-0.8%
Other Available Funds	5,986,333	7,420,038	5,080,435	6,218,966	10,144,344	3,925,377	63.1%
<b>TOTAL REVENUE</b>	<b>198,901,422</b>	<b>204,641,711</b>	<b>201,989,391</b>	<b>208,879,077</b>	<b>221,220,083</b>	<b>12,341,006</b>	<b>5.9%</b>
<b>(LESS) NON-APPROPRIATED EXPENSES</b>							
State & County Charges	5,493,891	5,559,230	5,576,032	5,671,508	6,162,822	491,314	8.7%
Tax Abatement Overlay	1,535,026	1,619,163	1,795,169	1,910,496	1,700,000	(210,496)	-11.0%
Deficits & Judgments	13,814	9,428	8,615	25,000	25,000	0	0.0%
Cherry Sheet Offsets	122,866	103,079	102,036	106,839	109,160	2,321	2.2%
<b>TOTAL NON-APPROPRIATED EXPENSES</b>	<b>7,165,597</b>	<b>7,290,900</b>	<b>7,481,852</b>	<b>7,713,843</b>	<b>7,996,982</b>	<b>283,139</b>	<b>3.7%</b>
<b>AMOUNT AVAILABLE FOR APPROPRIATION</b>				<b>201,165,234</b>	<b>213,223,100</b>	<b>12,057,866</b>	<b>6.0%</b>
<b>APPROPRIATIONS</b>							
Town Departments	62,287,183	60,121,307	62,463,090	63,203,475	64,815,040	1,611,565	2.5%
School Department	67,973,569	69,323,844	72,043,133	75,387,188	78,196,065	2,808,877	3.7%
Non-Departmental Total	49,100,298	54,146,512	50,059,905	55,595,569	59,028,494	3,432,925	6.2%
General Fund Non-Departmental	46,845,520	51,703,029	47,742,201	53,268,158	56,735,705	3,467,547	6.5%
Water and Sewer Enterprise Fund Overhead *	1,877,687	2,046,264	1,869,338	1,867,647	1,855,987	(11,660)	-0.6%
Golf Enterprise Fund Overhead *	179,064	186,349	191,161	163,852	155,038	(8,815)	-5.4%
Recreation Revolving Fund Overhead *	198,027	210,870	257,205	295,912	281,764	(14,148)	-4.8%
<b>OPERATING BUDGET SUBTOTAL</b>	<b>179,361,050</b>	<b>183,591,663</b>	<b>184,566,128</b>	<b>194,186,234</b>	<b>202,039,600</b>	<b>7,853,366</b>	<b>4.0%</b>
Revenue-Financed Special Appropriations	8,575,748	9,260,572	7,102,000	6,979,000	11,183,500	4,204,500	60.2%
<b>TOTAL APPROPRIATIONS</b>	<b>187,936,798</b>	<b>192,852,235</b>	<b>191,668,128</b>	<b>201,165,234</b>	<b>213,223,100</b>	<b>12,057,866</b>	<b>6.0%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

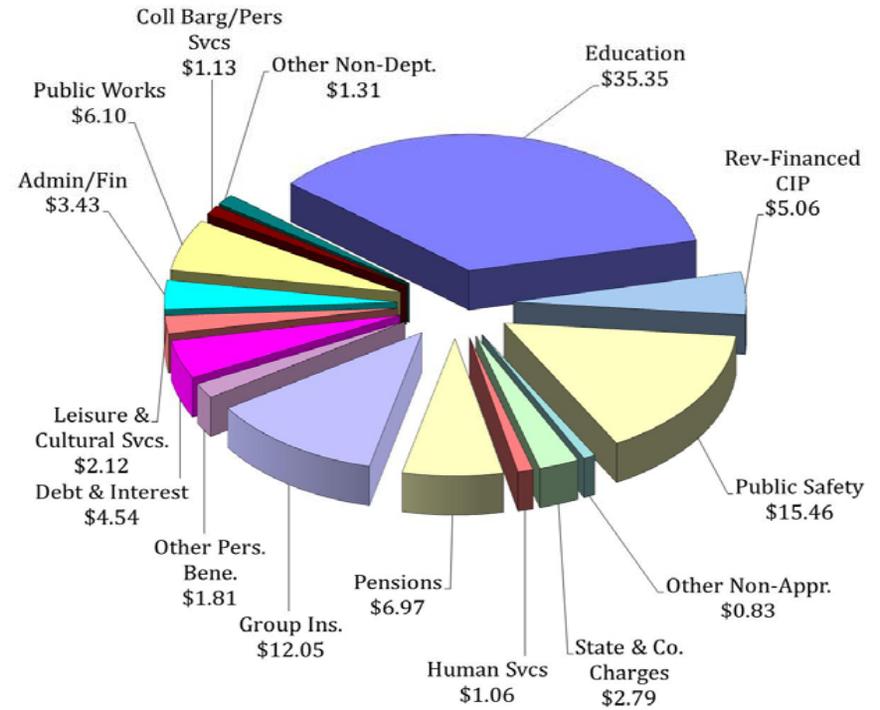
\* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

FY2013 GENERAL FUND TOTAL BUDGET  
\$221,220,083

How Each \$100 Will Be Received

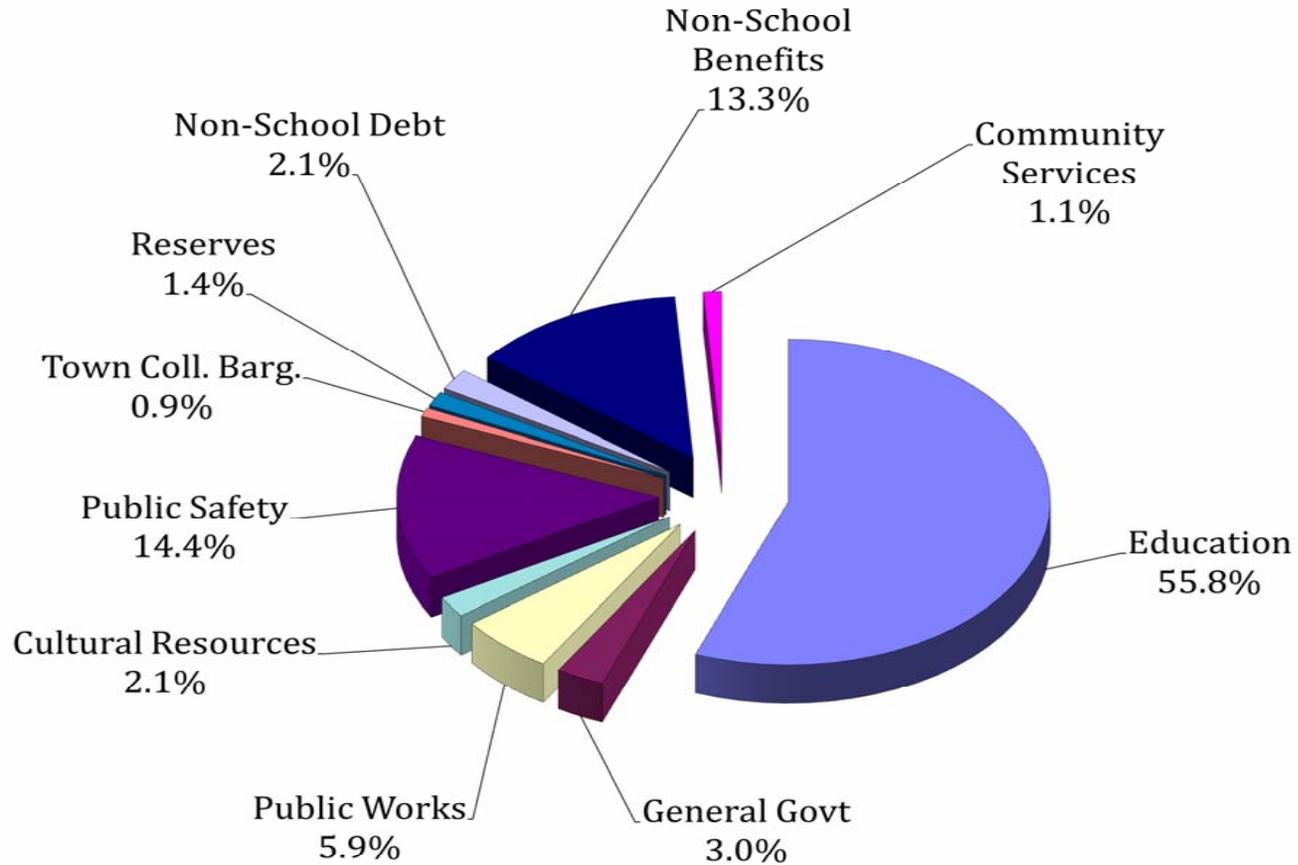


How Each \$100 Will Be Appropriated

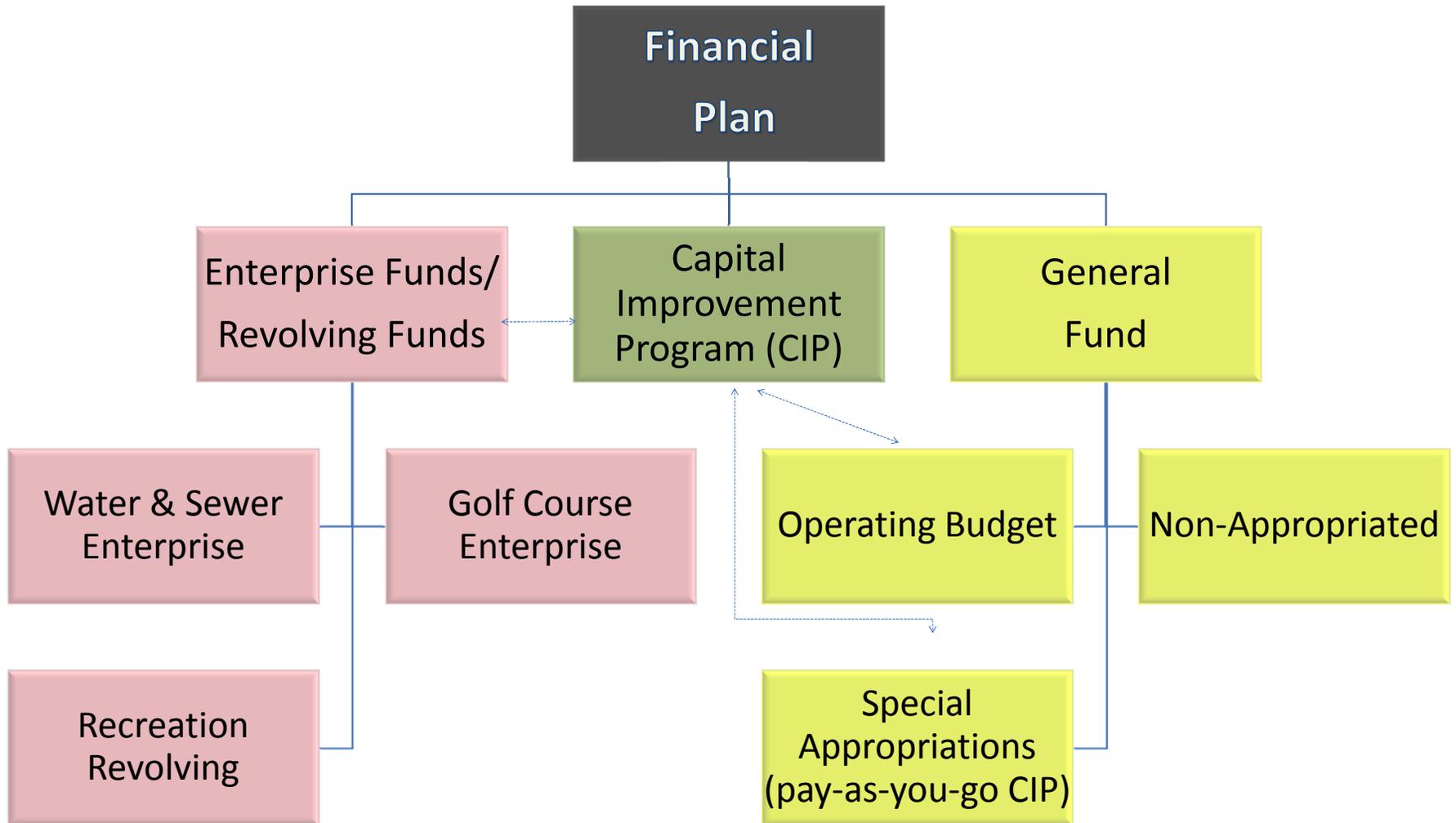


FY2013 GENERAL FUND OPERATING BUDGET  
\$202,039,600

**FULLY ALLOCATED FY2013 GENERAL FUND OPERATING BUDGET**



This chart reflects the allocation of all education-related appropriations (some of which are not appropriated in the school budget, such as building maintenance and energy) as reported annually to the State Department of Education (DOE).



**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Total Financial Plan**

**FY2013 FINANCIAL SUMMARY BY FUND**

<b>REVENUES</b>	<b>General Fund *</b>	<b>Water &amp; Sewer Enterprise Fund</b>	<b>Golf Enterprise Fund</b>	<b>Recreation Revolving Fund</b>	<b>Parking Meter Fund</b>	<b>Cemetery Trust</b>	<b>Library Aid</b>	<b>Capital Project Surplus</b>	<b>Sale of Town-owned Land Fund</b>	<b>TOTAL</b>	<b>% of Total</b>
Property Taxes	169,848,463									169,848,463	68.4%
Local Receipts	21,084,438									21,084,438	8.5%
State Aid	14,806,425									14,806,425	6.0%
Parking Meter Receipts					3,950,000					3,950,000	1.6%
Walnut Hill Cemetery Fund						50,000				50,000	0.0%
State Aid for Libraries							41,555			41,555	0.0%
Golf Receipts			1,204,000							1,204,000	0.5%
Recreation Program Revenue				2,388,655						2,388,655	1.0%
Water and Sewer Receipts		25,736,622								25,736,622	10.4%
Capital Project Surplus								560,000		560,000	0.2%
Sale of Town-owned Land									3,250,000	3,250,000	1.3%
Free Cash	5,336,413									5,336,413	2.1%
<b>TOTAL FINANCIAL PLAN REVENUE</b>	<b>211,075,740</b>	<b>25,736,622</b>	<b>1,204,000</b>	<b>2,388,655</b>	<b>3,950,000</b>	<b>50,000</b>	<b>41,555</b>	<b>560,000</b>	<b>3,250,000</b>	<b>248,256,570</b>	
<b>EXPENDITURES **</b>											
General Government	7,598,114									7,598,114	3.1%
Public Safety	32,253,529				1,950,000					34,203,529	13.8%
Public Works	11,484,466	21,495,689			1,950,000	50,000				34,980,154	14.1%
Library	3,627,437						41,555			3,668,992	1.5%
Health & Human Services	2,355,657									2,355,657	0.9%
Recreation	1,014,283		856,544	2,106,891						3,977,718	1.6%
Schools	78,196,065									78,196,065	31.5%
Personal Services Reserve	715,000									715,000	0.3%
Collective Bargaining (Town)	1,775,000									1,775,000	0.7%
Personnel Benefits **	43,851,907	1,855,987	87,355	278,665						46,073,914	18.6%
Non-Departmental **	2,836,926		67,682	3,099						2,907,707	1.2%
Debt Service **	10,046,874	2,384,946	192,419							12,624,239	5.1%
Revenue-Financed CIP (Special Appropriations)	7,323,500				50,000			560,000	3,250,000	11,183,500	4.5%
Non-Appropriated	7,996,982									7,996,982	3.2%
<b>TOTAL FINANCIAL PLAN EXPENDITURES</b>	<b>211,075,740</b>	<b>25,736,622</b>	<b>1,204,000</b>	<b>2,388,655</b>	<b>3,950,000</b>	<b>50,000</b>	<b>41,555</b>	<b>560,000</b>	<b>3,250,000</b>	<b>248,256,570</b>	
<b>% OF TOTAL FINANCIAL PLAN</b>	<b>85.0%</b>	<b>10.4%</b>	<b>0.5%</b>	<b>1.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>1.3%</b>		

\* Includes revenue from Property Taxes, Local Receipts, State Aid, and Free Cash.

\*\* For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund.

Accounts with an \*\* had amounts deducted from them in the General Fund.

**FY2013 FINANCIAL PLAN BY CATEGORY OF EXPENDITURE \***

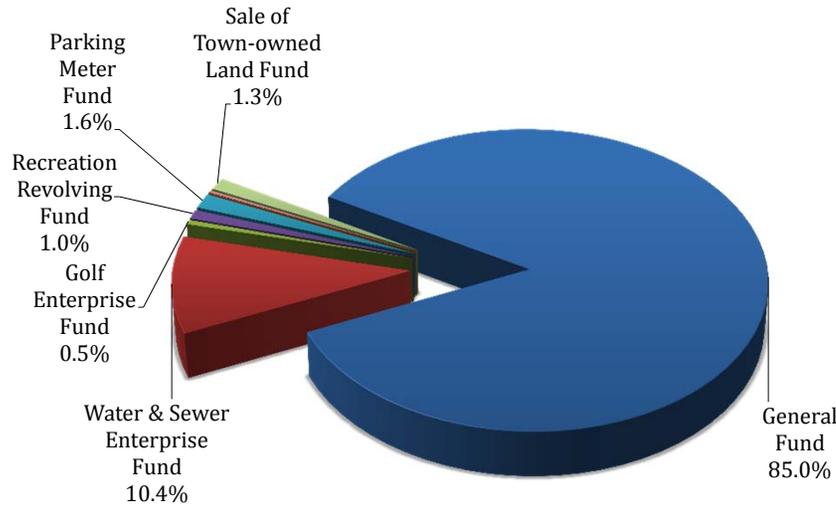
	<b>General Fund **</b>	<b>Water &amp; Sewer Enterprise Fund</b>	<b>Golf Course Enterprise Fund</b>	<b>Recreation Revolving Fund</b>	<b>Capital Project Surplus</b>	<b>Sale of Town-owned Land Fund</b>	<b>TOTAL</b>	<b>% OF TOTAL</b>
Personnel	111,483,530	2,339,744	380,393	1,446,245	0	0	115,649,912	46.6%
Services	19,395,241	316,089	121,566	311,519	0	0	20,144,416	8.1%
Supplies	3,717,413	123,020	148,200	159,644	0	0	4,148,277	1.7%
Other ***	1,137,619	6,400	61,032	56,037	0	0	1,261,088	0.5%
Utilities	5,383,640	162,488	93,385	115,176	0	0	5,754,689	2.3%
Capital Outlay	2,031,890	370,650	83,900	21,369	0	0	2,507,809	1.0%
Inter-Governmental	20,000	17,622,480	0	0	0	0	17,642,480	7.1%
Benefits ***	43,841,157	1,855,987	98,105	278,665	0	0	46,073,914	18.6%
Reserves	2,689,449	254,818	25,000	0	0	0	2,969,267	1.2%
Debt Service	10,046,874	2,384,946	192,419	0	0	0	12,624,239	5.1%
Rev.-Financed CIP (Special Approp.)	7,373,500	300,000	0	0	560,000	3,250,000	11,483,500	4.6%
Non-Appropriated	7,996,982	0	0	0	0	0	7,996,982	3.2%
<b>TOTAL FINANCIAL PLAN</b>	<b>215,117,295</b>	<b>25,736,622</b>	<b>1,203,999</b>	<b>2,388,655</b>	<b>560,000</b>	<b>3,250,000</b>	<b>248,256,570</b>	

\* Includes an estimate of the breakout of the School Department's appropriation.

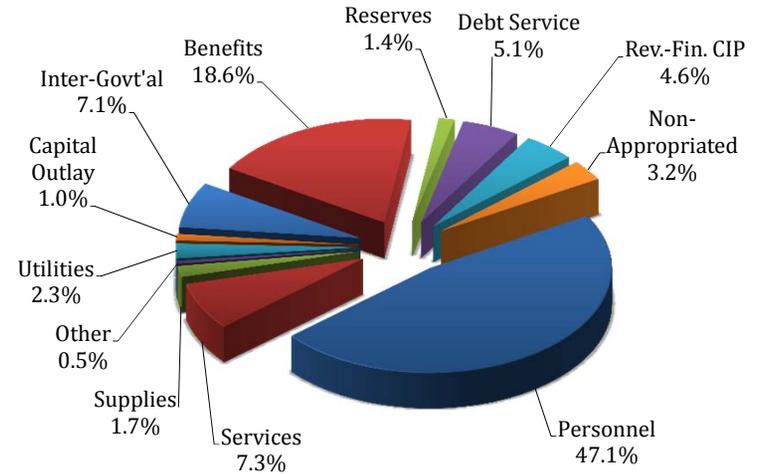
\*\* For purposes of this analysis, the General Fund includes the funds transferred from the Parking Meter Fund, Cemetery Trust, and State Library Aid Fund.

\*\*\* For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an \*\*\* had amounts deducted from them in the General Fund.

**FY2013 FINANCIAL PLAN BY FUND**



**FY2013 FINANCIAL PLAN BY CATEGORY**



**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

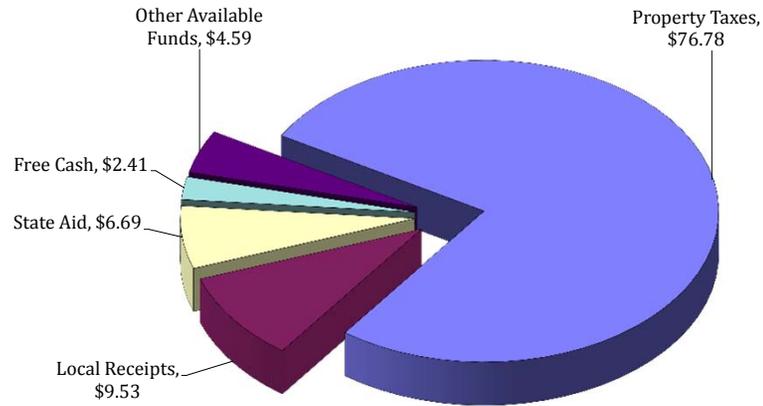
**BUDGET SUMMARIES: General Fund Budget**

**FY2013 RECOMMENDED GENERAL FUND BUDGET SUMMARY**

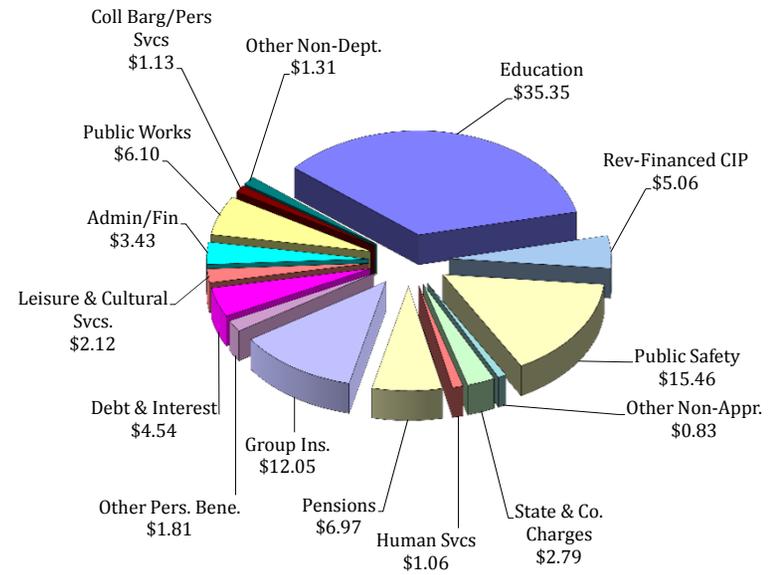
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2013 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Property Tax	146,542,184	152,586,904	155,898,463	163,620,489	169,848,463	6,227,974	3.8%
Local Receipts	22,455,149	21,038,710	22,611,569	20,275,792	21,084,438	808,645	4.0%
State Aid	17,962,793	16,542,765	13,808,845	13,383,563	14,806,425	1,422,862	10.6%
Free Cash	5,954,963	7,053,295	4,590,079	5,380,264	5,336,413	(43,851)	-0.8%
Other Available Funds	5,986,333	7,420,038	5,080,435	6,218,966	10,144,344	3,925,377	63.1%
<b>TOTAL REVENUE</b>	<b>198,901,422</b>	<b>204,641,711</b>	<b>201,989,391</b>	<b>208,879,077</b>	<b>221,220,083</b>	<b>12,341,006</b>	<b>5.9%</b>
<b>(LESS) NON-APPROPRIATED EXPENSES</b>							
State & County Charges	5,493,891	5,559,230	5,576,032	5,671,508	6,162,822	491,314	8.7%
Tax Abatement Overlay	1,535,026	1,619,163	1,795,169	1,910,496	1,700,000	(210,496)	-11.0%
Deficits & Judgments	13,814	9,428	8,615	25,000	25,000	0	0.0%
Cherry Sheet Offsets	122,866	103,079	102,036	106,839	109,160	2,321	2.2%
<b>TOTAL NON-APPROPRIATED EXPENSES</b>	<b>7,165,597</b>	<b>7,290,900</b>	<b>7,481,852</b>	<b>7,713,843</b>	<b>7,996,982</b>	<b>283,139</b>	<b>3.7%</b>
<b>AMOUNT AVAILABLE FOR APPROPRIATION</b>				<b>201,165,234</b>	<b>213,223,100</b>	<b>12,057,866</b>	<b>6.0%</b>
<b>APPROPRIATIONS</b>							
Town Departments	62,287,183	60,121,307	62,463,090	63,203,475	64,815,040	1,611,565	2.5%
School Department	67,973,569	69,323,844	72,043,133	75,387,188	78,196,065	2,808,877	3.7%
Non-Departmental Total	49,100,298	54,146,512	50,059,905	55,595,569	59,028,494	3,432,925	6.2%
General Fund Non-Departmental	46,845,520	51,703,029	47,742,201	53,268,158	56,735,705	3,467,547	6.5%
Water and Sewer Enterprise Fund Overhead *	1,877,687	2,046,264	1,869,338	1,867,647	1,855,987	(11,660)	-0.6%
Golf Enterprise Fund Overhead *	179,064	186,349	191,161	163,852	155,038	(8,815)	-5.4%
Recreation Revolving Fund Overhead *	198,027	210,870	257,205	295,912	281,764	(14,148)	-4.8%
<b>OPERATING BUDGET SUBTOTAL</b>	<b>179,361,050</b>	<b>183,591,663</b>	<b>184,566,128</b>	<b>194,186,234</b>	<b>202,039,600</b>	<b>7,853,366</b>	<b>4.0%</b>
Revenue-Financed CIP (Special Appropriations)	8,575,748	9,260,572	7,102,000	6,979,000	11,183,500	4,204,500	60.2%
<b>TOTAL APPROPRIATIONS</b>	<b>187,936,798</b>	<b>192,852,235</b>	<b>191,668,128</b>	<b>201,165,234</b>	<b>213,223,100</b>	<b>12,057,866</b>	<b>6.0%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

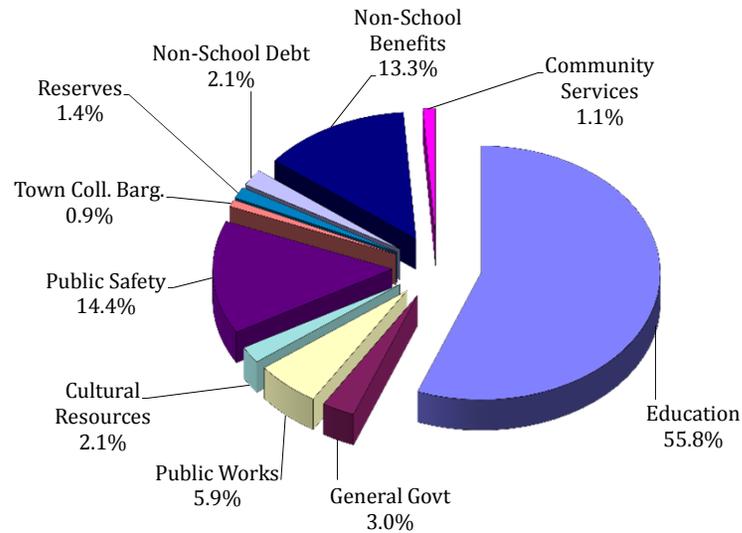
**How Each \$100 Will Be Received**



**How Each \$100 Will Be Appropriated**



**FULLY ALLOCATED FY2013 GENERAL FUND OPERATING BUDGET**



**FY2013 RECOMMENDED OPERATING BUDGET SUMMARY - TOTALS BY EXPENDITURE CLASSIFICATION**

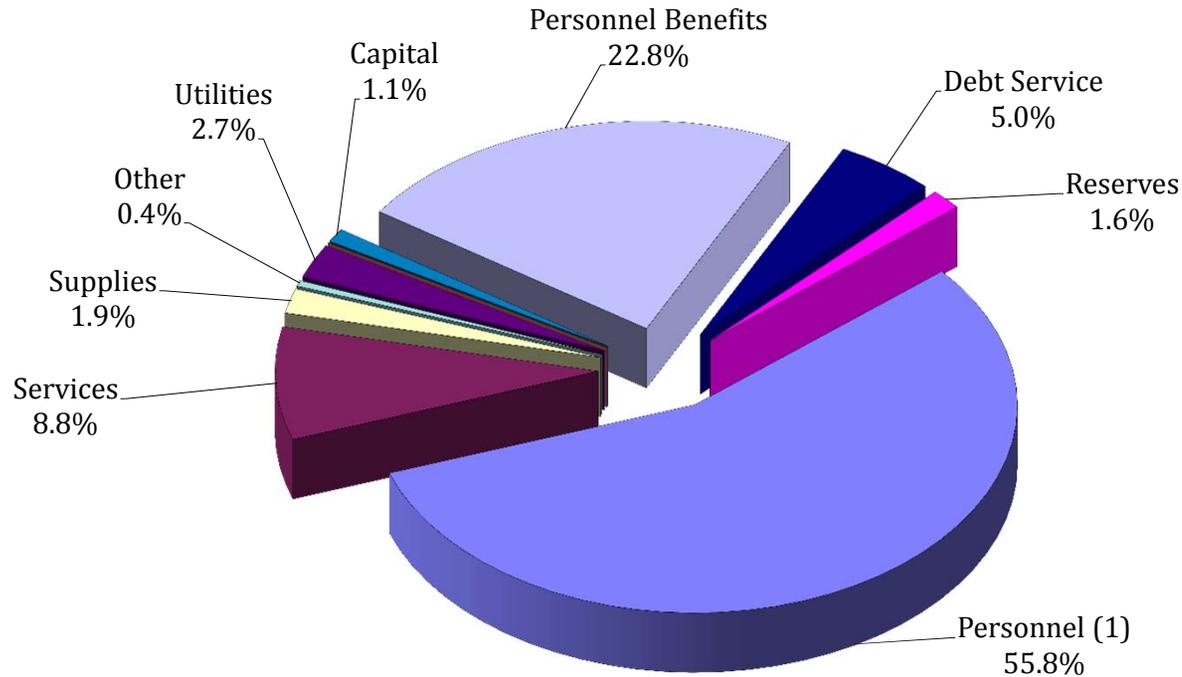
<u>CLASS OF EXPENDITURE</u>	<u>FY2009 ACTUAL</u>	<u>FY2010 ACTUAL</u>	<u>FY2011 ACTUAL</u>	<u>FY2012 BUDGET</u>	<u>FY2013 BUDGET</u>	<u>INCREASE/ DECREASE</u>	<u>% INCREASE/ DECREASE</u>
Personnel (1)	104,341,898	103,396,141	106,005,129	107,786,406	112,704,582	4,918,175	4.6%
Services	14,417,283	15,496,842	17,296,084	18,674,215	17,722,423	(951,791)	-5.1%
Supplies	4,162,944	3,682,258	4,064,542	3,785,153	3,866,646	81,493	2.2%
Other	443,214	647,461	764,486	853,527	872,264	18,737	2.2%
Utilities	4,983,079	4,706,602	4,988,426	5,125,928	5,383,640	257,712	5.0%
Intergovernmental	20,000	20,000	20,000	20,000	20,000	0	0.0%
Capital Outlay	2,287,987	1,946,152	1,788,263	1,963,383	2,132,279	168,895	8.6%
Personnel Benefits	36,103,405	40,355,929	39,606,017	42,108,263	46,073,914	3,965,651	9.4%
Debt Service	12,289,860	11,886,156	9,491,021	10,404,421	10,046,874	(357,547)	-3.4%
Reserves (2)	311,381	1,454,122	542,159	3,464,937	3,216,978	(247,960)	-7.2%
<b>TOTAL OPERATING BUDGET</b>	<b>179,361,050</b>	<b>183,591,663</b>	<b>184,566,128</b>	<b>194,186,234</b>	<b>202,039,600</b>	<b>7,853,365</b>	<b>4.0%</b>

(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve.

(2) The FY09-FY11 Actuals do not include the Operating Budget Reserve Fund, as those monies are transferred to departmental budgets for expenditure.

Note: The FY12 and FY13 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

**FY13 OPERATING BUDGET BY CLASS OF EXPENDITURE**



**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2013 RECOMMENDED OPERATING BUDGET SUMMARY**

SERVICE PROGRAMS	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2013 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
<b>ADMINISTRATION AND FINANCE</b>							
<b>Selectmen</b>	<b>635,977</b>	<b>619,934</b>	<b>637,941</b>	<b>619,759</b>	<b>625,898</b>	<b>6,139</b>	<b>1.0%</b>
Personnel	619,398	603,499	619,555	599,256	605,270	6,014	1.0%
Services	4,791	5,447	6,613	7,203	6,868	(335)	-4.7%
Supplies	5,678	4,475	3,600	4,000	4,000	0	0.0%
Other	3,217	3,620	5,621	6,400	6,600	200	3.1%
Capital	2,894	2,894	2,551	2,900	3,160	260	9.0%
<b>Human Resources Department</b>	<b>457,626</b>	<b>513,823</b>	<b>485,181</b>	<b>518,942</b>	<b>507,186</b>	<b>(11,756)</b>	<b>-2.3%</b>
Personnel	253,250	261,051	274,552	259,113	262,867	3,754	1.4%
Services	193,747	241,543	173,354	218,329	201,219	(17,110)	-7.8%
Supplies	7,389	6,471	8,500	8,500	8,500	0	0.0%
Other	866	2,683	27,008	30,900	31,000	100	0.3%
Capital	2,374	2,075	1,766	2,100	3,600	1,500	71.4%
<b>Information Technology Department</b>	<b>1,386,089</b>	<b>1,354,537</b>	<b>1,399,699</b>	<b>1,432,526</b>	<b>1,463,774</b>	<b>31,248</b>	<b>2.2%</b>
Personnel	806,142	820,602	892,833	915,080	925,515	10,434	1.1%
Services	506,964	473,405	449,573	451,791	436,091	(15,700)	-3.5%
Supplies	33,271	21,715	22,093	22,336	33,850	11,514	51.5%
Other	2,239	26,614	19,935	27,550	27,550	0	0.0%
Capital	37,474	12,201	15,266	15,769	40,769	25,000	158.5%
<b>Finance Department</b>	<b>3,368,994</b>	<b>2,982,499</b>	<b>2,959,441</b>	<b>2,986,278</b>	<b>2,966,751</b>	<b>(19,527)</b>	<b>-0.7%</b>
Personnel	1,915,126	1,931,792	1,949,523	1,937,019	1,968,242	31,223	1.6%
Services	1,086,850	985,148	941,789	978,055	927,066	(50,989)	-5.2%
Supplies	36,384	37,044	36,473	38,752	37,710	(1,042)	-2.7%
Other	13,345	16,228	15,027	17,783	16,165	(1,618)	-9.1%
Utilities	2,394	1,611	1,879	2,419	2,318	(101)	-4.2%
Capital	314,895	10,675	14,750	12,250	15,250	3,000	24.5%
<b>Legal Services</b>	<b>749,476</b>	<b>754,535</b>	<b>752,924</b>	<b>781,304</b>	<b>783,484</b>	<b>2,180</b>	<b>0.3%</b>
Personnel	524,893	531,687	544,269	543,387	549,367	5,980	1.1%
Services	98,787	121,221	100,394	128,017	124,017	(4,000)	-3.1%
Supplies	2,602	2,261	2,198	2,200	3,300	1,100	50.0%
Other	120,133	96,659	102,826	104,700	103,800	(900)	-0.9%
Capital	3,061	2,706	3,237	3,000	3,000	0	0.0%
<b>Advisory Committee</b>	<b>17,938</b>	<b>15,675</b>	<b>19,065</b>	<b>20,033</b>	<b>20,118</b>	<b>85</b>	<b>0.4%</b>
Personnel	15,830	14,300	17,303	17,857	17,942	85	0.5%
Services	36	0	0	36	36	0	0.0%
Supplies	1,260	1,050	1,145	1,275	1,275	0	0.0%
Other	326	326	326	570	570	0	0.0%
Capital	487	0	291	295	295	0	0.0%
<b>Town Clerk</b>	<b>604,410</b>	<b>493,094</b>	<b>613,978</b>	<b>574,204</b>	<b>625,299</b>	<b>51,095</b>	<b>8.9%</b>
Personnel	525,877	416,643	523,586	480,681	529,427	48,745	10.1%
Services	60,426	63,982	73,909	77,273	78,223	950	1.2%
Supplies	15,047	9,091	12,454	12,350	13,750	1,400	11.3%
Other	987	1,145	479	1,400	1,400	0	0.0%
Capital	2,073	2,232	3,549	2,500	2,500	0	0.0%
<b>Dept. of Planning and Cmty. Development</b>	<b>593,156</b>	<b>590,488</b>	<b>642,151</b>	<b>615,764</b>	<b>605,603</b>	<b>(10,161)</b>	<b>-1.7%</b>
Personnel	548,458	562,387	608,324	580,002	570,168	(9,834)	-1.7%
Services	22,281	10,119	14,597	16,817	16,673	(144)	-0.9%
Supplies	12,959	8,857	8,980	9,432	9,212	(220)	-2.3%
Other	2,583	4,311	3,934	4,513	4,550	37	0.8%
Capital	6,875	4,813	6,317	5,000	5,000	0	0.0%

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2013 RECOMMENDED OPERATING BUDGET SUMMARY**

<b>SERVICE PROGRAMS</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 ACTUAL</b>	<b>FY2011 ACTUAL</b>	<b>FY2012 BUDGET</b>	<b>FY2013 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b><u>ADMINISTRATION AND FINANCE TOTAL</u></b>	<b><u>7,813,667</u></b>	<b><u>7,324,583</u></b>	<b><u>7,510,378</u></b>	<b><u>7,548,811</u></b>	<b><u>7,598,113</u></b>	<b><u>49,303</u></b>	<b><u>0.7%</u></b>
Personnel	5,208,974	5,141,961	5,429,945	5,332,396	5,428,797	96,401	1.8%
Services	1,973,882	1,900,865	1,760,229	1,877,521	1,790,193	(87,328)	-4.7%
Supplies	114,589	90,964	95,443	98,845	111,597	12,752	12.9%
Other	143,695	151,586	175,156	193,816	191,635	(2,181)	-1.1%
Utilities	2,394	1,611	1,879	2,419	2,318	(101)	-4.2%
Capital	370,133	37,596	47,726	43,814	73,574	29,760	67.9%
<b><u>PUBLIC SAFETY</u></b>							
<b><u>Police Department</u></b>	<b><u>14,680,249</u></b>	<b><u>14,307,709</u></b>	<b><u>14,812,957</u></b>	<b><u>14,731,101</u></b>	<b><u>14,877,838</u></b>	<b><u>146,737</u></b>	<b><u>1.0%</u></b>
Personnel	13,188,097	13,068,656	13,375,772	13,318,118	13,346,709	28,591	0.2%
Services	393,767	325,481	365,875	361,585	371,485	9,900	2.7%
Supplies	192,598	188,034	219,390	201,300	221,750	20,450	10.2%
Other	5,453	62,695	62,752	59,500	59,500	0	0.0%
Utilities	453,912	309,428	375,695	389,035	426,110	37,075	9.5%
Capital	446,423	353,414	413,473	401,563	452,284	50,721	12.6%
<b><u>Fire Department</u></b>	<b><u>12,280,892</u></b>	<b><u>11,949,902</u></b>	<b><u>12,192,327</u></b>	<b><u>12,315,250</u></b>	<b><u>12,435,279</u></b>	<b><u>120,029</u></b>	<b><u>1.0%</u></b>
Personnel	11,664,784	11,340,104	11,555,654	11,639,169	11,709,480	70,310	0.6%
Services	131,739	89,697	129,583	129,589	144,755	15,166	11.7%
Supplies	121,407	150,048	121,023	134,260	146,260	12,000	8.9%
Other	5,732	22,951	22,838	25,125	27,650	2,525	10.0%
Utilities	268,925	227,982	241,048	252,029	247,062	(4,966)	-2.0%
Capital	88,305	119,120	122,180	135,078	160,072	24,994	18.5%
<b><u>Building Department</u></b>	<b><u>6,965,035</u></b>	<b><u>6,630,751</u></b>	<b><u>6,868,280</u></b>	<b><u>6,860,486</u></b>	<b><u>6,890,412</u></b>	<b><u>29,926</u></b>	<b><u>0.4%</u></b>
Personnel	1,959,974	1,934,335	1,914,625	1,958,280	1,964,115	5,835	0.3%
Services	2,053,754	1,836,335	1,859,894	1,886,672	2,112,739	226,067	12.0%
Supplies	351,542	181,657	261,270	123,770	22,670	(101,100)	-81.7%
Other	1,255	3,639	12,762	5,800	5,350	(450)	-7.8%
Utilities	2,545,873	2,648,220	2,766,559	2,742,497	2,729,651	(12,846)	-0.5%
Capital	52,637	26,565	53,172	143,467	55,887	(87,580)	-61.0%
<b><u>PUBLIC SAFETY TOTAL</u></b>	<b><u>33,926,177</u></b>	<b><u>32,888,362</u></b>	<b><u>33,873,564</u></b>	<b><u>33,906,836</u></b>	<b><u>34,203,529</u></b>	<b><u>296,693</u></b>	<b><u>0.9%</u></b>
Personnel	26,812,854	26,343,095	26,846,050	26,915,567	27,020,304	104,737	0.4%
Services	2,579,260	2,251,513	2,355,352	2,377,846	2,628,979	251,133	10.6%
Supplies	665,548	519,739	601,683	459,330	390,680	(68,650)	-14.9%
Other	12,440	89,285	98,352	90,425	92,500	2,075	2.3%
Utilities	3,268,711	3,185,631	3,383,302	3,383,560	3,402,823	19,263	0.6%
Capital	587,364	499,099	588,825	680,108	668,243	(11,865)	-1.7%
<b><u>PUBLIC WORKS</u></b>							
<b><u>Department of Public Works</u></b>	<b><u>13,896,651</u></b>	<b><u>13,309,224</u></b>	<b><u>14,369,186</u></b>	<b><u>13,230,417</u></b>	<b><u>13,484,466</u></b>	<b><u>254,048</u></b>	<b><u>1.9%</u></b>
Personnel	7,668,288	7,342,673	7,575,878	7,155,023	7,225,173	70,150	1.0%
Services	2,995,498	2,993,629	3,740,289	3,255,440	3,236,871	(18,569)	-0.6%
Supplies	1,320,597	1,040,933	1,236,319	884,010	883,075	(935)	-0.1%
Other	25,923	22,729	56,386	38,550	40,900	2,350	6.1%
Utilities	1,174,028	1,002,202	1,054,628	1,177,394	1,378,447	201,052	17.1%
Intergovernmental	20,000	20,000	20,000	20,000	20,000	0	0.0%
Capital	692,316	887,058	685,687	700,000	700,000	0	0.0%

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2013 RECOMMENDED OPERATING BUDGET SUMMARY**

<b>SERVICE PROGRAMS</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 ACTUAL</b>	<b>FY2011 ACTUAL</b>	<b>FY2012 BUDGET</b>	<b>FY2013 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b>CULTURAL SERVICES</b>							
<b>Library</b>	<b>3,489,100</b>	<b>3,521,560</b>	<b>3,550,657</b>	<b>3,592,249</b>	<b>3,668,992</b>	<b>76,743</b>	<b>2.1%</b>
Personnel	2,497,814	2,569,128	2,545,841	2,526,906	2,535,352	8,446	0.3%
Services	138,853	122,700	129,892	173,696	167,396	(6,300)	-3.6%
Supplies	533,278	501,068	521,933	526,819	542,520	15,701	3.0%
Other	1,307	2,950	3,246	4,502	3,700	(802)	-17.8%
Utilities	287,592	293,207	324,590	308,224	337,922	29,698	9.6%
Capital	30,256	32,507	25,156	52,101	82,101	30,000	57.6%
<b>HUMAN SERVICES</b>							
<b>Health Department</b>	<b>1,088,051</b>	<b>1,097,022</b>	<b>1,100,297</b>	<b>1,141,117</b>	<b>1,122,059</b>	<b>(19,058)</b>	<b>-1.7%</b>
Personnel	742,345	755,879	815,411	866,622	868,861	2,239	0.3%
Services	254,655	255,482	219,349	187,086	191,237	4,150	2.2%
Supplies	14,598	14,476	15,406	17,100	15,100	(2,000)	-11.7%
Other	3,422	3,162	4,092	4,120	4,120	0	0.0%
Utilities	45,720	40,274	41,967	38,133	37,686	(447)	-1.2%
Capital	27,311	27,749	4,071	28,055	5,055	(23,000)	-82.0%
<b>Veterans' Services</b>	<b>241,303</b>	<b>242,235</b>	<b>281,170</b>	<b>247,955</b>	<b>290,996</b>	<b>43,041</b>	<b>17.4%</b>
Personnel	122,697	122,059	126,145	127,494	153,907	26,413	20.7%
Services	2,526	2,673	2,718	3,086	2,729	(357)	-11.6%
Supplies	641	650	612	650	650	0	0.0%
Other	114,730	116,145	151,013	116,200	133,185	16,985	14.6%
Capital	709	709	682	525	525	0	0.0%
<b>Council on Aging</b>	<b>767,624</b>	<b>729,713</b>	<b>775,730</b>	<b>826,481</b>	<b>838,351</b>	<b>11,870</b>	<b>1.4%</b>
Personnel	620,255	576,300	628,386	635,277	662,809	27,532	4.3%
Services	48,023	51,650	51,117	57,777	32,277	(25,500)	-44.1%
Supplies	16,298	17,609	17,781	18,825	18,000	(825)	-4.4%
Other	2,544	2,180	2,062	2,900	2,900	0	0.0%
Utilities	71,877	74,953	69,593	103,703	70,366	(33,337)	-32.1%
Capital	8,627	7,021	6,792	8,000	52,000	44,000	550.0%
<b>Human Relations-Youth Resources</b>	<b>151,702</b>	<b>103,587</b>	<b>106,203</b>	<b>104,461</b>	<b>104,251</b>	<b>(210)</b>	<b>-0.2%</b>
Personnel	147,249	100,583	101,991	98,890	98,890	0	0.0%
Services	541	525	1,559	1,771	1,761	(10)	-0.6%
Supplies	3,017	1,790	1,819	2,800	2,600	(200)	-7.1%
Other	281	141	309	450	450	0	0.0%
Capital	614	548	526	550	550	0	0.0%
<b>HUMAN SERVICES TOTAL</b>	<b>2,248,680</b>	<b>2,172,558</b>	<b>2,263,401</b>	<b>2,320,014</b>	<b>2,355,657</b>	<b>35,644</b>	<b>1.5%</b>
Personnel	1,632,546	1,554,821	1,671,934	1,728,283	1,784,467	56,184	3.3%
Services	305,745	310,330	274,743	249,720	228,003	(21,717)	-8.7%
Supplies	34,554	34,525	35,618	39,375	36,350	(3,025)	-7.7%
Other	120,977	121,628	157,475	123,670	140,655	16,985	13.7%
Utilities	117,597	115,227	111,560	141,836	108,052	(33,784)	-23.8%
Capital	37,261	36,027	12,070	37,130	58,130	21,000	56.6%

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2013 RECOMMENDED OPERATING BUDGET SUMMARY**

<b>SERVICE PROGRAMS</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 ACTUAL</b>	<b>FY2011 ACTUAL</b>	<b>FY2012 BUDGET</b>	<b>FY2013 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b>LEISURE SERVICES</b>							
<b>Recreation Department</b>	<b>912,909</b>	<b>905,021</b>	<b>895,904</b>	<b>1,008,679</b>	<b>1,014,283</b>	<b>5,605</b>	<b>0.6%</b>
Personnel	649,643	636,885	625,032	687,166	694,548	7,382	1.1%
Services	88,818	88,934	85,038	144,908	75,897	(69,011)	-47.6%
Supplies	35,246	38,356	39,585	45,330	70,980	25,650	56.6%
Other	2,375	1,630	2,400	12,400	12,400	0	0.0%
Utilities	132,758	108,724	112,468	112,495	154,079	41,583	37.0%
Capital	4,069	30,491	31,380	6,380	6,380	0	0.0%
Personnel Services Reserve <sup>1</sup>	0	0	0	761,472	715,000	(46,472)	-6.1%
FY11 + FY 12 Collective Bargaining Reserve <sup>2</sup>				835,000	835,000	0	
FY13 Collective Bargaining Reserve <sup>2</sup>					940,000		
<b>DEPARTMENTAL SUB-TOTAL</b>	<b>62,287,183</b>	<b>60,121,307</b>	<b>62,463,090</b>	<b>63,203,477</b>	<b>64,815,040</b>	<b>1,611,563</b>	<b>2.5%</b>
<sup>1</sup> The amounts shown for FY09 - FY11 are \$0 because these funds were transferred to departments during the fiscal year.							
<sup>2</sup> Contracts for all unions except Police and Fire are settled for FY11 + FY12. None are settled for FY13.							
<b>SCHOOLS <sup>3</sup></b>							
<b>Personnel</b>	<b>67,973,569</b>	<b>69,323,844</b>	<b>72,043,133</b>	<b>75,387,188</b>	<b>78,196,065</b>	<b>2,808,877</b>	<b>3.7%</b>
Personnel	59,871,778	59,807,578	61,310,448	61,844,593	65,525,941	3,681,348	6.0%
Services	5,951,829	7,390,178	8,541,250	10,170,084	9,170,084	(1,000,000)	-9.8%
Supplies	1,459,131	1,456,673	1,533,961	1,731,444	1,831,444	100,000	5.8%
Other	124,243	246,041	260,055	374,745	374,745	0	0.0%
Capital	566,588	423,374	397,419	443,851	543,851	100,000	22.5%
Reserve <sup>1</sup>	0	0	0	822,471	750,000	(72,471)	-8.8%
<b>NON-DEPARTMENTAL</b>							
<b>Personnel Benefits</b>	<b>36,103,405</b>	<b>40,355,929</b>	<b>39,606,017</b>	<b>42,108,263</b>	<b>46,073,914</b>	<b>3,965,651</b>	<b>9.4%</b>
Pensions	11,686,639	13,253,562	13,975,800	14,612,334	15,422,765	810,431	5.5%
Group Health	20,860,382	22,983,067	19,906,659	21,680,402	23,929,561	2,249,159	10.4%
Health Reimbursement Account (HRA)	0	0	0	250,000	125,000	(125,000)	-50.0%
Retiree Group Health Trust Fund (OPEB's) <sup>4</sup>	0	650,000	2,012,531	1,801,527	2,601,928	800,401	44.4%
Employee Assistance Program (EAP)	25,282	25,282	25,282	28,000	28,000	0	0.0%
Group Life	150,971	128,109	129,218	130,000	150,000	20,000	15.4%
Disability Insurance	13,460	13,536	13,206	16,000	16,000	0	0.0%
Workers Comp <sup>4</sup>	1,550,000	1,350,000	1,350,000	1,250,000	1,200,000	(50,000)	-4.0%
Public Safety IOD Medical Expenses <sup>4</sup>	300,000	300,000	325,000	300,000	560,660	260,660	86.9%
Unemployment Comp <sup>4</sup>	166,000	266,000	400,000	350,000	350,000	0	0.0%
Medical Disabilities	9,963	15,507	20,248	30,000	30,000	0	0.0%
Medicare	1,340,708	1,370,866	1,448,073	1,660,000	1,660,000	0	0.0%
<b>Debt Service</b>	<b>12,289,860</b>	<b>11,886,156</b>	<b>9,491,021</b>	<b>10,404,421</b>	<b>10,046,874</b>	<b>(357,547)</b>	<b>-3.4%</b>
Principal	8,247,516	7,796,867	7,264,649	7,975,489	7,422,382	(553,107)	-6.9%
Interest	3,884,000	4,077,092	2,176,113	2,268,932	2,464,492	195,560	8.6%
Bond Anticipation Notes (BANs)	116,533	0	0	100,000	100,000	0	0.0%
Abatement Interest and Income	41,811	12,197	50,259	60,000	60,000	0	0.0%

<sup>3</sup> The FY12 and FY13 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

<sup>4</sup> The FY09-FY11 Actuals represent amounts transferred into the fund from General Fund revenues, not actual expenditures from the fund.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2013 RECOMMENDED OPERATING BUDGET SUMMARY**

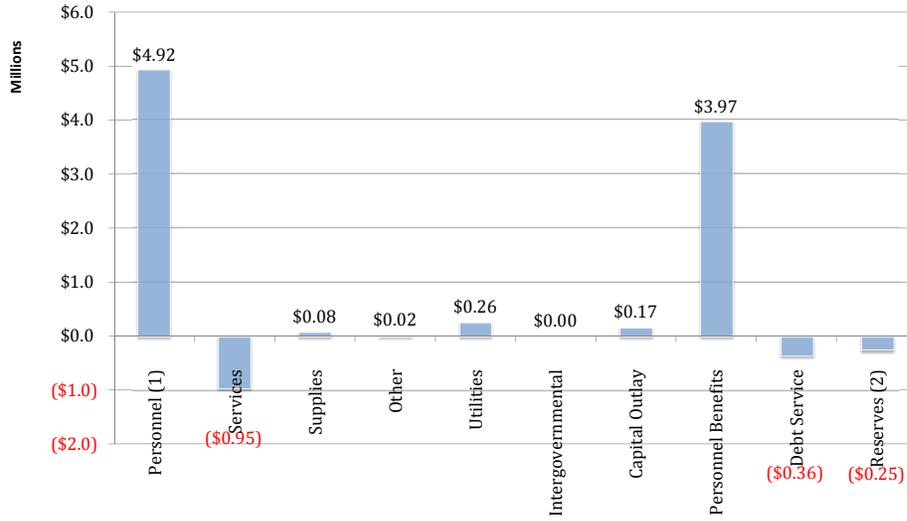
<b>SERVICE PROGRAMS</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 ACTUAL</b>	<b>FY2011 ACTUAL</b>	<b>FY2012 BUDGET</b>	<b>FY2013 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b>NON-DEPARTMENTAL (con't.)</b>							
<b>Unclassified</b>	<b>707,033</b>	<b>1,904,427</b>	<b>962,867</b>	<b>3,082,885</b>	<b>2,907,707</b>	<b>(175,179)</b>	<b>-5.7%</b>
Reserve Fund <sup>5</sup>	1,297,947	1,392,000	1,603,475	1,877,151	1,946,946	69,795	3.7%
Liability/Catastrophe Fund	297,476	1,443,397	455,500	141,959	253,669	111,710	78.7%
Stabilization Fund	0	0	71,868	253,092	0	(253,092)	-100.0%
Affordable Housing Trust Fund	0	0	0	355,264	251,363	(103,901)	-29.2%
General Insurance	279,490	286,128	251,526	275,000	275,000	0	0.0%
Audit & Professional Services	86,765	135,900	138,560	130,000	130,000	0	0.0%
Contingency	13,905	10,725	14,791	15,000	15,000	0	0.0%
Out of State Travel	1,076	434	0	3,000	3,000	0	0.0%
Printing of Reports	17,143	16,665	19,205	20,000	20,000	0	0.0%
MMA Dues	11,178	11,178	11,417	12,419	12,729	310	2.5%
<b>NON-DEPARTMENTAL TOTAL</b>	<b>49,100,298</b>	<b>54,146,512</b>	<b>50,059,905</b>	<b>55,595,569</b>	<b>59,028,494</b>	<b>3,432,925</b>	<b>6.2%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>179,361,050</b>	<b>183,591,663</b>	<b>184,566,128</b>	<b>194,186,234</b>	<b>202,039,600</b>	<b>7,853,365</b>	<b>4.0%</b>

<sup>5</sup> The amounts shown for FY09 -FY11 are for information purposes only, as these funds are transferred to departments during the fiscal year and accounted for in their expenditure total.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

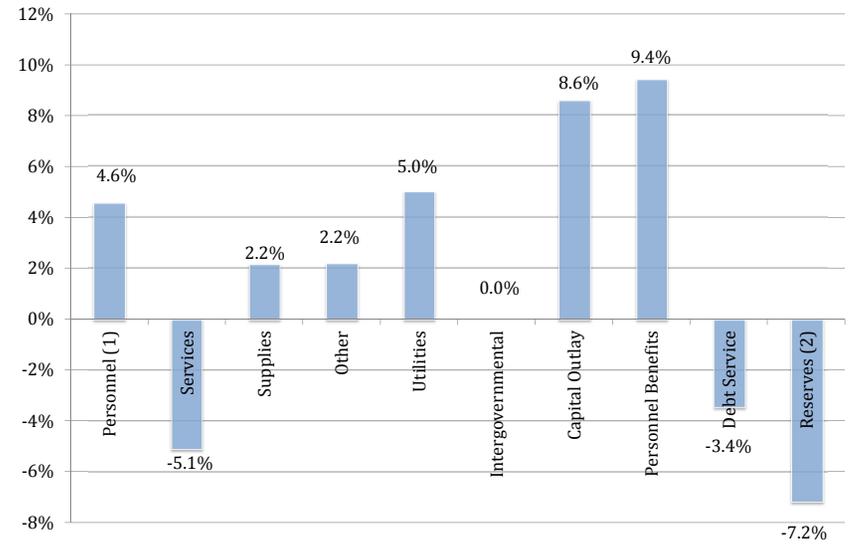
**BUDGET SUMMARIES: Operating Budget**

**FY13 OPERATING BUDGET - \$\$ CHANGES**



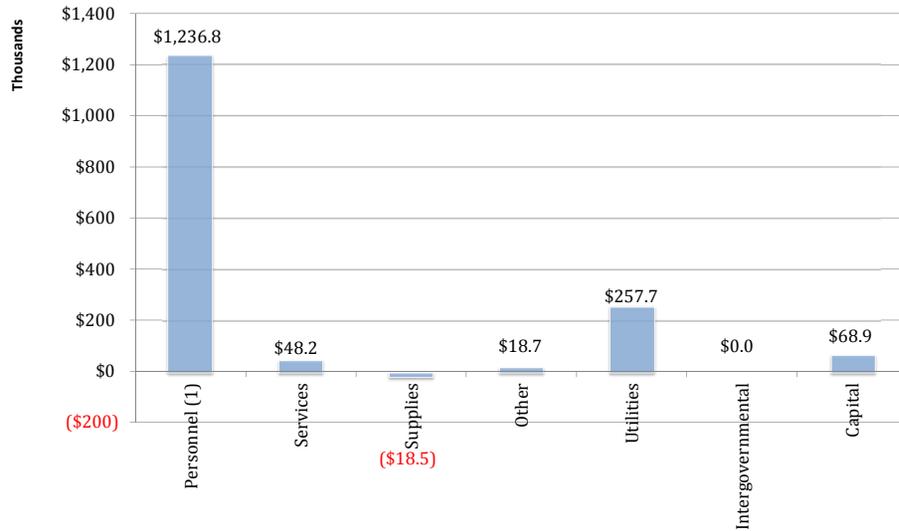
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**FY13 OPERATING BUDGET - % CHANGES**



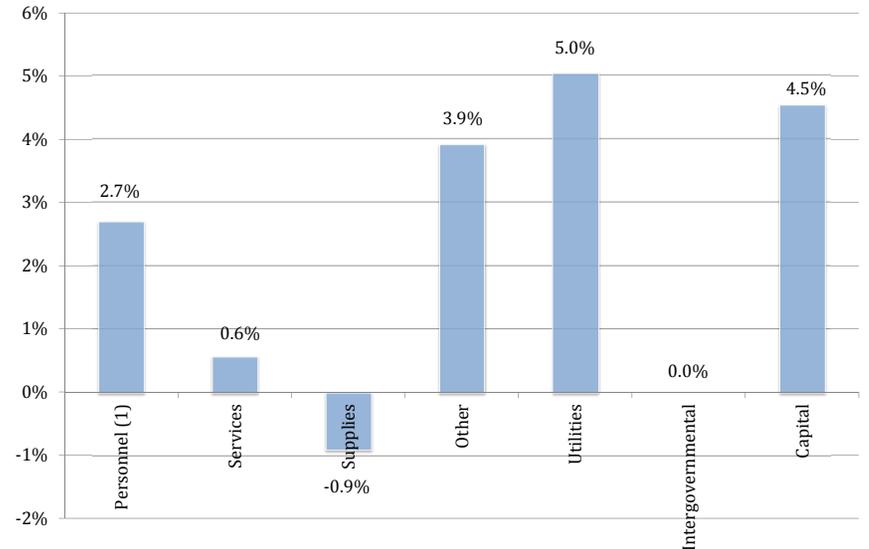
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**FY13 TOWN DEPARTMENTAL BUDGETS - \$\$ CHANGES**



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**FY13 TOWN DEPARTMENTAL BUDGETS - % CHANGES**



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**SUMMARY OF FY2013 OPERATING BUDGET CHANGES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Selectmen</b>	<b>6,139</b> <b>1.0%</b>	
	6,014	Personnel Fixed Costs
	(110)	Data Processing Equipment Repair and Maintenance
	(250)	Advertising Services
	25	Subscriptions
	200	Professional Dues and Membership
	260	Capital
<b>Human Resources Department</b>	<b>(11,756)</b> <b>-2.3%</b>	
	3,754	Personnel Fixed Costs
	460	Office Equipment Repair and Maintenance
	(10,000)	Pre-Placement Medical Testing
	(200)	Wireless Communications
	(5,000)	Advertising Services
	(2,000)	CDL Drug Testing
	(120)	Delivery Services
	(250)	Subscriptions
	100	Professional Dues and Membership
	1,500	Capital
<b>Information Technology Department</b>	<b>31,248</b> <b>2.2%</b>	
	10,434	Personnel Fixed Costs
	2,800	Data Processing Software Maintenance
	45,000	General Consulting
	(65,000)	Professional/Technical Services
	2,000	Internet Related Services
	(500)	Telecomm
	(350)	Office Supplies
	14,364	Data Processing Supplies
	(2,500)	Data Processing Software
	25,000	Capital
<b>Finance Department</b>	<b>(19,527)</b> <b>-0.7%</b>	
<i>Comptroller</i>	<b>(5,085)</b> <b>-1.0%</b>	
	2,141	Personnel Fixed Costs
	(10,926)	Computer Software Repair and Maintenance (MUNIS)
	290	Office Supplies
	(190)	Periodicals
	3,600	Capital

**SUMMARY OF FY2013 OPERATING BUDGET CHANGES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<i>Purchasing</i>	<b>(34,696)</b> <b>-4.0%</b>	
	1,951	Personnel Fixed Costs
	198	Copier Service
	<b>(36,576)</b>	Telecomm
	<b>(168)</b>	Education/Training/Conferences
	<b>(101)</b>	Gasoline
<i>Assessors</i>	<b>(642)</b> <b>-0.1%</b>	
	4,274	Personnel Fixed Costs
	<b>(1,716)</b>	Overtime
	<b>(600)</b>	Data Processing Equipment Repair and Maintenance
	<b>(250)</b>	Wireless Communications
	<b>(500)</b>	Office Supplies
	<b>(250)</b>	Data Processing Supplies
	<b>(2,500)</b>	Education/Training/Conferences
	1,500	Professional Dues and Membership
	<b>(600)</b>	Capital
<i>Treasurer</i>	<b>20,895</b> <b>2.1%</b>	
	7,072	Personnel Fixed Costs
	17,500	Clerical Support (moved from Services)
	825	Office Equipment Repair and Maintenance
	370	Data Processing Equipment Repair and Maintenance
	458	Copier Lease
	<b>(17,500)</b>	Financial Services (moved to Personnel)
	500	Professional / Technical Services
	3,262	Printing Services
	<b>(750)</b>	Advertising Services
	10,000	Banking Services
	<b>(392)</b>	Office Supplies
	<b>(450)</b>	Professional Dues and Membership
<b>Legal Services</b>	<b>2,180</b> <b>0.3%</b>	
	5,980	Personnel Fixed Costs
	<b>(5,000)</b>	General Consulting- Outside Counsel
	1,000	Subscriptions
	1,100	Office Supplies
	<b>(900)</b>	Conferences
<b>Advisory Committee</b>	<b>85</b> <b>0.4%</b>	
	85	Personnel Fixed Costs

**SUMMARY OF FY2013 OPERATING BUDGET CHANGES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Town Clerk</b>	<b>51,095</b> <b>8.9%</b>	
	47,000	Election Workers - 3 Elections in FY13; 2 in FY12
	1,745	Personnel Fixed Costs
	950	Credit Card Service Charges
	(600)	Office Supplies
	2,000	Meals and Receptions
<b>Dept. of Planning &amp; Cmty. Development</b>	<b>(10,161)</b> <b>-1.7%</b>	
	4,624	Personnel Fixed Costs
	(72,298)	Eliminate Commercial Areas Coordinator
	58,789	Add Economic Development Planner
	40,061	Reduction in CDBG Charge-Off
	(41,010)	Eliminate CD Fiscal Assistant (C-10) - 0.8 FTE
	296	Leased Copier
	(440)	Subscriptions
	(220)	Photographic Supplies
	837	Education/Training/Conferences
	(800)	Professional Dues and Memberships
<b>Police Department</b>	<b>146,737</b> <b>1.0%</b>	
	28,591	Personnel Fixed Costs
	2,000	Postage
	(500)	Bottled Water
	(1,000)	Office Equipment Repair and Maintenance
	17,000	Computer Software Repair and Maintenance
	5,000	Communications Equipment Repair
	(600)	Office Equipment Rental/Lease
	(11,000)	Wireless Communications
	(1,000)	Subscriptions
	(3,000)	Data Processing Supplies
	25,000	Uniforms and Protective Clothing
	(1,000)	Food for Prisoners
	(3,550)	Books and Periodicals
	3,000	Photographic Supplies
	8,612	Electricity
	(5,525)	Natural Gas
	512	Generator Fuel
	31,699	Gasoline
	286	Diesel Fuel
	1,490	Water and Sewer
	50,721	Capital
<b>Fire Department</b>	<b>120,029</b> <b>1.0%</b>	
	70,310	Personnel Fixed Costs

SUMMARY OF FY2013 OPERATING BUDGET CHANGES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Fire Department (con't.)</b>	66	Data Processing Equipment Repair and Maintenance
	1,900	Communications Equipment Repair
	500	Public Safety Equipment Repair and Maintenance
	10,000	Motor Vehicle Equipment Repair and Maintenance
	(250)	Photocopy Service Contract
	(450)	Other Equipment Rental/Lease
	1,100	Other Rentals/ Leases
	1,500	Professional/Technical Services
	800	Credit Card Service Charges
	1,000	Custodial Supplies
	1,000	Tires
	10,000	Motor Vehicle Supplies
	2,525	Education/Training/Conferences
	3,637	Electricity
	(17,143)	Natural Gas
	1,535	Generator Fuel
	1,318	Gasoline
	10,444	Diesel Fuel
	(4,757)	Water and Sewer
	24,994	Capital
<b>Building Department</b>	<b>29,926</b>	
	<b>0.4%</b>	
	5,835	Personnel Fixed Costs
	(700)	Data Processing Equipment Repair and Maintenance
	1,712	Copier Service
	45,809	Building Repair and Maintenance - Town
	109,247	Building Repair and Maintenance - Schools
	60,000	Credit Card Service Charges
	10,000	Building Cleaning Services
	(5,000)	Custodial Supplies
	(79,500)	Craftsmen Supplies-Schools
	(20,000)	Craftsmen Supplies-Town
	1,700	Uniforms-Town
	1,700	Uniforms-Schools
	(450)	Auto Reimbursement
	3,837	Electricity-Town
	85,405	Electricity-Schools
	(9,461)	Natural Gas-Town
	(138,182)	Natural Gas-Schools
	2,558	Generator Fuel
1,261	Gasoline for Vehicles-Town	
1,261	Gasoline for Vehicles-Schools	
17,430	Water and Sewer- Town	
23,045	Water and Sewer- School	
(87,580)	Capital	

SUMMARY OF FY2013 OPERATING BUDGET CHANGES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Department of Public Works</b>	<b>254,048</b> <b>1.9%</b>	
	14,677	Personnel Fixed Costs
	(5,408)	Overtime
	55,564	Add Forestry Supervisor (GN-9)
	(51,357)	Eliminate Forestry Zone Manager (LN-6)
	45,228	Add Park Maintenance Craftsman (LN-3)
	(43,266)	Eliminate Gardner/Laborer (LN-2)
	(45,228)	Eliminate MEO II (LN-3)
	30,827	Park Ranger LN-6 (0.43 to 1 FTE) -- revenue + expense moved from Rec Revolving Fund
	64,000	Part-Time Park Rangers -- revenue + expense moved from Rec Revolving Fund
	5,113	Convert MEO II (LN-3) to MEO III (LN-5)
	19,450	Data Processing Software Maintenance
	(26,500)	Motor Vehicle/Equipment Repair
	(2,750)	Other Equipment Repair and Maintenance
	(1,000)	Public Building Repair and Maintenance
	6,731	Landscaping Services
	4,000	Printing Services
	(40,000)	Professional/Technical Services
	20,000	Credit Card Service Charges
	2,000	Uniform Cleaning Service
	(500)	Subscriptions
	(1,000)	Data Processing Software
	(1,000)	Equipment Maintenance Supplies
	(4,000)	Parking Meter Parts/Supplies
	1,400	Custodial Supplies
	12,000	Agricultural Supplies
	(13,335)	Construction Supplies
	5,000	Tires
	1,000	Education/Training/Conferences
	1,350	Professional Dues and Membership
	(10,989)	Electricity
	(15,459)	Natural Gas
	692	Heating Oil
	68,454	Gasoline
	45,387	Diesel Fuel
	112,968	Water
<b>Library</b>	<b>76,743</b> <b>2.1%</b>	
	8,446	Personnel Fixed Costs
	(4,500)	Data Processing Equipment Repair and Maintenance
	(3,000)	Data Processing Software Maintenance
	200	Wireless Communications
	(1,000)	Printing Services
	2,000	Cataloging Services (Minuteman Library Network)
	(2,420)	Office Supplies
	6,000	Custodial Supplies

SUMMARY OF FY2013 OPERATING BUDGET CHANGES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Library (con't.)</b>	12,121	Library Materials
	(500)	Education/Training/Conferences
	(302)	Professional Dues and Membership
	37,104	Electricity
	(17,678)	Natural Gas
	10,273	Water and Sewer
	30,000	Capital
<b>Health Department</b>	<b>(19,058)</b>	
	<b>-1.7%</b>	
	2,238	Personnel Fixed Costs
	2,381	Mental Health Program
	1,869	Professional/Technical Services
	(100)	Subscriptions
	(1,000)	Office Supplies
	(1,000)	Special Program Supplies
	129	Electricity
	(1,231)	Natural Gas
	512	Generator Fuel
	119	Gasoline
	23	Water and Sewer
(23,000)	Capital	
<b>Veterans' Services</b>	<b>43,041</b>	
	<b>17.4%</b>	
	1,413	Personnel Fixed Costs
	25,000	Temporary Part-Time Workers
	(137)	Data Processing Equipment Repair and Maintenance
	(230)	Copier service
	10	Wireless Communications
	(250)	Other Travel
	85	Professional Dues/Memberships
	17,150	Veterans' Benefits
<b>Council on Aging</b>	<b>11,870</b>	
	<b>1.4%</b>	
	8,193	Personnel Fixed Costs
	15,839	Elimination of CDBG Charge-Off
	3,500	Elimination of BAA Trust Fund Charge-Off
	(22,500)	Motor Vehicle/Equipment Rentals/Leases
	(3,000)	Building Cleaning
	4,175	Office Supplies
	(3,000)	Building Maintenance Supplies
	(2,000)	Custodial Supplies
	(3,193)	Electricity
	(4,508)	Natural Gas
	(25,635)	Water and Sewer
44,000	Capital	

SUMMARY OF FY2013 OPERATING BUDGET CHANGES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Human Relations - Youth Resources</b>	<b>(210)</b> <b>-0.2%</b>	
	(175)	Office Equipment Rentals/Leases
	165	Wireless Communications
	(200)	Office Supplies
<b>Recreation Department</b>	<b>5,605</b> <b>0.6%</b>	
	9,347	Personnel Fixed Costs
	(1,965)	Overtime
	(4,404)	Photocopy Service Contract (moved to Rec Revolving Fund)
	(457)	Software Service Contract
	(26,908)	Transportation Rentals and Leases (moved to Rec Revolving Fund)
	(37,882)	Building Cleaning (moved to Rec Revolving Fund)
	640	Wireless Communications
	25,650	Custodial Supplies
	49,639	Electricity
	(7,555)	Natural Gas
	(544)	Gasoline
	43	Diesel
<b>Schools</b>	<b>2,808,877</b> <b>3.7%</b>	
	2,808,877	School Budget
<b>Personnel Benefits</b>	<b>3,965,651</b> <b>9.4%</b>	
	810,431	Pensions
	2,249,159	Group Health Insurance
	(125,000)	Health Reimbursement Account (HRA)
	800,401	Retiree Group Health Trust Fund (OPEB's)
	20,000	Group Life
	(50,000)	Workers Compensation
	260,660	Public Safety IOD Medical Expenses
<b>Debt and Interest</b>	<b>(357,547)</b> <b>-3.4%</b>	
	(553,107)	Funded Debt - Principal
	195,560	Funded Debt - Interest
<b>Unclassified</b>	<b>(175,179)</b> <b>-5.7%</b>	
	69,795	Reserve Fund
	111,710	Liability/Catastrophe Fund
	(103,901)	Affordable Housing
	(253,092)	Stabilization Fund
	310	MMA Dues

**SUMMARY OF FY2013 OPERATING BUDGET CHANGES**

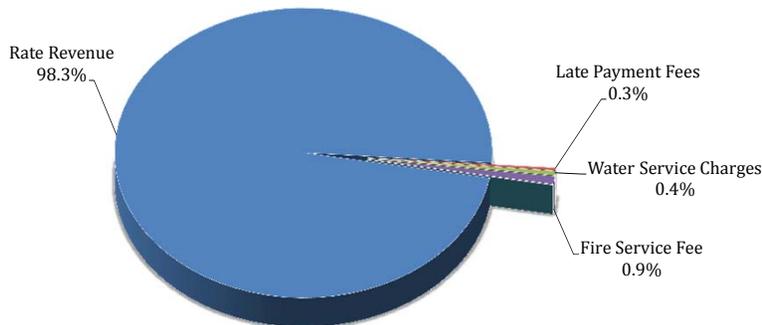
<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Personnel Reserves	893,528	
	(46,472)	Personnel Services Reserve
	940,000	Collective Bargaining Reserve
<b>OPERATING BUDGET GRAND TOTAL</b>	<b>7,853,365</b> <b>4.0%</b>	

**FY2013 RECOMMENDED WATER & SEWER ENTERPRISE FUND SUMMARY**

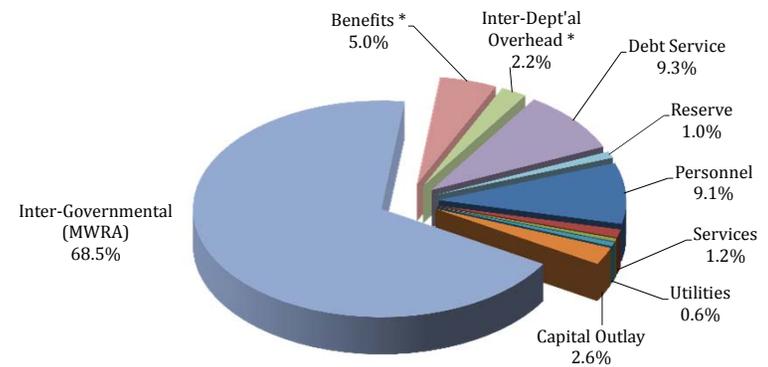
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2013 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Rate Revenue	22,707,448	22,763,502	24,008,193	24,260,606	25,306,122	1,045,516	4.3%
Late Payment Fees	112,630	86,450	80,953	110,000	80,000	(30,000)	-27.3%
Water Service Charges	102,217	122,766	113,253	82,000	115,500	33,500	40.9%
Fire Service Fee	0	0	0	225,000	225,000	0	0.0%
Misc.	36,191	20,088	64,030	10,000	10,000	0	0.0%
<b>TOTAL REVENUE</b>	<b>22,958,486</b>	<b>22,992,806</b>	<b>24,266,429</b>	<b>24,687,606</b>	<b>25,736,622</b>	<b>1,049,016</b>	<b>4.2%</b>
<b>EXPENDITURES</b>							
Personnel	2,087,083	2,088,818	2,198,119	2,289,748	2,339,744	49,996	2.2%
Services	213,807	236,051	254,251	319,089	316,089	(3,000)	-0.9%
Supplies	101,836	101,858	108,421	123,020	123,020	0	0.0%
Other	785	4,890	4,878	6,400	6,400	0	0.0%
Utilities	165,457	99,878	141,109	160,625	162,488	1,863	1.2%
Capital Outlay	404,299	232,592	124,214	254,650	670,650	416,000	163.4%
Inter-Governmental (MWRA)	15,515,004	16,073,259	16,606,543	17,109,942	17,622,480	512,538	3.0%
Benefits *	1,237,503	1,394,604	1,324,325	1,304,915	1,274,665	(30,250)	-2.3%
Inter-Departmental Overhead *	640,184	651,661	545,013	562,732	581,322	18,590	3.3%
Debt Service	2,511,192	2,404,631	2,495,198	2,335,704	2,384,946	49,242	2.1%
Reserve	0	0	0	220,780	254,818	34,038	15.4%
<b>TOTAL EXPENDITURE</b>	<b>22,877,150</b>	<b>23,288,242</b>	<b>23,802,072</b>	<b>24,687,606</b>	<b>25,736,622</b>	<b>1,049,016</b>	<b>4.2%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* These comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category.

**FY2013 WATER & SEWER ENTERPRISE FUND - REVENUES**



**FY2013 WATER & SEWER ENTERPRISE FUND - EXPENDITURES**



**SUMMARY OF FY2013 WATER & SEWER ENTERPRISE FUND CHANGES**

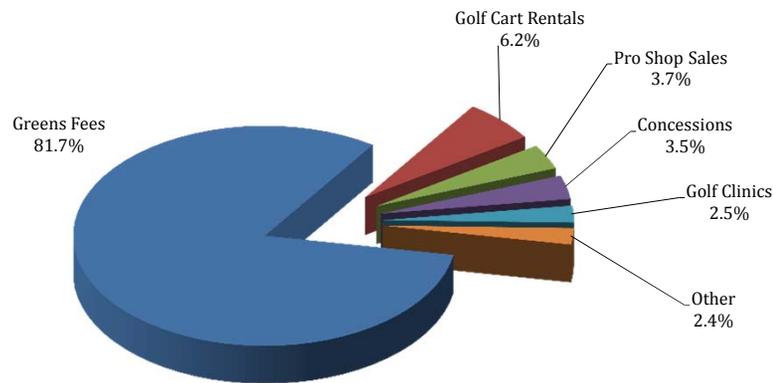
<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Water and Sewer Enterprise Fund	<b>1,049,016</b> 4.2%	
	5,308	Personnel Fixed Costs
	44,688	Collective Bargaining
	(3,000)	E-Commerce
	164,106	MWRA Water
	348,432	MWRA Sewer
	(11,660)	Reimbursement to General Fund
	34,038	Reserve
	73,607	Principal
	(24,365)	Interest
	(380)	Electricity
	(6,202)	Natural Gas
	1,997	Heating Oil
	(9,398)	Gasoline
	15,254	Diesel Fuel
	593	Water/Sewer
	416,000	Capital
<b>WATER &amp; SEWER ENTERPRISE FUND TOTAL</b>	<b>1,049,016</b> 4.2%	

**FY2013 RECOMMENDED GOLF COURSE ENTERPRISE FUND SUMMARY**

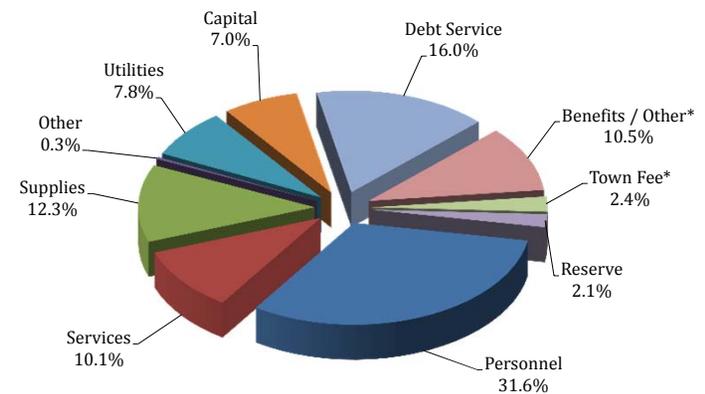
	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2013 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Greens Fees	964,740	933,544	915,530	986,000	984,000	(2,000)	-0.2%
Golf Cart Rentals	82,213	75,375	79,033	75,000	75,000	0	0.0%
Pro Shop Sales	66,408	53,258	45,148	44,000	44,000	0	0.0%
Concessions	30,017	25,857	30,431	40,000	42,000	2,000	5.0%
Golf Clinics	18,415	22,408	24,499	30,000	30,000	0	0.0%
Other	23,067	22,534	28,729	29,000	29,000	0	0.0%
<b>TOTAL REVENUE</b>	<b>1,184,860</b>	<b>1,132,976</b>	<b>1,123,370</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>0</b>	<b>0.0%</b>
<b>EXPENDITURES</b>							
Personnel	418,997	422,673	400,678	420,970	380,393	(40,577)	-9.6%
Services	138,386	111,393	109,206	116,566	121,566	5,000	4.3%
Supplies	110,406	107,105	90,967	118,200	148,200	30,000	25.4%
Other	5,470	9,432	2,427	4,100	4,100	0	0.0%
Utilities	55,859	55,999	84,295	89,817	93,385	3,567	4.0%
Capital Outlay	85,614	83,394	94,235	83,900	83,900	0	0.0%
Debt Service	190,037	184,484	189,130	185,679	192,419	6,740	3.6%
Benefits / Other*	103,506	125,975	138,164	131,152	125,827	(5,325)	-4.1%
Town Fee (Transfer to Town for general use) *	75,558	60,374	52,997	32,700	29,211	(3,489)	-10.7%
Reserve	0	0	0	20,915	25,000	4,085	19.5%
<b>TOTAL EXPENDITURE</b>	<b>1,183,833</b>	<b>1,160,829</b>	<b>1,162,099</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>0</b>	<b>0.0%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* These comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category.

**FY2013 GOLF COURSE ENTERPRISE FUND - REVENUES**



**FY2013 GOLF COURSE ENTERPRISE FUND - EXPENDITURES**



SUMMARY OF FY2013 GOLF COURSE ENTERPRISE FUND CHANGES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Golf Enterprise Fund	0 0.0%	
	466	Personnel Fixed Costs
	7,428	Collective Bargaining
	(77,700)	Eliminate Director of Golf (T-9)
	(36,803)	Eliminate 0.67 FTE Head Golf Pro / Rink Manager (GN-8)
	66,032	Add Head Golf Pro / Operations Manager (T-8)
	5,000	Building Repair and Maintenance
	10,000	Pro Shop Supplies
	10,000	Equipment Maintenance Supplies
	10,000	Agricultural Supplies
	1,154	Electricity
	(2,483)	Natural Gas
	1,354	Gasoline
	2,228	Diesel Fuel
	1,314	Water/Sewer
	(8,815)	Reimbursement to General Fund
	6,740	Debt Service
	4,085	Reserve
<b>GOLF COURSE ENTERPRISE FUND TOTAL</b>	<b>0</b> <b>0.0%</b>	

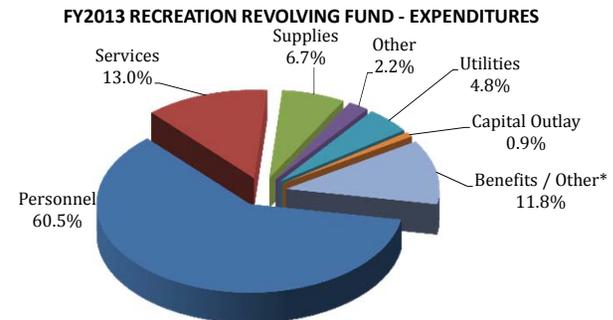
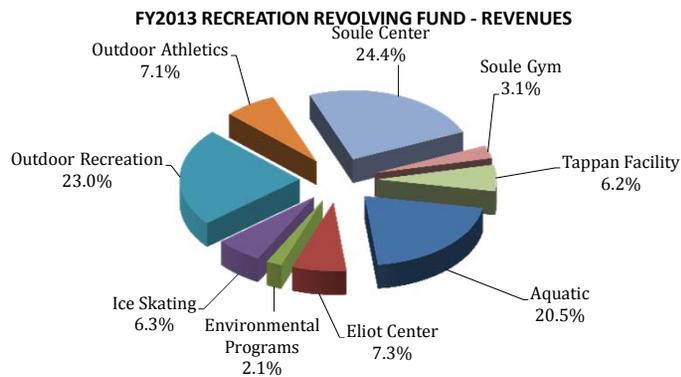
**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**BUDGET SUMMARIES: Recreation Revolving Fund**

**FY2013 RECOMMENDED RECREATION REVOLVING FUND SUMMARY**

	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2013 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Adult Programs	22,496	16,671	14,745	0	0	0	-
Aquatic	408,731	445,541	489,731	430,000	489,000	59,000	13.7%
Community Programs	9,364	13,389	21,041	0	0	0	-
Eliot Center	0	0	0	313,281	175,142	(138,139)	-44.1%
Environmental Programs	38,171	36,743	47,533	45,000	50,000	5,000	11.1%
Ice Skating	137,541	145,632	151,207	140,000	151,206	11,206	8.0%
Outdoor Recreation	0	0	0	271,309	549,838	278,529	102.7%
Outdoor Athletics	0	0	0	169,644	169,491	(153)	-0.1%
Permits	71,807	88,182	103,695	0	0	0	-
School-Based Programs	459,963	537,654	582,567	0	0	0	-
Soule Center	0	0	0	565,000	582,000	17,000	3.0%
Soule Gym	0	0	0	22,325	73,165	50,840	227.7%
Summer Camp	258,236	245,415	310,623	0	0	0	-
Tappan Facility	0	0	0	99,154	148,813	49,659	50.1%
Teen Programs	53,178	53,867	63,098	0	0	0	-
Tennis/Open Basketball Programs	11,781	5,978	22,080	0	0	0	-
Youth Programs	208,162	204,669	296,789	0	0	0	-
Misc Revenue	41,051	34,997	51,433	0	0	0	-
<b>TOTAL REVENUE</b>	<b>1,720,481</b>	<b>1,828,738</b>	<b>2,154,542</b>	<b>2,055,713</b>	<b>2,388,655</b>	<b>332,942</b>	<b>16.2%</b>
<b>EXPENDITURES</b>							
Personnel	1,141,829	1,140,786	1,274,503	1,292,592	1,446,245	153,653	11.9%
Services	183,754	183,528	219,113	192,108	311,519	119,411	62.2%
Supplies	107,861	135,120	140,941	108,073	159,644	51,572	47.7%
Other	18,382	19,372	40,584	40,338	52,938	12,600	31.2%
Utilities	19,180	32,740	27,467	120,321	115,176	(5,145)	-4.3%
Capital Outlay	3,562	8,595	41,514	6,369	21,369	15,000	235.5%
Benefits / Other*	198,027	210,870	257,205	295,912	281,764	(14,148)	-4.8%
<b>TOTAL EXPENDITURE</b>	<b>1,672,595</b>	<b>1,731,011</b>	<b>2,001,327</b>	<b>2,055,713</b>	<b>2,388,655</b>	<b>332,942</b>	<b>16.2%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* This is the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.



**SUMMARY OF FY2013 RECREATION REVOLVING FUND CHANGES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Recreation Revolving Fund	<b>332,942</b> <b>16.2%</b>	
	4,699	Personnel Fixed Costs
	52,559	Add Recreation Leader II (GN-8)
	(49,987)	Eliminate a Recreation Leader (GN-7)
	(18,402)	Eliminate Head Golf Pro / Rink Manager (GN-8) - 0.33 FTE
	181,820	Part-Time salaries
	3,241	Lead Teacher (GN-4) - increase from 0.73 to 0.80 FTE
	8,114	After School Director - increase from 0.60 to 0.80 FTE
	(29,959)	Full-Time Park Ranger (GN-8) - 0.57 FTE moved to DPW budget in General Fund (w/rev)
	(26,692)	Part-Time Park Rangers - moved to DPW budget in General Fund (w/rev)
	28,258	Collective Bargaining
	4,405	Copier Equipment Rental/Lease (moved from Rec Dept's General Fund budget)
	90	Photocopy Service Contract
	12,744	Transportation Rentals/Leases (moved from Rec Dept's General Fund budget)
	37,710	Building Cleaning Service (moved from Rec Dept's General Fund budget)
	10,000	General Consulting Services
	30,350	Professional/Technical Services
	27,324	Field Trips
	1,000	Printing
	200	Advertising
	2,250	Recreation Services
	(2,000)	Athletic Event Officials
	(4,662)	Entertainers/Lecturers
	9,200	Special Program Supplies
	6,213	Meals and Receptions
	8,500	Food Service Supplies
	(5,500)	Food Non-Reimbursable
	4,500	Medical Supplies
	31,159	Recreation Supplies
	(2,500)	Public Safety Supplies
	6,480	Education/Training/Conferences
	4,900	Other Travel
	1,220	Professional Dues and Membership
	4,464	Electricity
	(5,374)	Natural Gas
	(4,235)	Water/Sewer
	15,000	Capital Outlay
	(14,148)	Reimbursement to General Fund
<b>RECREATION REVOLVING FUND TOTAL</b>	<b>332,942</b> <b>16.2%</b>	

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

<b>PROGRAM</b>	<b>ITEM REQUESTED</b>	<b>AMOUNT</b>
<i>Selectmen</i>	8 Leased PC's / Laptops	2,900
	1 New Leased Laptop	260
	<b>Selectmen Total</b>	<b>3,160</b>
<i>Human Resources Department</i>	6 Leased PC's	2,100
	1 Color Printer (replacement)	1,500
	<b>Human Resources Department Total</b>	<b>3,600</b>
<i>Information Technology Department</i>	18 Leased PC's / Laptops	10,896
	2 Leased Servers	4,873
	Data Processing Equipment	25,000
	<b>Information Technology Department Total</b>	<b>40,769</b>
<i>Finance Department</i>		
	Comptroller	
	10 Leased PC's	3,000
	3 Scanners	3,600
	Purchasing	
	5 Leased PC's / Laptops	2,400
	Assessors	
10 Leased PC's	2,700	
Treasurer	10 Leased PC's	3,550
	<b>Finance Department Total</b>	<b>15,250</b>
<i>Legal Services</i>	8 Leased PC's / Laptops	3,000
	<b>Legal Services Total</b>	<b>3,000</b>
<i>Advisory Committee</i>	1 Leased PC	295
	<b>Advisory Committee Total</b>	<b>295</b>
<i>Town Clerk</i>	6 Leased PC's	2,500
	<b>Town Clerk Total</b>	<b>2,500</b>
<i>Planning and Community Development</i>	16 Leased PC's	5,000
	<b>Planning &amp; Community Development Dept. Total</b>	<b>5,000</b>
<i>Police Department</i>	Vehicles (11)	388,000
	Portable Radios and Batteries	18,000
	Mountain Bikes (5)	5,000
	26 Leased Rugged In-Car Laptops	26,417
	6 Network Printers	6,000
	40 Leased PC's	7,763
	6 New Leased PC's	1,104
	<b>Police Department Total</b>	<b>452,284</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

<b>PROGRAM</b>	<b>ITEM REQUESTED</b>	<b>AMOUNT</b>
<i>Fire Department</i>	21 Leased PC's	4,386
	10 Leased Laptops for Fire Trucks	19,728
	2 New Leased Laptops / 1 New Leased PC	2,610
	Public Safety Equipment (thermal imaging cameras, Hurst tools, radio)	73,300
	Replacement Program (hose, SCBA, rescue tools, nozzles)	21,048
	Turnout Gear	14,000
	Fitness Equipment	25,000
	<b>Fire Department Total</b>	<b>160,072</b>
<i>Building Department</i>	16 Leased PC's	5,887
	2 Ford Transits	50,000
	<b>Building Department Total</b>	<b>55,887</b>
<i>Department of Public Works Administration</i>	7 Leased PC's	2,205
	Sub-Total Administration	2,205
<i>Engineering/Transportation</i>	17 Leased PC's	5,355
	Topcon FC 2500 Data Collector	3,900
	Radar Recorder (traffic counting unit)	5,000
	GPT 3005L Total Station (surveying equipment)	10,000
	Sub-Total Engineering	24,255
<i>Sanitation</i>	3 Leased PC's	945
	31 CY Rubbish Packer (Third year of a three-year lease)	71,700
	Cab Over Diesel Cab and Chassis (Third year of a three-year lease)	26,300
	Sub-Total Sanitation	98,945
<i>Highway</i>	8 Leased PC's	2,520
	Street Sweeper (Third year of a three-year lease)	45,500
	Sidewalk Tractor (Third year of a three-year lease)	44,167
	10 Wheel Hook Loader (Second year of a three-year lease)	90,133
	4.5 CY Loader (Second year of a three-year lease)	58,933
	Hook Loader Conversion (Second year of a three-year lease)	19,100
	4x4 1 Ton Dump with Crew Cab	49,000
	Street Sweeper (First year of a three-year lease)	48,533
	Back Hoe / Loader (First year of a three-year lease)	38,133
	Sub-Total Highway	396,019
<i>Parks and Open Space</i>	9 Leased PC's/Laptops	2,835
	3 New Leased PC's	945
	4 WD Crew Cab Dump Truck (Second year of a three-year lease)	17,680
	1 Ton Crew Cab Dump Truck with Plow	48,000
	Brush Chipper	44,500
	Leaf Vacuum trailer	54,616
	Misc Small equipment	10,000
	Sub-Total Parks and Open Space	178,576
<b>Department of Public Works Total</b>		<b>700,000</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

<b>PROGRAM</b>	<b>ITEM REQUESTED</b>	<b>AMOUNT</b>
<i>Library</i>	5 Leased PC's	2,901
	30 Leased PC's for Branch Libraries	17,400
	70 Leased PC's for Main Library	31,800
	Furniture	30,000
	<b>Library Total</b>	<b>82,101</b>
<i>Health Department</i>	15 Leased PC's	5,055
	<b>Health Department Total</b>	<b>5,055</b>
<i>Veterans' Services</i>	2 Leased PC's	525
	<b>Veterans' Services Total</b>	<b>525</b>
<i>Council on Aging</i>	23 Leased PC's	7,000
	Senior Center Bus	45,000
	<b>Council on Aging Total</b>	<b>52,000</b>
<i>Human Relations-Youth Resources</i>	2 Leased PC's	550
	<b>Human Relations-Youth Resources Total</b>	<b>550</b>
<i>Recreation Department</i>	11 Leased PC's / Laptops	6,380
	<b>Recreation Department Total</b>	<b>6,380</b>
<b>TOTAL GENERAL FUND</b>		<b>1,588,428</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

<b>PROGRAM</b>	<b>ITEM REQUESTED</b>	<b>AMOUNT</b>
	<b>ENTERPRISE FUNDS</b>	
<i>Water</i>	10 Leased PC's	3,150
	Construction Materials and Equipment	50,000
	Maintenance Equipment	10,000
	Data Collector Unit (DCU) Up-Grade	60,000
	4WD Pickup Truck with Snow Plow	28,000
	Full Size Service Van	29,000
	Meter Reading System Software Upgrade	10,000
	<b>Sub-Total Water Enterprise</b>	<b>190,150</b>
<i>Sewer</i>	Construction Materials and Equipment	25,000
	18,000 GVW Cab & Chassis with Service Body and PTO Compressor	84,000
	4WD Pickup Truck with Snow Plow	36,500
	Bobcat S185 Skid Steer Loader	35,000
	<b>Sub-Total Sewer Enterprise</b>	<b>180,500</b>
	<b>Water and Sewer Enterprise Fund Total</b>	<b>370,650</b>
<i>Golf Course</i>	1 Leased PC	1,400
	Landscaping Equipment (leased)	82,500
	<b>Golf Course Enterprise Fund Total</b>	<b>83,900</b>
	<b>TOTAL ENTERPRISE FUNDS</b>	<b>454,550</b>
	<b>RECREATION REVOLVING FUND</b>	
<i>Recreation Revolving Fund</i>	22 Leased PC's / Laptops	6,369
	Furniture	15,000
	<b>Recreation Revolving Fund Total</b>	<b>21,369</b>
	<b>TOTAL REVOLVING FUNDS</b>	<b>21,369</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED**

<u>GENERAL FUND</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
<b>Selectmen</b>	<b>7.00</b>	<b>7.00</b>	<b>6.53</b>	<b>6.53</b>	<b>6.48</b>	<b>6.48</b>
<b>Human Resources</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Information Technology</b>	<b>11.40</b>	<b>11.40</b>	<b>11.40</b>	<b>11.40</b>	<b>11.40</b>	<b>11.40</b>
<b>Finance</b>	<b>31.01</b>	<b>30.43</b>	<b>30.43</b>	<b>30.43</b>	<b>29.04</b>	<b>29.04</b>
<i>Comptroller</i>	6.70	6.70	6.00	6.00	5.00	5.00
<i>Purchasing</i>	6.51	5.93	5.93	5.93	5.93	5.93
<i>Assessor</i>	8.80	8.80	7.80	7.80	7.80	7.80
<i>Treasurer/ Collector</i>	9.00	9.00	10.70	10.70	10.31	10.31
<b>Legal Services</b>	<b>6.64</b>	<b>6.64</b>	<b>6.53</b>	<b>6.53</b>	<b>6.53</b>	<b>6.53</b>
<b>Advisory Committee</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>
<b>Town Clerk</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Planning and Community Development</b>	<b>13.33</b>	<b>13.33</b>	<b>12.39</b>	<b>12.39</b>	<b>12.39</b>	<b>12.39</b>
<b>Police</b>	<b>177.78</b>	<b>178.78</b>	<b>177.30</b>	<b>178.30</b>	<b>178.30</b>	<b>178.30</b>
<b>Fire</b>	<b>168.00</b>	<b>168.00</b>	<b>161.00</b>	<b>161.00</b>	<b>161.00</b>	<b>161.00</b>
<b>Building</b>	<b>33.17</b>	<b>33.41</b>	<b>33.01</b>	<b>31.93</b>	<b>31.93</b>	<b>31.93</b>
<b>Public Works</b>	<b>139.86</b>	<b>135.86</b>	<b>134.86</b>	<b>131.86</b>	<b>131.29</b>	<b>132.08</b>
<i>Administration</i>	10.00	10.00	10.00	8.00	8.00	8.00
<i>Engineering/Transportation</i>	13.00	13.00	13.00	13.00	13.00	13.00
<i>Highway</i>	55.00	55.00	55.00	54.00	53.00	52.00
<i>Sanitation</i>	21.07	17.07	17.07	17.07	17.07	17.07
<i>Parks and Open Space</i>	40.79	40.79	39.79	39.79	40.22	42.01
<b>Library</b>	<b>52.75</b>	<b>52.75</b>	<b>52.75</b>	<b>51.75</b>	<b>51.75</b>	<b>51.75</b>
<b>Health</b>	<b>11.83</b>	<b>11.83</b>	<b>11.83</b>	<b>11.83</b>	<b>12.83</b>	<b>12.83</b>
<b>Veterans' Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Council on Aging</b>	<b>11.95</b>	<b>12.62</b>	<b>11.88</b>	<b>12.36</b>	<b>12.16</b>	<b>12.60</b>
<b>Human Relations / Youth Resources</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Recreation</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>GENERAL FUND TOTAL</b>	<b>692.07</b>	<b>689.40</b>	<b>676.26</b>	<b>672.66</b>	<b>671.45</b>	<b>672.68</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED**

<u>NON-GENERAL FUND</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
<b>Water &amp; Sewer Enterprise Fund</b>	<b>43.50</b>	<b>42.50</b>	<b>40.50</b>	<b>41.50</b>	<b>41.50</b>	<b>41.50</b>
<i>Water</i>	<i>38.50</i>	<i>37.50</i>	<i>35.50</i>	<i>36.50</i>	<i>36.50</i>	<i>36.50</i>
<i>Sewer</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>
<b>Recreation Revolving Fund</b>	<b>13.56</b>	<b>13.56</b>	<b>13.56</b>	<b>13.56</b>	<b>14.16</b>	<b>13.53</b>
<b>Golf Enterprise Fund</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>9.27</b>
<b>Community Development Block Grant</b>	<b>3.01</b>	<b>3.01</b>	<b>2.90</b>	<b>3.20</b>	<b>3.20</b>	<b>2.40</b>
<b>Handicapped Parking Fines Fund</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>
<b>Grants / Gifts</b>	<b>9.07</b>	<b>9.48</b>	<b>9.48</b>	<b>9.48</b>	<b>9.60</b>	<b>9.16</b>
<i>Police</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Health Department</i>	<i>4.89</i>	<i>5.30</i>	<i>5.30</i>	<i>5.30</i>	<i>5.42</i>	<i>5.42</i>
<i>Council on Aging</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>	<i>2.74</i>
<b>NON-GENERAL FUND TOTAL</b>	<b>79.39</b>	<b>78.80</b>	<b>76.69</b>	<b>77.99</b>	<b>78.71</b>	<b>76.18</b>
<b>ALL FUNDS TOTAL</b>	<b>771.46</b>	<b>768.20</b>	<b>752.95</b>	<b>750.65</b>	<b>750.16</b>	<b>748.86</b>

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**REVENUE GROUP: Overall Summary  
SUB-GROUP: Overall Summary**

**OVERALL SUMMARY**

Prior to 1981, Massachusetts local government budgets were controlled by expenditure projections. Property taxes were raised to the extent needed to finance the level of expenditures adopted by the local appropriating authority. In the early-1980's, tax limitation legislation, most notably Proposition 2 1/2, was enacted, making revenue limitations the beginning of the budget process. Municipal revenues consist of five primary sources: Property Taxes, State Aid, Local Receipts (excise taxes, fees, fines, etc.), Free Cash, and Enterprise / Revolving Funds. In Brookline, there are four primary funds that support operations: General Fund, Water and Sewer Enterprise Fund, Golf Course Enterprise Fund, and Recreation Revolving Fund. The General Fund is the largest, totaling \$221.22 million, or 89% of total Financial Plan revenues. Total Financial Plan revenue is \$248.26 million, which represents an increase of \$13.76 million, or 5.9%. FY13 General Fund revenues are projected to increase by \$12.34 million (5.9%) from the FY12 budgeted amounts. Operating Revenue, which is basically General Fund revenue less one-time revenues that support the Capital Improvement Program (CIP), increases \$8.62 million, or 4.3%. The below left table summarizes the changes while the below right table shows the calculation of Operating Revenue.

<b>SOURCE</b>	<b>\$ CHANGE (Millions)</b>	<b>% CHANGE</b>
Property Taxes	\$6.23	3.8%
State Aid	\$1.42	10.6%
Medicare Part D Subsidy	\$0.30	-
Local Option Taxes	\$0.20	11.4%
Motor Vehicle Excise	\$0.15	3.2%
Licenses/Permits	\$0.14	14.1%
Interest Income	\$0.11	16.9%
Parking/Court Fines	-\$0.20	-4.8%
Sale of Town-owned Land	\$3.25	-
Capital Project Surplus	\$0.56	-
All Others	\$0.22	-
"Free Cash"	-\$0.04	-0.8%
<b>TOTAL</b>	<b>\$12.34</b>	<b>5.9%</b>

	<b>FY12</b>	<b>FY13</b>	<b>\$ Change</b>	<b>% Change</b>
Total General Fund Revenue	208,879,076	221,220,083	12,341,008	5.9%
Less:				
SBA Reimbursements	1,227,634	587,125	(640,509)	-52.2%
Net Debt Exclusions	1,090,408	1,630,808	540,400	49.6%
Add'l Revenue for CIP	5,430,264	9,246,413	3,816,149	70.3%
Free Cash	5,380,264	5,336,413	(43,851)	-0.8%
Parking Meter Receipts	50,000	100,000	50,000	100.0%
Sale of Town-owned Land Fund	0	3,250,000	3,250,000	-
Capital Project Surplus	0	560,000	560,000	-
<b>OPERATING REVENUE</b>	<b>201,130,769</b>	<b>209,755,737</b>	<b>8,624,968</b>	<b>4.3%</b>

The State Aid figures used in this Financial Plan are partially based on the Governor's FY13 budget proposal, which was submitted on January 25th. He proposed a 3.6% (\$145.6 million) statewide increase in Chapter 70 Education Aid and level-funded Unrestricted General Government Aid (UGGA). For Brookline, the Governor's proposal results in a total State Aid increase of \$1.42 million (10.6%). Since the final State Aid figures could be different by the time a final FY13 State budget is approved, there is the possibility of amendments to the Financial Plan.

A detailed description and analysis of the FY13 revenue items and related changes are found within the pages that follow.

<b>REVENUE SOURCE</b>	<b>FY2010 ACTUAL</b>	<b>FY2011 ACTUAL</b>	<b>FY2012 BUDGET</b>	<b>FY2012 ESTIMATE</b>	<b>FY2013 BUDGET</b>	<b>BUDGET INCREASE \$\$</b>	<b>%</b>
Property Taxes *	152,681,998	157,878,286	163,620,490	163,620,490	169,848,463	6,227,973	3.8%
Local Receipts	21,038,710	22,611,569	20,275,792	22,157,792	21,084,438	808,646	4.0%
State Aid	16,542,765	13,808,845	13,383,563	13,771,838	14,806,425	1,422,862	10.6%
Free Cash	7,053,295	4,590,079	5,380,264	5,380,264	5,336,413	(43,851)	-0.8%
Other Available Funds	7,420,038	5,080,435	6,218,966	6,218,966	10,144,344	3,925,377	63.1%
<b>General Fund Revenues</b>	<b>204,736,805</b>	<b>203,969,215</b>	<b>208,879,077</b>	<b>211,149,351</b>	<b>221,220,083</b>	<b>12,341,008</b>	<b>5.9%</b>
Water and Sewer Enterprise **	20,946,542	22,397,091	22,819,959	22,819,959	23,880,635	1,060,676	4.6%
Golf Enterprise **	946,627	932,209	1,040,148	1,040,148	1,048,963	8,815	0.8%
Recreation Revolving Fund **	1,617,868	1,897,337	1,759,800	1,759,800	2,106,891	347,090	19.7%
<b>Total Financial Plan Revenues</b>	<b>228,247,842</b>	<b>229,195,852</b>	<b>234,498,983</b>	<b>236,769,258</b>	<b>248,256,571</b>	<b>13,757,588</b>	<b>5.9%</b>

\* The figures provided for the FY10 and FY11 Property Tax Actuals represent the total levy, not actual collections.

\*\* These figures are net of reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

TOWN OF BROOKLINE FY2013 FINANCING PLAN				REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary		
DETAILED REVENUE SUMMARY						
GENERAL FUND	FY10	FY11	FY12	FY13	FY13 vs FY12	
	ACTUAL	ACTUAL	BUDGET	BUDGET	\$\$	%
<b>Property Taxes *</b>	<b>152,681,998</b>	<b>157,878,286</b>	<b>163,620,490</b>	<b>169,848,463</b>	<b>6,227,973</b>	<b>3.8%</b>
<b>Local Receipts</b>	<b>21,038,710</b>	<b>22,611,569</b>	<b>20,275,792</b>	<b>21,084,438</b>	<b>808,646</b>	<b>4.0%</b>
Motor Vehicle Excise (MVE)	4,694,128	5,178,153	4,700,000	4,850,000	150,000	3.2%
Local Option Taxes	1,411,553	2,160,684	1,750,000	1,950,000	200,000	11.4%
Licenses & Permits	1,032,093	1,062,248	1,010,975	1,153,975	143,000	14.1%
Parking / Court Fines	4,421,553	4,387,303	4,200,000	4,000,000	(200,000)	-4.8%
General Government	2,969,579	3,282,853	2,482,817	2,873,463	390,646	15.7%
Interest Income	786,358	900,706	650,000	760,000	110,000	16.9%
PILOTS	996,834	908,270	1,160,000	1,110,000	(50,000)	-4.3%
Refuse Fee	2,668,453	2,663,996	2,600,000	2,600,000	0	0.0%
Departmental & Other	2,058,159	2,067,356	1,722,000	1,787,000	65,000	3.8%
<b>State Aid</b>	<b>16,542,765</b>	<b>13,808,845</b>	<b>13,383,563</b>	<b>14,806,425</b>	<b>1,422,862</b>	<b>10.6%</b>
General Government Aid	5,774,840	5,512,304	5,063,557	5,089,224	25,667	0.5%
School Aid	7,358,077	6,929,820	6,947,641	8,982,359	2,034,718	29.3%
School Construction Aid	3,267,371	1,227,634	1,227,634	587,125	(640,509)	-52.2%
Tax Abatement Aid	39,398	37,051	37,892	38,557	665	1.8%
Offset Aid	103,079	102,036	106,839	109,160	2,321	2.2%
<b>Other Available Funds</b>	<b>7,420,038</b>	<b>5,080,435</b>	<b>6,218,966</b>	<b>10,144,344</b>	<b>3,925,377</b>	<b>63.1%</b>
Parking Meter Receipts	2,550,000	2,650,000	3,800,000	3,950,000	150,000	3.9%
Walnut Hill Cemetery Fund	50,000	50,000	50,000	50,000	0	0.0%
State Aid for Libraries	41,555	41,555	41,555	41,555	0	0.0%
Golf Enterprise Fund Reimb.	186,349	191,161	163,852	155,037	(8,815)	-5.4%
Recreation Revolving Fund Reimb.	210,870	257,205	295,912	281,764	(14,148)	-4.8%
Water and Sewer Enterprise Fund Reimb.	2,046,264	1,869,338	1,867,647	1,855,987	(11,660)	-0.6%
Tax Abatement Reserve Surplus	1,505,000	0	0	0	0	-
Capital Project Surplus	830,000	21,176	0	560,000	560,000	-
Sale of Town-owned Land	0	0	0	3,250,000	3,250,000	-
<b>Free Cash</b>	<b>7,053,295</b>	<b>4,590,079</b>	<b>5,380,264</b>	<b>5,336,413</b>	<b>(43,851)</b>	<b>-0.8%</b>
Capital Improvements	3,121,351	3,675,340	4,413,753	3,947,729	(466,024)	-10.6%
Operating Budget Reserve	458,547	459,239	469,288	486,736	17,449	3.7%
Strategic Reserves / Other Spec Approp's	3,473,397	455,500	497,224	901,948	404,724	81.4%
<b>TOTAL GENERAL FUND REVENUE</b>	<b>204,736,805</b>	<b>203,969,215</b>	<b>208,879,077</b>	<b>221,220,083</b>	<b>12,341,007</b>	<b>5.9%</b>
<b>ENTERPRISE FUND / REVOLVING FUND REVENUE</b>						
Water and Sewer Enterprise Fund **	20,946,542	22,397,091	22,819,959	23,880,635	1,060,676	4.6%
Golf Course Enterprise Fund **	946,627	932,209	1,040,148	1,048,963	8,815	0.8%
Recreation Revolving Fund **	1,617,868	1,897,337	1,759,800	2,106,891	347,090	19.7%
<b>TOTAL ENTERPRISE / REVOLVING FUND REVENUE</b>	<b>23,511,037</b>	<b>25,226,637</b>	<b>25,619,907</b>	<b>27,036,488</b>	<b>1,416,581</b>	<b>5.5%</b>
<b>TOTAL REVENUES</b>	<b>228,247,842</b>	<b>229,195,852</b>	<b>234,498,983</b>	<b>248,256,571</b>	<b>13,757,588</b>	<b>5.9%</b>

\* The figures provided for the FY10 and FY11 Property Tax Actuals represent the total levy, not actual collections.

\*\* These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**REVENUE GROUP: Overall Summary  
SUB-GROUP: Overall Summary - By Fund**

**FY2013 REVENUE BY FUND**

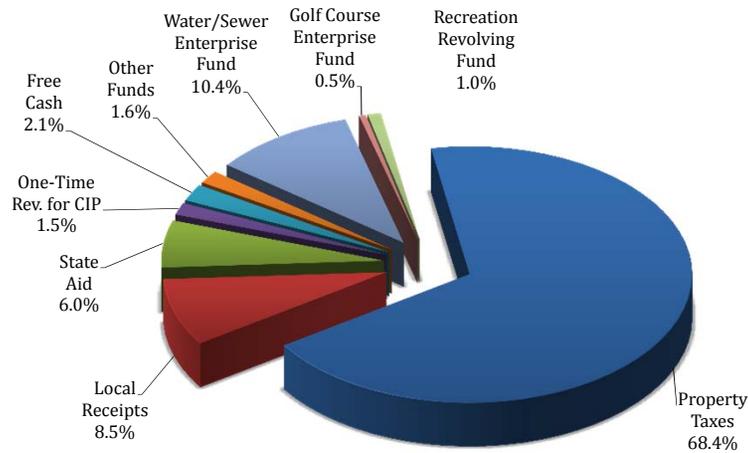
	General Fund <sup>1</sup>	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund <sup>2</sup>	Cemetery Fund <sup>2</sup>	State Library Aid <sup>2</sup>	Capital Project Surplus <sup>2</sup>	Sale of Town-owned Land Fund <sup>2</sup>	TOTAL
Property Taxes	169,848,463									169,848,463
Local Receipts	21,084,438									21,084,438
State Aid	14,806,425									14,806,425
Parking Meter Receipts					3,950,000					3,950,000
Walnut Hill Cemetery Fund						50,000				50,000
State Aid for Libraries							41,555			41,555
Golf Enterprise Fund Reimbursement			155,037							155,037
Recreation Revolving Fund Reimbursement				281,764						281,764
Water and Sewer Enterprise Fund Reimbursement		1,855,987								1,855,987
Capital Project Surplus							560,000			560,000
Sale of Town-owned Land Fund								3,250,000		3,250,000
Free Cash	5,336,413									5,336,413
<b>TOTAL GENERAL FUND</b>	<b>211,075,740</b>	<b>1,855,987</b>	<b>155,037</b>	<b>281,764</b>	<b>3,950,000</b>	<b>50,000</b>	<b>41,555</b>	<b>560,000</b>	<b>3,250,000</b>	<b>221,220,083</b>
Water and Sewer Enterprise Fund <sup>3</sup>		23,880,635								23,880,635
Golf Course Enterprise Fund <sup>3</sup>			1,048,963							1,048,963
Recreation Revolving Fund <sup>3</sup>				2,106,891						2,106,891
<b>TOTAL FINANCIAL PLAN</b>	<b>211,075,740</b>	<b>25,736,622</b>	<b>1,204,000</b>	<b>2,388,655</b>	<b>3,950,000</b>	<b>50,000</b>	<b>41,555</b>	<b>560,000</b>	<b>3,250,000</b>	<b>248,256,571</b>

<sup>1</sup> Includes revenue from property taxes, local receipts, state aid, and Free Cash (not the "Other Available Funds" category).

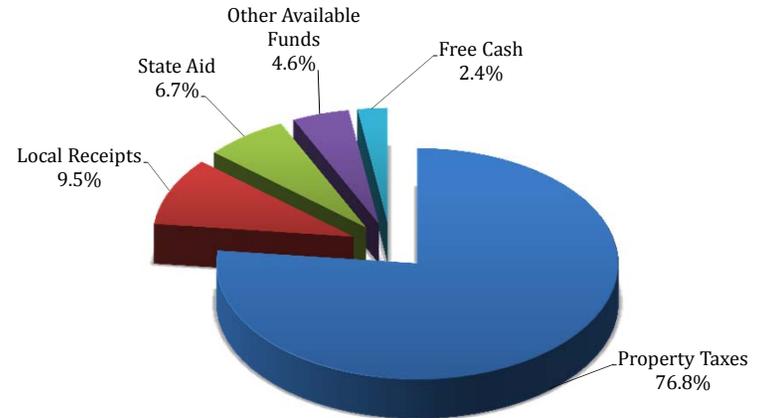
<sup>2</sup> The revenue from these funds are transferred into the General Fund.

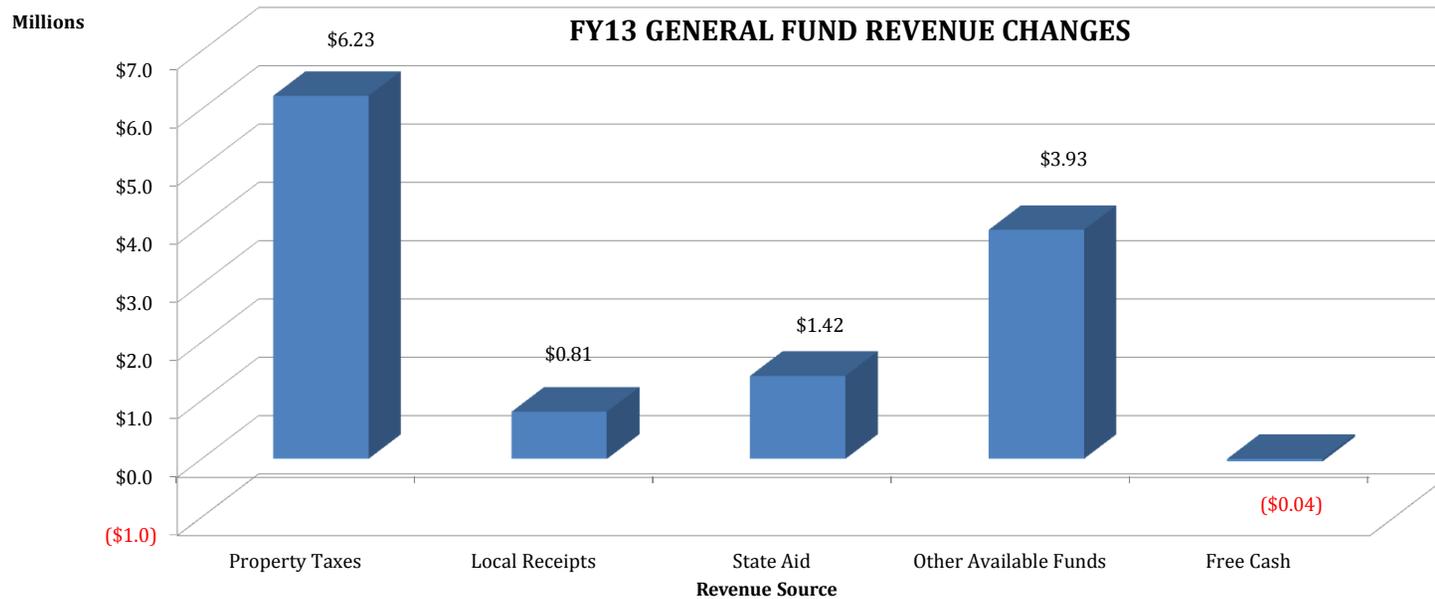
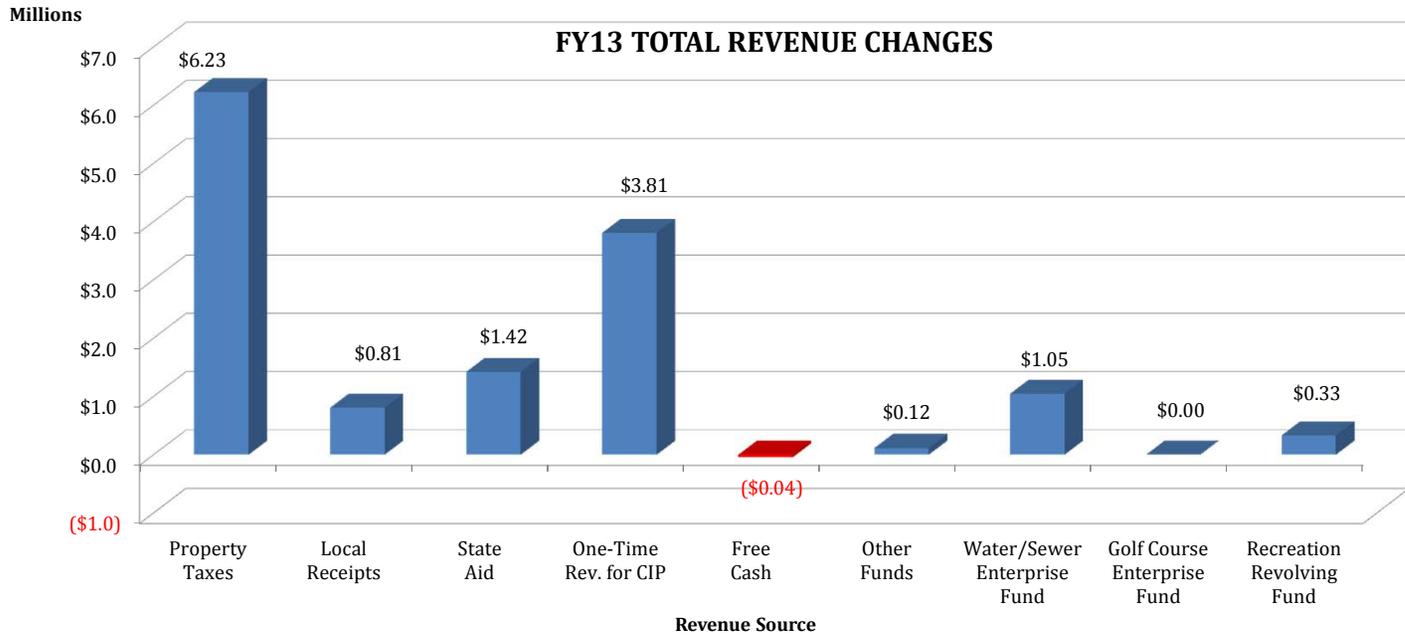
<sup>3</sup> These are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Reimbursement" figures listed under the General Fund.

**FY13 TOTAL REVENUE COMPOSITION**



**FY13 GENERAL FUND REVENUE COMPOSITION**





**TOTAL REVENUES**

\$ (millions)

% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 ACT.	FY10 ACT.	FY11 ACT.	FY12 BUD.	FY13 BUD.
<b>PROPERTY TAX</b>	\$45.8 76.4%	\$40.8 71.0%	\$114.2 69.6%	\$119.5 67.8%	\$121.8 69.6%	\$128.9 69.8%	\$133.8 70.5%	\$146.5 73.7%	\$152.6 74.6%	\$155.9 77.2%	\$163.6 78.3%	\$169.8 76.8%
<b>LOCAL RECEIPTS</b>	\$3.8 6.4%	\$5.3 9.2%	\$19.0 11.6%	\$21.2 12.0%	\$23.0 13.1%	\$23.3 12.6%	\$24.5 12.9%	\$22.5 11.3%	\$21.0 10.3%	\$22.6 11.2%	\$20.3 9.7%	\$21.1 9.5%
<b>STATE AID</b>	\$5.5 9.2%	\$7.2 12.5%	\$17.3 10.5%	\$17.4 9.9%	\$18.0 10.3%	\$18.0 9.8%	\$18.9 10.0%	\$18.0 9.0%	\$16.5 8.1%	\$13.8 6.8%	\$13.4 6.4%	\$14.8 6.7%
<b>FEDERAL REVENUE SHARING</b>	\$1.1 1.8%	\$1.0 1.7%	\$0.0 0.0%									
<b>FREE CASH</b>	\$3.4 5.7%	\$2.7 4.7%	\$5.6 3.4%	\$7.0 4.0%	\$4.6 2.6%	\$5.4 2.9%	\$3.8 2.0%	\$6.0 3.0%	\$7.1 3.4%	\$4.6 2.3%	\$5.4 2.6%	\$5.3 2.4%
<b>OTHER AVAIL. FUNDS</b>	\$0.3 0.5%	\$0.5 0.9%	\$7.9 4.8%	\$11.1 6.3%	\$7.7 4.4%	\$8.9 4.8%	\$8.6 4.5%	\$6.0 3.0%	\$7.4 3.6%	\$5.1 2.5%	\$6.2 3.0%	\$10.1 4.6%
<b>GENERAL FUND BUDGET TOTAL</b>	\$59.9	\$57.5	\$164.1	\$176.3	\$175.0	\$184.5	\$189.7	\$198.9	\$204.6	\$202.0	\$208.9	\$221.2
<b>WATER &amp; SEWER ENT FUND (1)</b>	\$2.1	\$2.9	\$15.0	\$15.7	\$15.9	\$17.7	\$18.0	\$21.1	\$20.9	\$22.4	\$22.8	\$23.9
<b>GOLF COURSE ENT FUND (1)</b>	\$0.0	\$0.0	\$0.8	\$0.8	\$0.8	\$0.8	\$0.9	\$1.0	\$0.9	\$0.9	\$1.0	\$1.0
<b>RECREATION REVOLVING FUND (1)</b>	\$0.0	\$0.0	\$0.6	\$0.8	\$0.8	\$1.0	\$1.3	\$1.5	\$1.6	\$1.9	\$1.8	\$2.1
<b>TOTAL FINANCIAL PLAN</b>	\$62.0	\$60.4	\$180.5	\$193.6	\$192.6	\$204.0	\$209.9	\$222.5	\$228.2	\$227.2	\$234.5	\$248.3

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

**ANNUAL REVENUE CHANGES BY SOURCE**  
**\$ (millions)**

REVENUE SOURCE	FY82	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 ACT.	FY10 ACT.	FY11 ACT.	FY12 BUDGET	FY13 BUDGET
PROPERTY TAX	(\$5.1) -11.1%	\$6.0 5.5%	\$5.3 4.6%	\$2.3 1.9%	\$7.1 5.8%	\$5.0 3.9%	\$12.7 9.5%	\$6.0 4.1%	\$3.3 2.2%	\$7.7 5.0%	\$6.2 3.8%
LOCAL RECEIPTS	\$1.5 39.1%	(\$3.9) -17.1%	\$2.2 11.5%	\$1.8 8.3%	\$0.3 1.3%	\$1.2 5.3%	(\$2.1) -8.4%	(\$1.4) -6.3%	\$1.6 7.5%	(\$2.3) -10.3%	\$0.8 4.0%
STATE AID	\$1.7 31.1%	(\$1.8) -9.3%	\$0.1 0.7%	\$0.5 3.1%	\$0.1 0.4%	\$0.9 5.1%	(\$1.0) -5.2%	(\$1.4) -7.9%	(\$2.7) -16.5%	(\$0.4) -3.1%	\$1.4 10.6%
FEDERAL REVENUE SHARING	(\$0.1) -5.5%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%
FREE CASH	(\$0.6) -17.9%	\$0.3 6.5%	\$1.4 24.3%	(\$2.4) -33.9%	\$0.8 17.0%	(\$1.6) -29.2%	\$2.1 56.1%	\$1.1 18.4%	(\$2.5) -34.9%	\$0.8 17.2%	(\$0.0) -0.8%
OTHER AVAIL. FUNDS	\$0.2 70.8%	(\$0.5) -5.4%	\$3.2 41.0%	(\$3.4) -30.8%	\$1.3 16.3%	(\$0.3) -3.8%	(\$2.6) -30.4%	\$1.4 23.9%	(\$2.3) -31.5%	\$1.1 22.4%	\$3.9 63.1%
GENERAL FUND BUDGET TOTAL	(\$2.4) -4.1%	\$0.2 0.1%	\$12.2 7.4%	(\$1.2) -0.7%	\$9.5 5.4%	\$5.2 2.8%	\$9.2 4.8%	\$5.7 2.9%	(\$2.7) -1.3%	\$6.9 3.4%	\$12.3 5.9%
WATER & SEWER ENT FUND (1)	\$0.9 41.0%	\$0.8 5.8%	\$0.7 4.7%	\$0.1 0.9%	\$1.8 11.5%	\$0.3 1.8%	\$3.1 17.0%	(\$0.1) -0.6%	\$1.5 6.9%	\$0.4 1.9%	\$1.1 4.6%
GOLF COURSE ENT FUND (1)	\$0.0 0.0%	\$0.2 25.3%	\$0.0 5.4%	(\$0.0) -2.2%	\$0.0 0.2%	\$0.1 6.2%	\$0.1 9.7%	(\$0.1) -3.9%	(\$0.0) -1.5%	\$0.1 11.6%	\$0.0 0.8%
RECREATION REVOLVING FUND (1)	\$0.0 0.0%	\$0.0 7.4%	\$0.1 17.9%	\$0.1 8.9%	\$0.2 0.1%	\$0.3 0.2%	\$0.2 0.1%	\$0.1 0.0%	\$0.3 17.3%	(\$0.1) -7.2%	\$0.3 19.7%
TOTAL FINANCIAL PLAN	(\$1.5) -2.6%	\$1.2 0.7%	\$13.1 7.2%	(\$1.0) -0.5%	\$11.5 6.0%	\$5.9 2.9%	\$12.6 6.0%	\$5.6 2.5%	(\$0.9) -0.4%	\$7.3 3.2%	\$13.8 5.9%

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

**PROPERTY TAX**

Property tax is the primary source of revenue for most Massachusetts municipalities. In Brookline, Property taxes represent 77% of General Fund revenues. Property taxes are levied on both real property (land and buildings) and personal property (equipment). State law mandates that communities update their property values every three years and obtain state certification that such values represent full and fair cash value. A comprehensive town-wide revaluation was completed in FY12, with the next one scheduled for FY15.

Under the provisions of Proposition 2 1/2, property taxes, in the aggregate, may not exceed 2 1/2% of their "full and fair cash value". This limit is known as the "levy ceiling". In addition, annual levy increases may not exceed 2 1/2% more than the previous year's levy plus the "New Growth" in taxes added from any new properties, renovations to existing properties, or condominium conversions added to the tax rolls. This is known as the "levy limit". Any Proposition 2 1/2 override or debt exclusion amounts voted are added to the levy limit while all related school construction reimbursements from the State (SBA) are similarly subtracted.

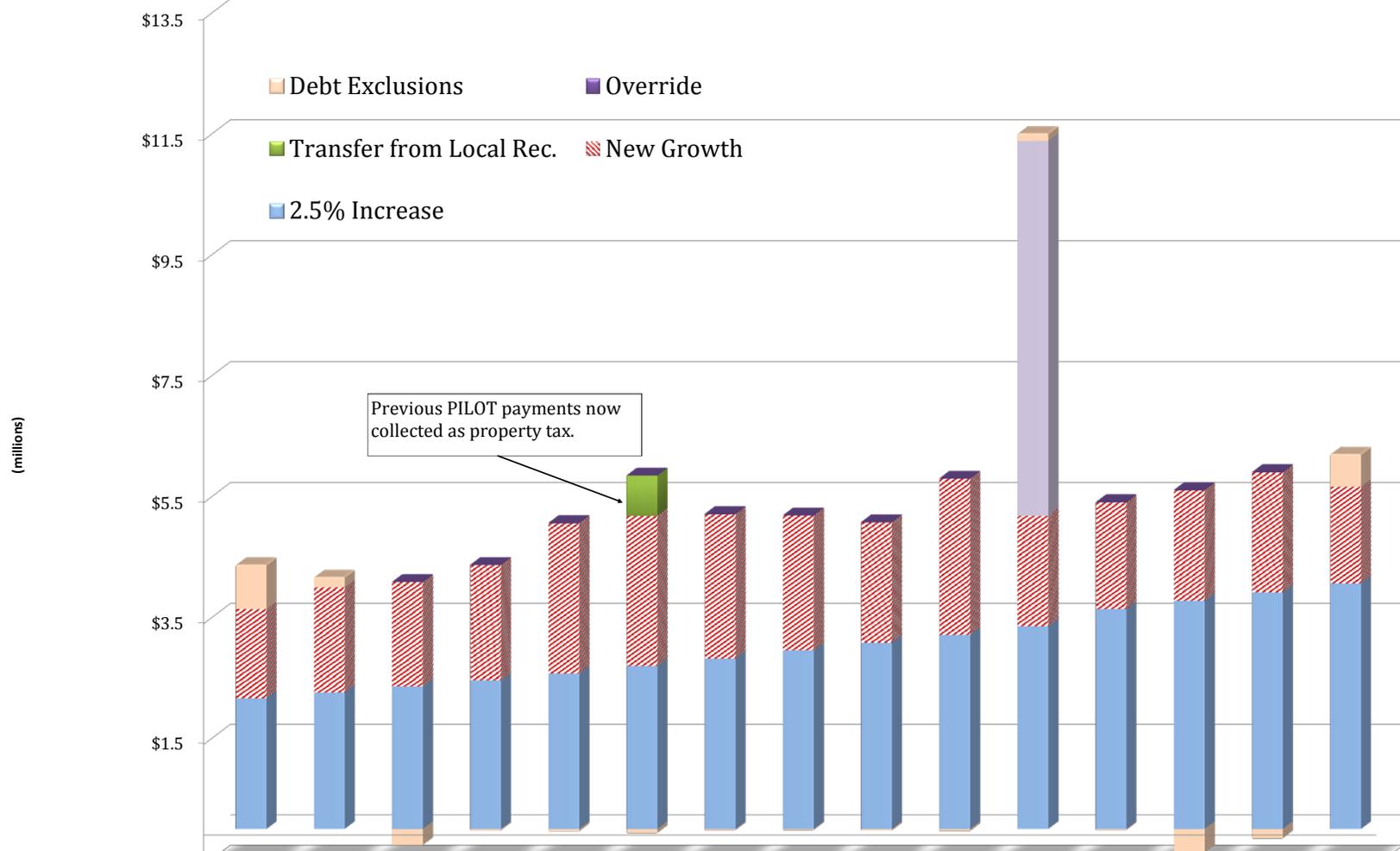
Property values and New Growth for FY13 are preliminary estimates used to project the levy limit. The FY13 maximum allowable levy is projected to total \$169,848,463, representing an increase of \$6,227,973 (3.8%) over the FY12 Levy. The figures below detail how the estimated FY13 levy is calculated:

FY12 LEVY LIMIT	\$162,553,810
<u>PROP. 2 1/2 INCREASE</u>	<u>\$4,063,845</u>
SUB-TOTAL	\$166,617,656
<u>NEW GROWTH (est.)</u>	<u>\$1,600,000</u>
ESTIMATED FY13 LEVY LIMIT	\$168,217,656
DEBT EXCLUSIONS	\$1,630,808
<u>STATE SCHOOL BLDG ASSISTANCE (SBA) REIMB.</u>	<u>\$0</u>
NET DEBT EXCLUSIONS	\$1,630,808
<b>FY13 TOTAL PROPERTY TAX LEVY</b>	<b>\$169,848,463</b>

The following pages provide historical information on levy composition, collections, levy growth, and assessed values / tax bills.

REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	<u>LEVY CALC.</u>	<u>LEVY CALC.</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>\$\$</u>	<u>%</u>
Prior Year Levy Limit	145,644,644	151,047,972	156,653,255	156,653,255	162,553,810		
2.5% Increase	3,641,116	3,776,199	3,916,331	3,916,331	4,063,845		
New Growth	1,762,212	1,829,084	1,984,224	1,984,224	1,600,000		
Override	0	0	0	0	0		
Net Debt Exclusions	1,667,074	1,258,944	1,090,408	1,090,408	1,630,808		
(less) Excess Capacity	<u>(33,048)</u>	<u>(33,912)</u>	<u>(23,729)</u>	<u>(23,729)</u>	0		
Total Property Tax Levy	152,681,998	157,878,286	163,620,490	163,620,490	169,848,463	6,227,973	3.8%

COMPOSITION OF ANNUAL GROWTH IN THE PROPERTY TAX LEVY - 15-Year History



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 (est.)
Debt Exclusions	0.73	0.17	-0.28	-0.03	-0.05	-0.08	-0.03	-0.03	-0.03	-0.05	0.12	-0.03	-0.41	-0.17	0.54
Override	0	0	0	0	0	0	0	0	0	0	6.2	0	0	0	0
Transfer from Local Rec.	0	0	0	0	0	0.66	0	0	0	0	0	0	0	0	0
New Growth	1.48	1.74	1.73	1.91	2.49	2.49	2.39	2.23	1.99	2.58	1.83	1.76	1.83	1.98	1.60
2.5% Increase	2.17	2.26	2.36	2.46	2.57	2.69	2.82	2.95	3.08	3.21	3.36	3.64	3.78	3.92	4.06

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: Property Tax  
SUB-GROUP: Property Tax**

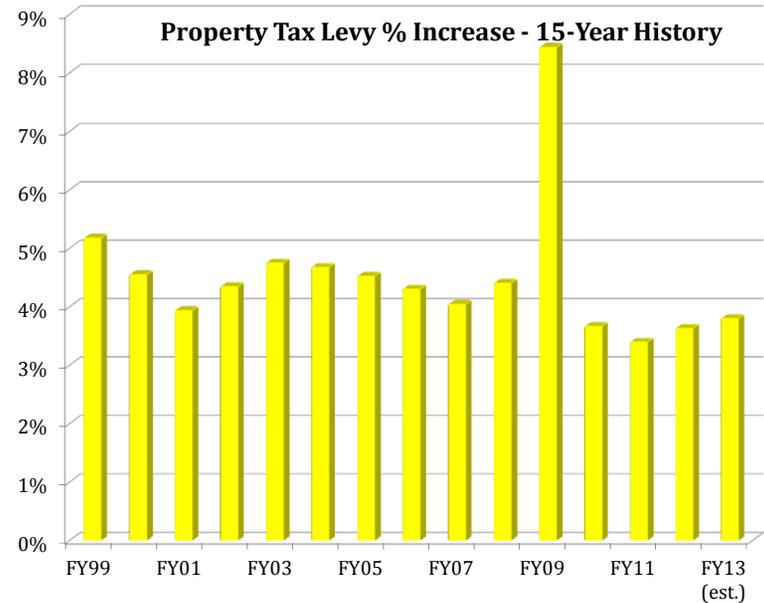
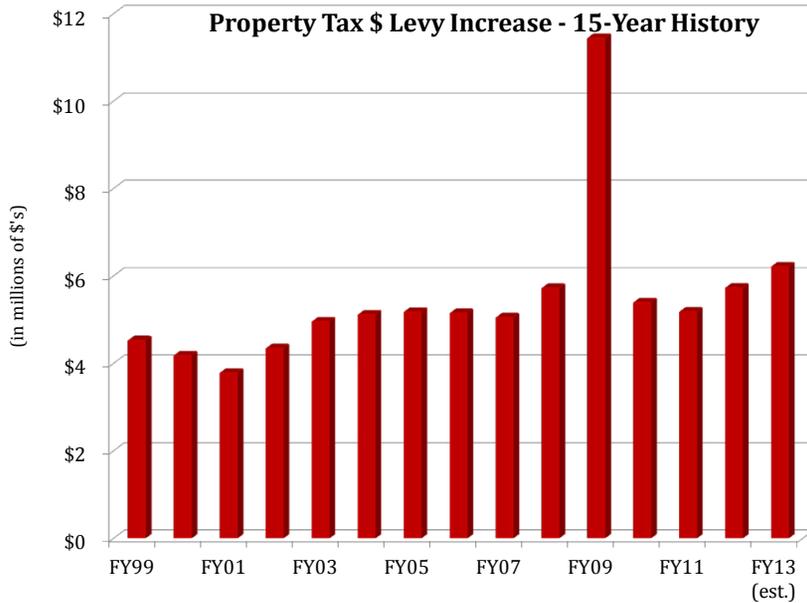
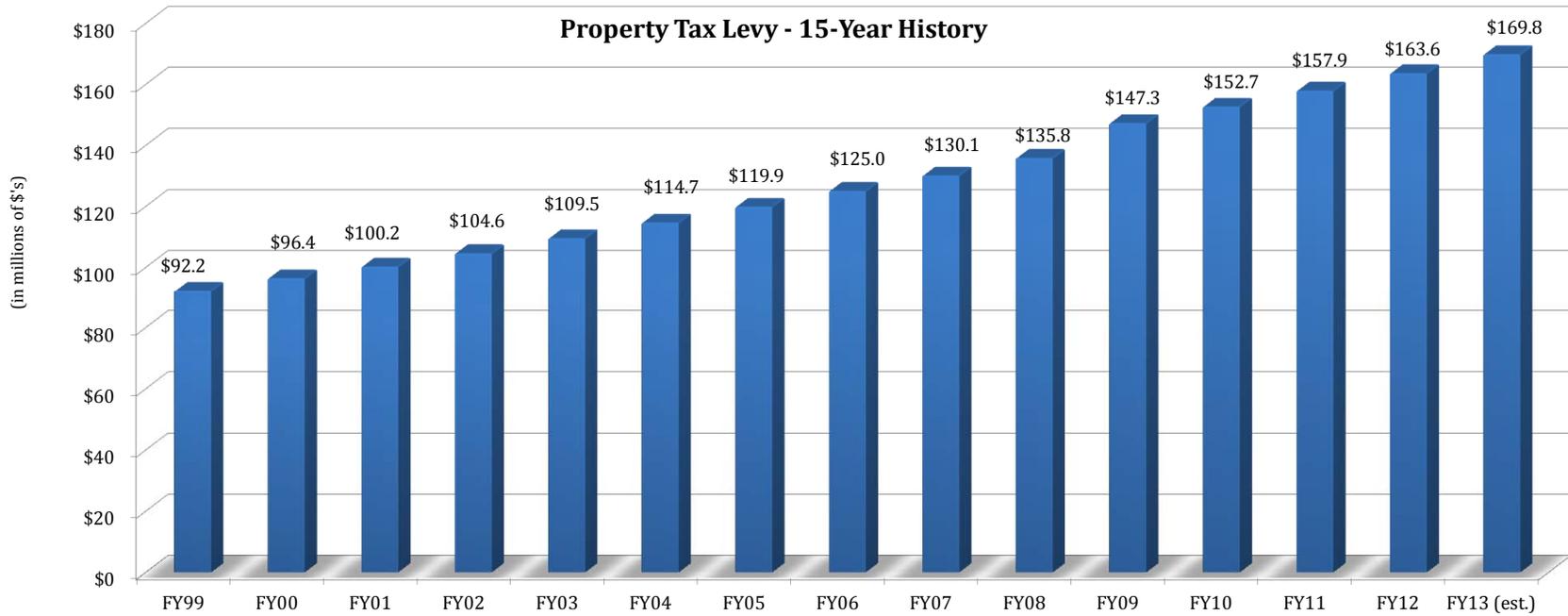
**PROPERTY TAXES  
COLLECTIONS AND UNPAID BALANCES  
FOR FISCAL YEARS ENDED JUNE 30**

Fiscal Year	Real Estate and Pers. Property Levy	(1) Collections As Of Base Yr End	% As Of Base Yr End	Uncollected Bal As Of Base Yr End	(2) Cumulative Pr Yr Collections Yr End As Of Dec 31, 2011	Uncollected Real Estate, Pers. Prop., & Tax Title As Of Dec 31, 2011	% Collected As As Of Dec 31, 2011	(3) Tax Titles / Foreclosures Receivable As of Yr-End
1997	84,086,279	82,401,669	98.0%	1,684,610	1,684,610	0	100.0%	861,700
1998	87,880,687	86,352,738	98.3%	1,527,949	1,527,949	0	100.0%	852,386
1999	92,203,063	91,376,684	99.1%	826,379	826,379	0	100.0%	384,660
2000	96,399,645	95,425,278	99.0%	974,367	974,367	0	100.0%	446,610
2001	100,217,510	99,792,628	99.6%	424,882	424,882	0	100.0%	437,625
2002	104,560,815	104,041,776	99.5%	519,039	519,039	0	100.0%	396,040
2003	109,532,058	108,596,481	99.1%	935,577	935,577	0	100.0%	545,592
2004	114,660,482	113,242,093	98.8%	1,418,389	1,418,389	0	100.0%	657,047
2005	119,871,025	118,861,627	99.2%	1,009,398	920,940	88,457	99.9%	602,897
2006	125,192,168	123,383,654	98.6%	1,808,515	1,783,351	25,163	100.0%	909,734
2007	130,078,303	129,277,684	99.4%	800,619	503,288	297,331	99.8%	873,404
2008	135,822,982	134,144,599	98.8%	1,678,383	1,544,205	134,178	99.9%	1,306,938
2009	147,285,266	145,749,715	99.0%	1,535,551	1,181,825	353,726	99.8%	1,265,379
2010	152,703,449	151,324,018	99.1%	1,379,430	1,039,954	339,476	99.8%	1,625,779
2011	157,878,286	156,328,350	99.0%	1,549,936	399,537	1,150,399	99.3%	1,604,165

1. Accounts Receivable Balance on June 30 of Base Year.

2. Each year-end sum of activities is added to the previous year. This column changes every year until the uncollected balance is \$0. The balance may equal the Tax Title balance for that year.

3. Base Year Tax Title amount.



**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: Property Tax  
SUB-GROUP: Property Tax**

**MEDIAN PER PARCEL VALUES AND TAX BILLS**

DESCRIPTION	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Single Family Median Assessed Value	756,750	837,050	903,850	1,017,100	1,023,550	986,900	1,017,000	1,022,400	1,027,300	1,059,400
\$ Change	89,750	80,300	66,800	113,250	6,450	(36,650)	30,100	5,400	4,900	32,100
% Change	13.5%	10.6%	8.0%	12.5%	0.6%	-3.6%	3.0%	0.5%	0.5%	3.1%
Single Family Median Tax Bill	7,057	7,412	7,716	8,137	8,341	8,437	9,130	9,429	9,771	10,187
\$ Change	(190)	355	304	422	203	96	693	299	342	416
% Change	-2.6%	5.0%	4.1%	5.5%	2.5%	1.2%	8.2%	3.3%	3.6%	4.3%
<b>Single Family Median Tax Bill as a % of 4-Person Family Median Income</b>	<b>9.04%</b>	<b>9.24%</b>	<b>9.85%</b>	<b>9.86%</b>	<b>9.62%</b>	<b>9.88%</b>	<b>10.64%</b>	<b>10.55%</b>	<b>10.47%</b>	<b>10.34%</b>
Two Family Median Assessed Value	702,000	777,900	837,200	950,000	950,900	932,450	953,200	956,100	958,850	975,400
\$ Change	109,200	75,900	59,300	112,800	900	(18,450)	20,750	2,900	2,750	16,550
% Change	18.4%	10.8%	7.6%	13.5%	0.1%	-1.9%	2.2%	0.3%	0.3%	1.7%
Two Family Median Tax Bill	6,443	6,783	7,034	7,497	7,634	7,883	8,448	8,701	8,998	9,230
\$ Change	153	340	251	463	137	249	565	253	296	232
% Change	2.4%	5.3%	3.7%	6.6%	1.8%	3.3%	7.2%	3.0%	3.4%	2.6%
<b>Two Family Median Tax Bill as a % of 4-Person Family Median Income</b>	<b>8.26%</b>	<b>8.45%</b>	<b>8.98%</b>	<b>9.08%</b>	<b>8.80%</b>	<b>9.23%</b>	<b>9.85%</b>	<b>9.74%</b>	<b>9.64%</b>	<b>9.36%</b>
Three Family Median Assessed Value	786,500	870,250	931,150	1,088,000	1,102,900	1,078,450	1,113,200	1,115,150	1,116,000	1,151,400
\$ Change	161,700	83,750	60,900	156,850	14,900	(24,450)	34,750	1,950	850	35,400
% Change	25.9%	10.6%	7.0%	16.8%	1.4%	-2.2%	3.2%	0.2%	0.1%	3.2%
Three Family Median Tax Bill	7,391	7,765	7,995	8,815	9,113	9,369	10,158	10,446	10,773	11,236
\$ Change	688	374	230	819	298	256	789	288	327	463
% Change	10.3%	5.1%	3.0%	10.2%	3.4%	2.8%	8.4%	2.8%	3.1%	4.3%
<b>Three Family Median Tax Bill as a % of 4-Person Family Median Income</b>	<b>9.47%</b>	<b>9.68%</b>	<b>10.21%</b>	<b>10.68%</b>	<b>10.51%</b>	<b>10.97%</b>	<b>11.84%</b>	<b>11.69%</b>	<b>11.54%</b>	<b>11.40%</b>
Condo Median Assessed Value	322,200	346,900	373,700	411,400	424,800	411,450	423,500	423,000	423,900	421,900
\$ Change	65,200	24,700	26,800	37,700	13,400	(13,350)	12,050	(500)	900	(2,000)
% Change	25.4%	7.7%	7.7%	10.1%	3.3%	-3.1%	2.9%	-0.1%	0.2%	-0.5%
Condo Median Tax Bill	2,186	2,202	2,292	2,353	2,515	2,579	2,786	2,853	2,953	2,920
\$ Change	228	16	91	61	162	64	206	68	99	(33)
% Change	11.6%	0.7%	4.1%	2.6%	6.9%	2.6%	8.0%	2.4%	3.5%	-1.1%
<b>Condo Median Tax Bill as a % of 4-Person Family Median Income</b>	<b>2.80%</b>	<b>2.74%</b>	<b>2.93%</b>	<b>2.85%</b>	<b>2.90%</b>	<b>3.02%</b>	<b>3.25%</b>	<b>3.19%</b>	<b>3.16%</b>	<b>2.96%</b>
Commercial Median Assessed Value	738,400	790,100	875,000	943,500	914,300	971,500	1,015,600	1,033,800	1,038,350	1,048,450
\$ Change	82,700	51,700	84,900	68,500	(29,200)	57,200	44,100	18,200	4,550	10,100
% Change	12.6%	7.0%	10.7%	7.8%	-3.1%	6.3%	4.5%	1.8%	0.4%	1.0%
Commercial Median Tax Bill	13,424	13,637	14,534	14,587	14,519	16,224	17,590	18,402	19,002	19,480
\$ Change	(391)	213	897	53	(67)	1,705	1,366	811	600	478
% Change	-2.8%	1.6%	6.6%	0.4%	-0.5%	11.7%	8.4%	4.6%	3.3%	2.5%
Residential Tax Rate	11.21	10.63	10.23	9.55	9.73	10.18	10.69	10.97	11.30	11.40
% Change	-13.1%	-5.2%	-3.8%	-6.6%	1.9%	4.6%	5.0%	2.6%	3.0%	0.9%
Commercial Tax Rate	18.18	17.26	16.61	15.46	15.88	16.70	17.32	17.80	18.30	18.58
% Change	-13.7%	-5.1%	-3.8%	-6.9%	2.7%	5.2%	3.7%	2.8%	2.8%	1.5%
Residential Exemption	127,220	139,790	149,610	165,014	166,331	158,100	162,923	162,904	162,607	165,764
Residential Exemption (Tax)	1,426.14	1,485.97	1,530.51	1,575.88	1,618.40	1,609.46	1,741.65	1,787.06	1,837.46	1,889.71
% Change		4.2%	3.0%	3.0%	2.7%	-0.6%	8.2%	2.6%	2.8%	2.8%

NOTE: Assumes the homeowner is eligible for the Residential Exemption.

**LOCAL RECEIPTS SUMMARY**

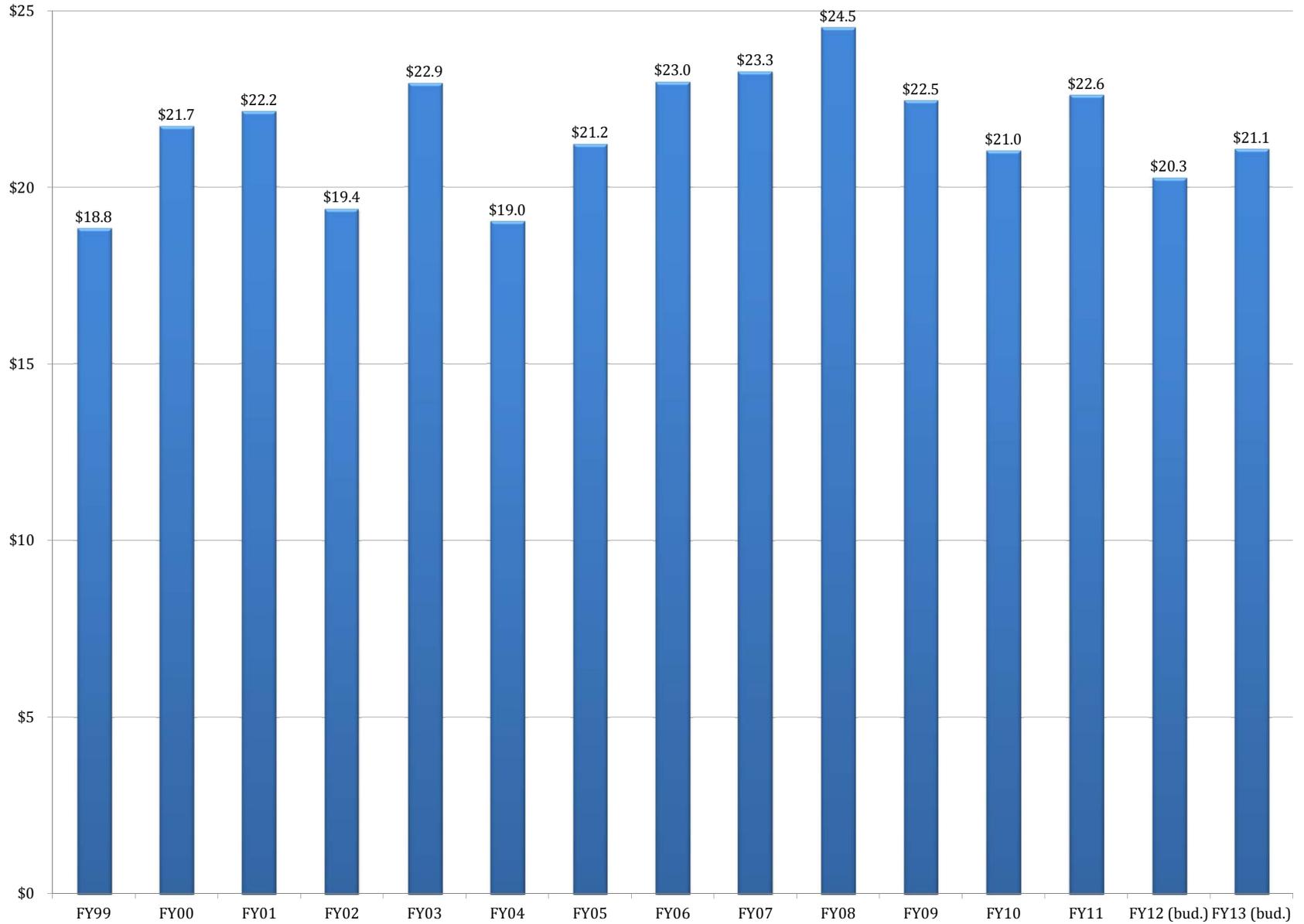
Local Receipts, estimated to add \$21.08 million to the Town's revenue stream, represent 9.5% of total General Fund revenues. They include motor vehicle excise, local option taxes, fees, fines, charges for licenses and permits, violations, investment earnings, and other similar non-tax type items. These items are reviewed by departments to ensure that they continue to cover their fair share of the related administrative costs and are in accordance with the policies adopted by the respective oversight boards and commissions. They are projected to increase \$808,646 (4%) over the FY12 budgeted amounts. A summary of all changes are as follows:

- 1.) **General Government** - this category increases \$390,646 (15.7%) to \$2.87 million due primarily to the Medicare Part D Subsidy, which the Town will be receiving now as a member of the GIC (estimated at \$300,000), and a \$50,000 (2.6%) increase in Building Permits.
- 2.) **Local Option Taxes** - increase \$200,000 (11.4%) to \$1.95 million to reflect actual experience of the meals and lodging excise taxes.
- 3.) **Motor Vehicle Excise (MVE)** - increases \$150,000 (3.2%) to \$4.85 million.
- 4.) **Licenses / Permits** - increase \$143,000 (14.1%) to \$1.15 million due primarily to the new Green Dog program.
- 5.) **Interest Income** - increases \$110,000 (16.9%) to \$760,000, a reflection of the current and projected interest rate environment.
- 6.) **Departmental and Other** - increases \$65,000 (3.8%) to \$1.79 million due primarily to an increase in the Medicaid Reimbursement for eligible school expenses (\$95,000, 41.3%) and an increase in CATV revenue (\$25,000, 4.2%).
- 7.) **Parking/Court Fines** - decrease \$200,000 (4.8%) to \$4 million due to a reduction in the number of tickets being issued on an annual basis.
- 8.) **Payment in Lieu of Taxes (PILOTs)** - decrease \$50,000 (4.3%) to \$1.11 million due to a reduction in one of the Town's Ch. 121A agreements.

Further details of these and other revenue sources are discussed on the following pages.

REVENUE SOURCE	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2012 ESTIMATE	FY2013 BUDGET	BUDGET INCREASE	
						\$	%
Motor Vehicle Excise	4,694,128	5,178,153	4,700,000	5,000,000	4,850,000	150,000	3.2%
Local Option Taxes	1,411,553	2,160,684	1,750,000	2,200,000	1,950,000	200,000	11.4%
Licenses and Permits	1,032,093	1,062,248	1,010,975	1,113,475	1,153,975	143,000	14.1%
Parking and Court Fines	4,421,553	4,387,303	4,200,000	4,075,000	4,000,000	(200,000)	-4.8%
General Government	2,969,579	3,282,853	2,482,817	3,273,317	2,873,463	390,646	15.7%
Interest Income	786,358	900,706	650,000	935,000	760,000	110,000	16.9%
In Lieu of Tax Payments	996,834	908,270	1,160,000	965,000	1,110,000	(50,000)	-4.3%
Refuse Fees	2,668,453	2,663,996	2,600,000	2,650,000	2,600,000	0	0.0%
Departmental and Other	2,058,159	2,067,356	1,722,000	1,946,000	1,787,000	65,000	3.8%
Total	21,038,710	22,611,569	20,275,792	22,157,792	21,084,438	808,646	4.0%

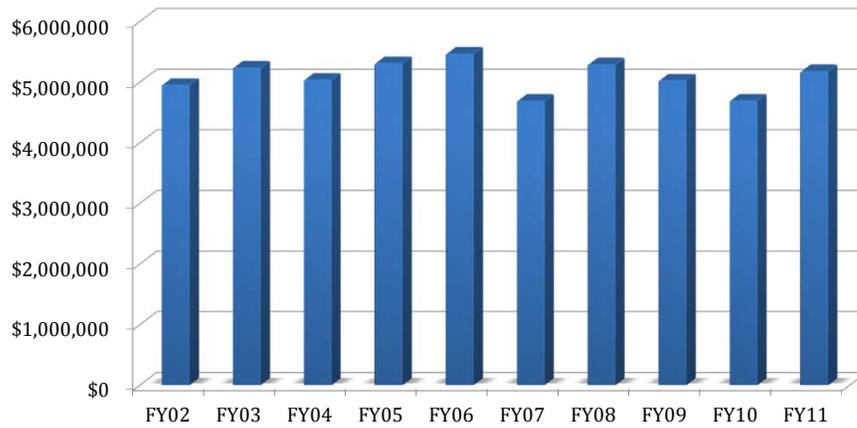
15-YEAR LOCAL RECEIPT HISTORY (in millions)



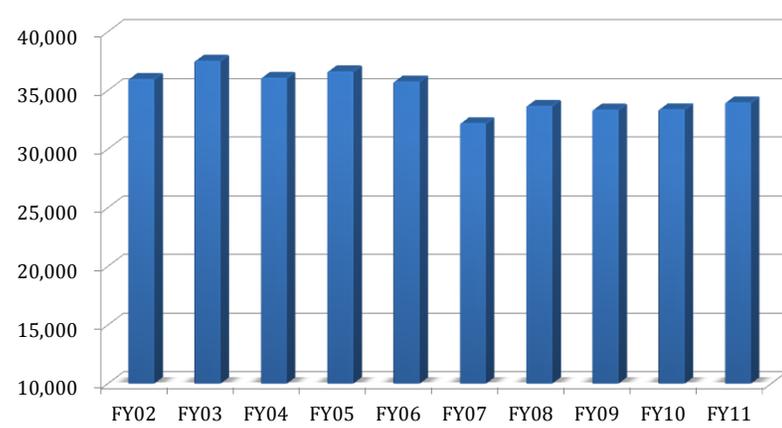
**MOTOR VEHICLE EXCISE**

State law establishes the Motor Vehicle Excise (MVE) tax rate. Proposition 2 1/2 set the rate of \$25 per \$1,000 in automobile value. In the first year of ownership, the rate of \$25 per \$1,000 is assessed on 90% of the value of the vehicle; in year two, it is 60%; in year three, it is 40%; in year four, it is 25%; and in year five and thereafter, it is 10%. The actual billings are prepared by the Registry of Motor Vehicles (RMV) and then turned over to the Town for printing, distribution, and collection. The MVE tax is the Town's largest local receipt source and is expected to generate \$4.85 million in FY13, an amount that is \$150,000 (3.2%) above the FY12 budgeted amount.

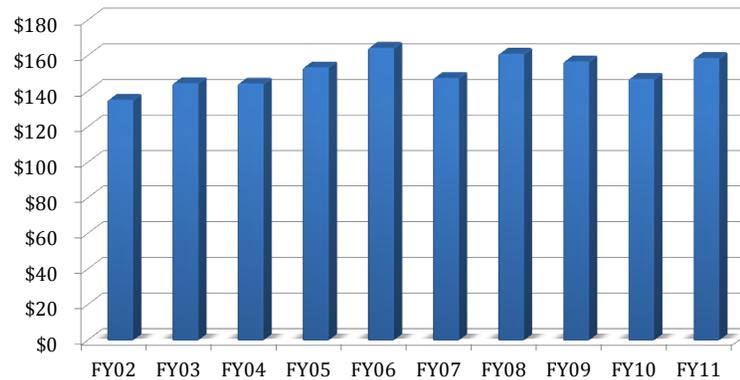
**MVE COLLECTIONS**



**NUMBER OF MVE BILLS**



**AVERAGE MVE BILL**



REVENUE SOURCE	FY2010 <u>ACTUAL</u>	FY2011 <u>ACTUAL</u>	FY2012 <u>BUDGET</u>	FY2012 <u>ESTIMATE</u>	FY2013 <u>BUDGET</u>	BUDGET INCREASE	
						\$	%
Motor Vehicle Excise	4,694,128	5,178,153	4,700,000	5,000,000	4,850,000	150,000	3.2%

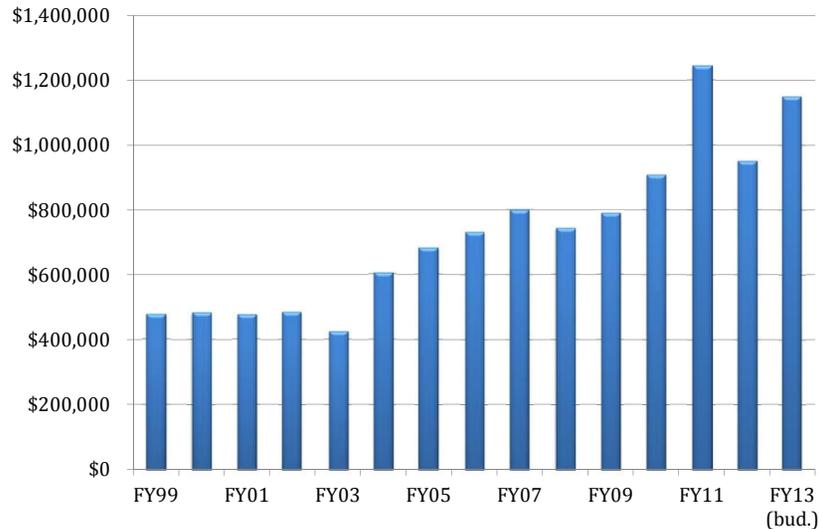
**LOCAL OPTION TAXES**

This category of local receipts consists of the Lodging Excise Tax and the Meals Excise Tax. These two revenue sources are made available to Massachusetts municipalities via local option, which, in Brookline, requires a vote of Town Meeting to enact. The lodging tax was first adopted in 1985 and the meals tax was first adopted in 2009.

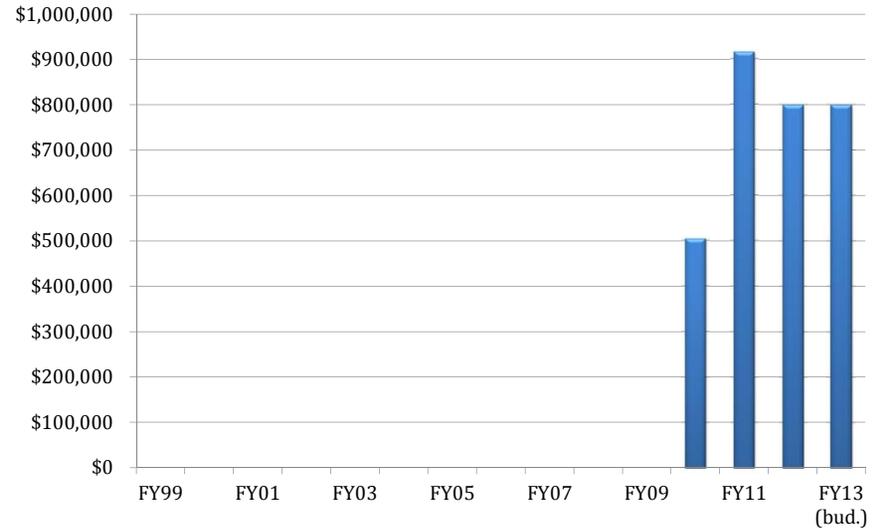
In 1985, legislation was enacted that enabled communities to impose a local option excise of up to 4% on gross receipts from room rentals of hotels and motels, in addition to the state excise of 5.7%. Brookline adopted the local option excise tax, at 4%, by a vote of Town Meeting in November, 1985. In 2009, as part of the FY10 State budget, cities and towns were authorized to increase the local option excise tax on room occupancies from a maximum of 4% to 6%. In August, 2009, Town Meeting increased the excise tax to 6%, which took effect on October 1, 2009. In FY13, this revenue source is expected to generate \$1.15 million, an increase of \$200,000 (21.1%) from the FY12 budgeted amount.

As part of the FY10 State budget, the meals tax was increased statewide by 1.25 percentage points (from 5% to 6.25%). In addition, municipalities were provided the local option to increase meals taxes by another 0.75%. In August, 2009, Town Meeting adopted the 0.75% local meals tax, effective October 1, 2009. In FY13, this revenue source is expected to generate \$800,000, an amount that reflects level-funding.

**LODGING EXCISE TAX**



**MEALS EXCISE TAX**



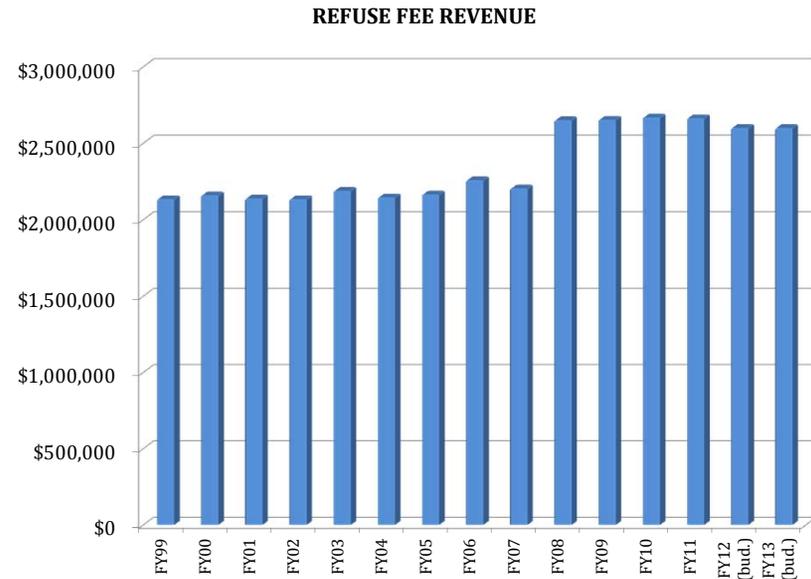
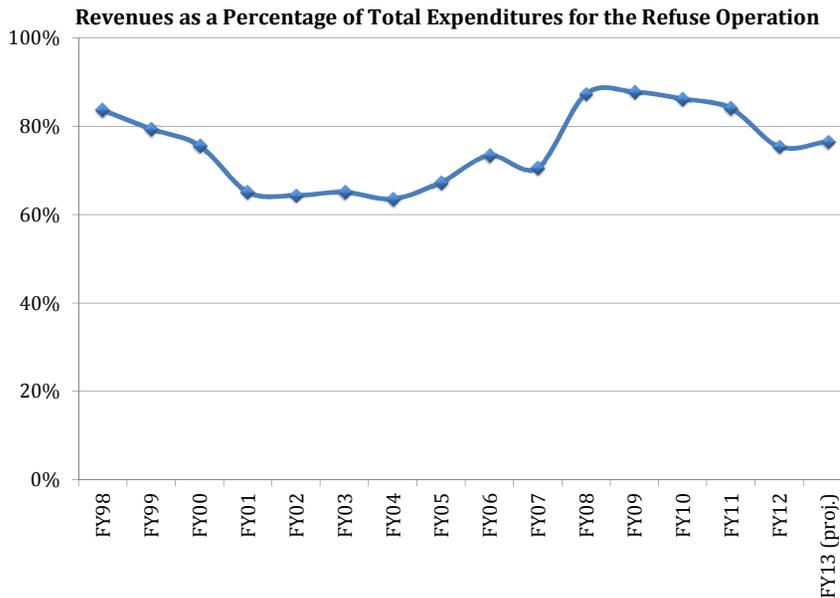
REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$\$	%
Hotel/Motel Excise	907,474	1,244,887	950,000	1,250,000	1,150,000	200,000	21.1%
Meals Tax	504,079	915,797	800,000	950,000	800,000	0	0.0%
Totals	1,411,553	2,160,684	1,750,000	2,200,000	1,950,000	200,000	11.4%

**REFUSE FEE**

For FY13, the Refuse Fee is assumed to remain level at \$200 per year. This should generate \$2,580,000 from residential collections and \$20,000 from commercial collections, for a total of \$2.6 million. The Residential Refuse Fee was first instituted in FY89 when the Town was faced with a 300% increase in refuse disposal costs. The fee was set at \$150 per dwelling unit and has changed since then as follows:

FY89-FY91	FY92	FY93-FY94	FY95-FY07	FY08-FY12	FY13 est.
\$150	\$175	\$200	\$165	\$200	\$200

The Proposition 2 1/2 override of 1994 included restoring a portion of the fee back to the tax levy. The amount of \$460,000 was added to the override and reduced from refuse fee revenue, resulting in a fee reduction from \$200 to \$165. The fee was then increased to \$200 in FY08 as part of a budget balancing plan to close a \$3.2 million deficit. The fee revenue covers approximately 80% of the service costs, as shown in the below left graph.

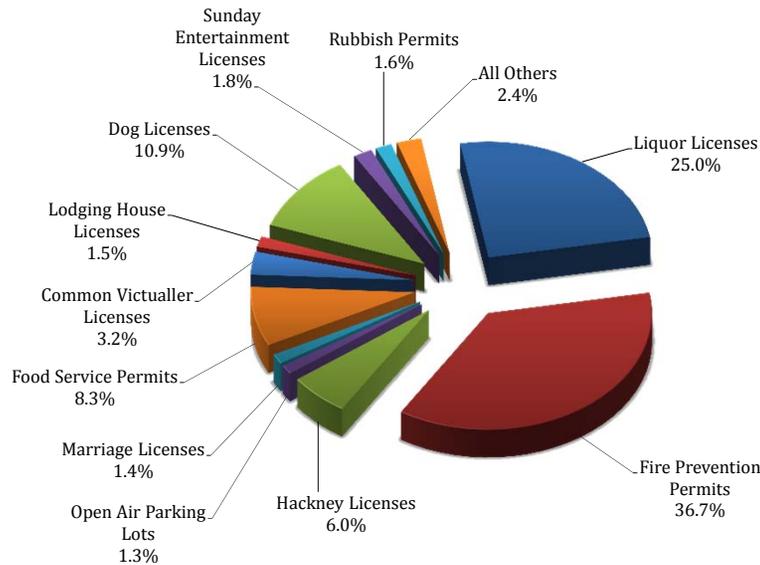


REVENUE SOURCE	FY2010 <u>ACTUAL</u>	FY2011 <u>ACTUAL</u>	FY2012 <u>BUDGET</u>	FY2012 <u>ESTIMATE</u>	FY2013 <u>BUDGET</u>	BUDGET INCREASE	
						\$	%
Refuse Fee	2,668,453	2,663,996	2,600,000	2,650,000	2,600,000	0	0.0%

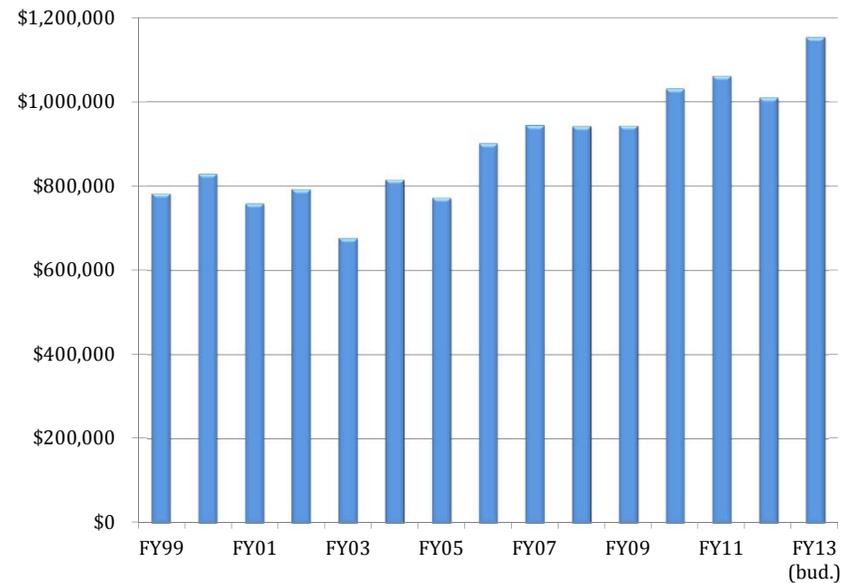
**LICENSES AND PERMITS**

The majority of the revenue from Licenses and Permits is derived from fire prevention permits, liquor licenses, and licenses from a variety of food establishments. For FY13, revenues from this category are expected to total \$1.15 million, an increase of \$143,000 (14.1%) from FY12 budgeted levels. The increase comes from Field Permit Fees that were previously accounted for in the Recreation Revolving Fund and support the Green Dog program (\$64,000), Dog Licenses (\$54,000, 83.1%, most of which is attributable to the Green Dog program), and Fire Prevention Permits (\$25,000, 6.7%).

**FY13 LICENSES/PERMITS REVENUE**



**LICENSES & PERMITS REVENUE**

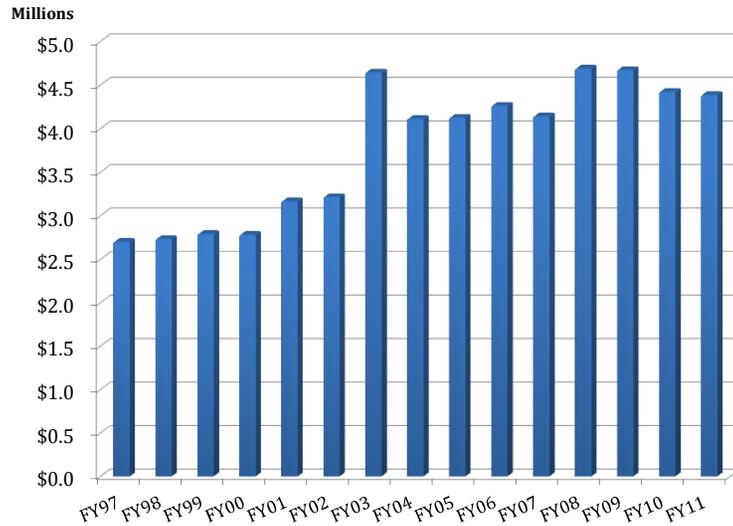


REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$\$	%
Liquor Licenses	292,008	299,000	270,000	280,000	272,000	2,000	0.7%
Fire Prevention Permits	380,659	391,890	375,000	420,000	400,000	25,000	6.7%
Hackney Licenses	74,584	73,889	65,000	58,000	65,000	0	0.0%
Open Air Parking Lots	13,890	14,200	14,000	14,000	14,000	0	0.0%
Marriage Licenses	18,720	13,840	17,000	11,000	15,000	(2,000)	-11.8%
Food Service Permits	93,514	89,741	90,000	90,000	90,000	0	0.0%
Common Victualler Licenses	36,240	36,420	34,000	34,000	35,000	1,000	2.9%
Lodging House Licenses	15,955	16,150	16,000	18,000	16,000	0	0.0%
Dog Licenses	37,988	60,975	65,000	120,000	119,000	54,000	83.1%
Sunday Entertainment Licenses	22,185	20,825	20,000	21,000	20,000	0	0.0%
Rubbish Permits	19,330	20,720	17,500	20,000	17,500	0	0.0%
Field Permits	0	0	0	0	64,000	64,000	-
All Others	27,022	24,597	27,475	27,475	26,475	(1,000)	-3.6%
<b>Totals</b>	<b>1,032,093</b>	<b>1,062,248</b>	<b>1,010,975</b>	<b>1,113,475</b>	<b>1,153,975</b>	<b>143,000</b>	<b>14.1%</b>

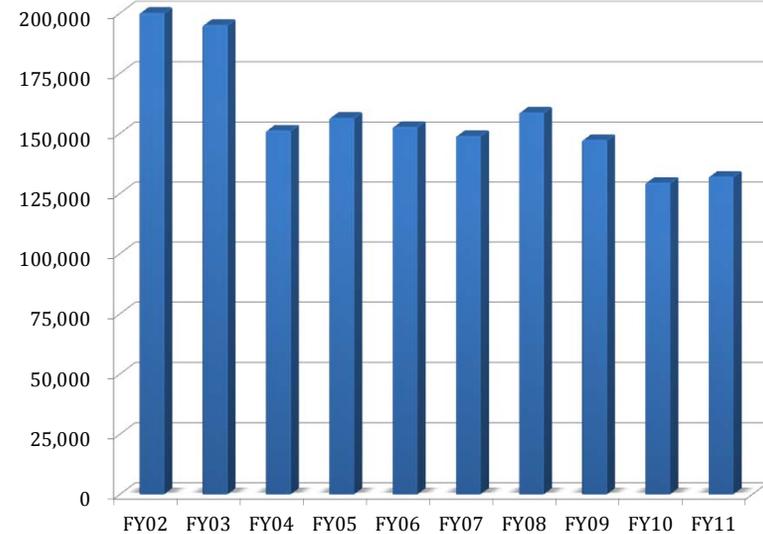
**PARKING AND COURT FINES**

Parking and Court Fines are the second largest local receipt of the Town. Approximately 85% of the revenue is derived from parking tickets for expired meters, violation of the Town's overnight parking ban, and violation of 2-hour parking restrictions. In September of 2002, the Board of Selectmen increased the fines for certain parking violations, including doubling the Overnight Parking fine from \$15 to \$30 and increasing the fine for expired meters from \$15 to \$25. This was made possible by the passage of Home Rule legislation, approved by the 2001 Annual Town Meeting and signed into law in November, 2001. This legislation allowed the Board of Selectmen to raise parking violations to a maximum of \$50. In March, 2007 and July, 2007, the Selectmen further revised the schedule by adopting additional fine increases, including doubling the fine for violating the 2-hour parking rule from \$15 to \$30 and increasing the late fee from \$10 to \$15.

**PARKING/COURT FINE COLLECTIONS**



**TICKET ISSUANCE**



While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increases (the \$4 million estimate is \$1 million, or approximately 33%, higher than the average annual collections prior to the fine increases), there has been a decrease since the FY03 peak. In FY04, there were 44,000 fewer tickets written, resulting in a decrease of \$533,000. Since then, the number of tickets written has dropped to approximately 132,000 in FY11. This represents a decrease of 35% since the peak in FY02 and a 16% decline since FY05. The estimate for FY13 \$4 million, a decrease of \$200,000 (4.8%).

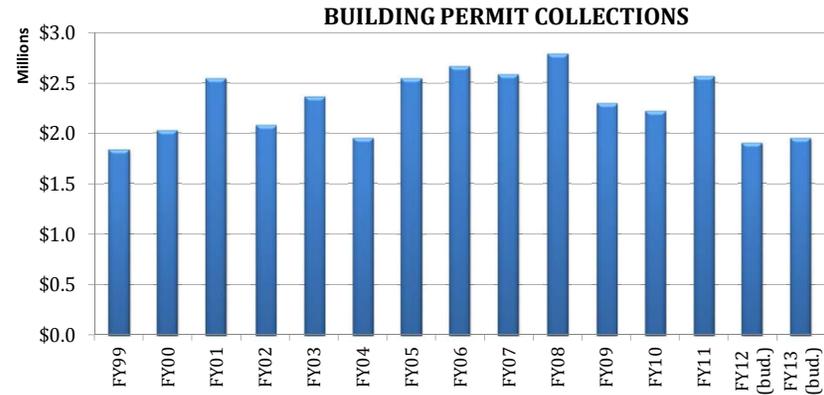
REVENUE SOURCE	FY2010 <u>ACTUAL</u>	FY2011 <u>ACTUAL</u>	FY2012 <u>BUDGET</u>	FY2012 <u>ESTIMATE</u>	FY2013 <u>BUDGET</u>	BUDGET INCREASE	
						\$	%
Parking and Court Fines	4,421,553	4,387,303	4,200,000	4,075,000	4,000,000	(200,000)	-4.8%

**GENERAL GOVERNMENT**

Revenues derived from this category are expected to increase \$390,646 (15.7%) from the FY12 budgeted amount, due primarily to the Town's anticipated receipt of \$300,000 in **Medicare Part D Subsidy** revenue. The Medicare Part D Subsidy was an outcome of the Medicare Prescription Drug Improvement and Modernization Act of 2003, which added a prescription drug coverage component for seniors. The subsidy serves as an incentive for those employers that currently offer prescription drug coverage to its retirees to continue to offer the coverage. As part of the plan design changes to the Town's health insurance plans that were agreed to by the Town and its employees in mid-2007, a three-tiered co-pay Prescription Drug Program (PDP) Medicare supplement plan for retirees was chosen. As a result, the subsidy went to the insurance company, with the Town receiving the benefit through reduced premiums rather than through direct receipt of the subsidy. Now that the Town is in the Group Insurance Commission (GIC) for health insurance, the Town will begin receiving this revenue again.

As shown in the graph to the right, **Building Permit** collections are a large revenue source and are quite volatile. Because of the recession, the Building Permit activity declined significantly in FY08 and FY10. However, year-to-date experience indicates that the budget can be increased by \$50,000 (2.6%) to \$1.95 million.

**Legal/Damage Recovery** revenue results from certain legal actions undertaken by the Town or from the receipt of reimbursements for storms. The amounts collected vary greatly year to year because they are derived from unpredictable events that are the basis for the Town's recoveries. **Town Clerk Fees** include fees for records and certified copies and the budget for those are increased \$7,500 (8.1%). The budget for **Collector's Fees**, which consist primarily of Municipal Lien Certificates (MLC's) and Tailings, are increased \$5,000 (4.3%). **Plan Design Review** fees are charged by the Building Department when a project requires approval from the Zoning Board of Appeals (ZBA).



The **Benefits Reimbursement** item consists primarily of reimbursements from special revenue/grant funds for employees who have benefits and are paid from those sources, in addition to COBRA fees. That budget is increased \$19,146 (9.4%). Payments from the two companies that have built **Distributed Antenna Systems (DAS)** in town are expected to total \$75,000 in FY13, an increase of \$5,000 (7.1%). The **All Others** category is comprised of Zoning Board of Appeals fees, fees for copying documents of various departments, and many one-time reimbursements for miscellaneous expenditures. The budget for those are increased \$4,000 (8.5%) to \$51,000.

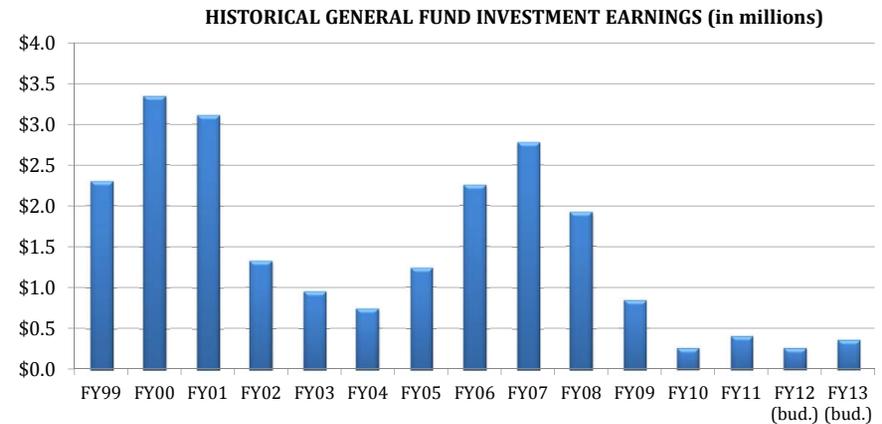
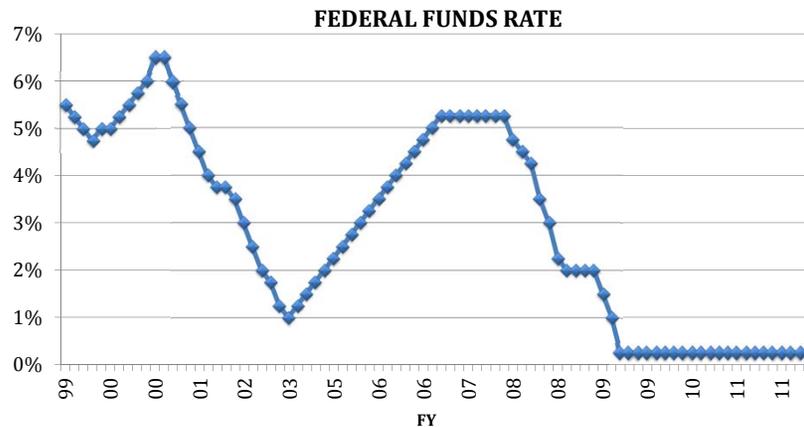
REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$\$	%
Building Permits and Inspections	2,218,575	2,566,259	1,900,000	2,250,000	1,950,000	50,000	2.6%
Legal/Damage Recovery	5,094	38,169	5,000	300,000	5,000	0	0.0%
Town Clerk's Fees	93,124	119,562	92,500	110,000	100,000	7,500	8.1%
Collector's Fees	148,282	180,229	115,000	130,000	120,000	5,000	4.3%
Plan Design Review	19,695	41,947	50,000	30,000	50,000	0	0.0%
Medicare Part D Subsidy	10,867	0	0	0	300,000	300,000	-
Benefits Reimbursement	205,425	182,140	203,317	203,317	222,463	19,146	9.4%
Distributed Antenna System (DAS) Fees	74,701	77,556	70,000	80,000	75,000	5,000	7.1%
All Others	193,816	76,991	47,000	170,000	51,000	4,000	8.5%
Totals	2,969,579	3,282,853	2,482,817	3,273,317	2,873,463	390,646	15.7%

**INTEREST INCOME**

Interest Income is comprised of revenue from two sources: interest penalties on delinquent property taxes and fees and monies earned on the Town's available cash. The Town Treasurer regularly invests any cash not required for current disbursements and the amount of investment income earned in any given year is dependent upon a number of variables, the most important of which are available cash balances, anticipated cash flows, cash management policies and practices, and market interest rates. Investment income accounted for only 44% of the interest income earned in FY11, a significant change from the 62% it represented in FY09.

The estimate for interest earned on investments for FY13 is increased \$100,000 (40%) to \$350,000. This reflects a \$489,000 (58%) decrease from the FY09 actual and an even more incredible \$2.4 million (87%) decrease from the FY07 actual. The large decrease is the result of actions taken by the Federal Reserve Bank to help improve the nation's economy. For historical context, between January, 2001 and June, 2003, the Federal Reserve lowered the Federal Funds Rate 13 times, from 6.5% to 1%. Since funds available for investment in FY04 were earning only approximately 1%, actual earnings were well below the levels realized during FY's 00-02. From FY00 to FY04, there was a downturn of \$2.6 million, or 78%. Between June, 2003 and June, 2006, the Federal Reserve increased rates 17 times, bringing the rate to 5.25%. The Town's earnings increased in conjunction with those actions.

The rate stayed at 5.25% until September, 2007, when the rate was dropped 50 basis points to 4.75%. Since then, it has been lowered nine more times to virtually 0%. This included an extraordinary week in late-January, 2008 when the rate dropped 75 basis points on January 22 and another 50 basis points on January 30. With a reduced rate of return, the Town cannot expect to earn as much as it did in FY08 and FY09. The \$350,000 estimate continues to reflect this reality. The two graphs below show the changes in the Federal Funds rate (left) and the historical Investment Income earnings (right).



The amount budgeted in FY13 for interest earned from delinquent taxpayers is increased \$10,000 (2.5%) from the FY12 budgeted amount to \$410,000.

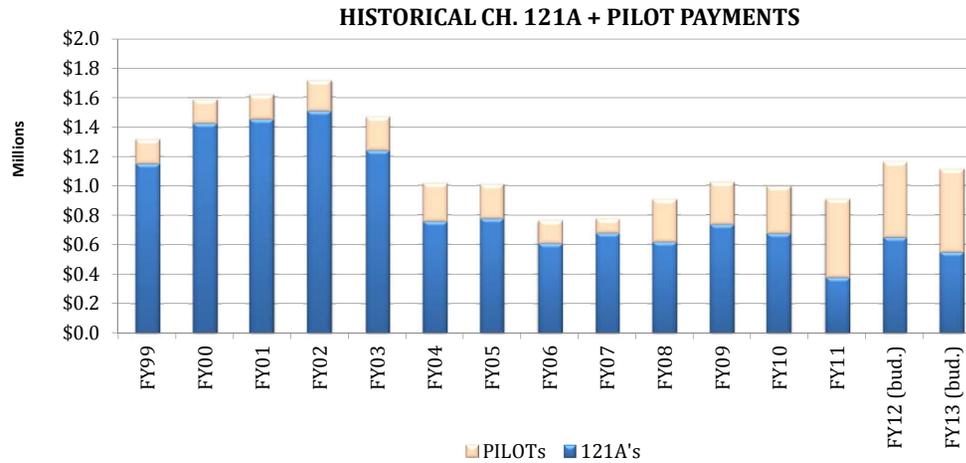
REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$\$	%
Interest Income	251,538	399,531	250,000	360,000	350,000	100,000	40.0%
Delinquent Tax Interest	534,820	501,175	400,000	575,000	410,000	10,000	2.5%
Totals	786,358	900,706	650,000	935,000	760,000	110,000	16.9%

**PAYMENTS IN LIEU OF TAXES**

This category of Local Receipts consists of payments made by corporations that have entered into a State authorized Chapter 121A agreements and payments made in lieu of taxes (known as "PILOTs") by tax-exempt institutions.

Under the provisions of Chapter 121A, a community may enter into an agreement with a developer, under certain conditions, to pay a percentage of their income from a project rather than pay property taxes. The Town has agreements on two Chapter 121A properties that call for payments of a percentage of gross income varying from 10% to 16.5%. This payment is subject to a minimum and maximum amount set by State law. The minimum payment is \$10.00 per thousand of property value, plus 5% of gross income for the project. A portion of the minimum payment is considered an excise tax and is paid to the State and then turned over to the Town. The difference between the excise tax portion and the total payment (based on 10% to 16.5% of gross income) is directly billed and collected by the Town. The Ch. 121A agreements, along with their estimated FY13 estimated payment, are as follows: \$114,000 for 1371 Beacon St. (Beacon Park Associates) and \$436,000 for 55 Village Way, for a total of \$550,000. This reflects a decrease of \$100,000 (15.4%) from FY12 budgeted amounts.

PILOTs are agreements the Board of Selectmen have entered into with non-profits in Brookline, the purpose of which is to help cover a portion of the cost of public safety and public works services. They are estimated to yield \$560,000 for FY13, an increase of \$50,000 (9.8%) from FY12 budgeted amounts.



REVENUE SOURCE	FY2010 <u>ACTUAL</u>	FY2011 <u>ACTUAL</u>	FY2012 <u>BUDGET</u>	FY2012 <u>ESTIMATE</u>	FY2013 <u>BUDGET</u>	BUDGET INCREASE	
						\$	%
Chapter 121A Projects	677,015	377,825	650,000	375,000	550,000	(100,000)	-15.4%
Other PILOTs	224,023	453,328	425,000	510,000	475,000	50,000	11.8%
<u>Brookline Housing Authority PILOT</u>	<u>95,796</u>	<u>77,116</u>	<u>85,000</u>	<u>80,000</u>	<u>85,000</u>	<u>0</u>	<u>0.0%</u>
Totals	996,834	908,270	1,160,000	965,000	1,110,000	(50,000)	-4.3%

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: Local Receipts  
SUB-GROUP: Departmental and Other**

**DEPARTMENTAL AND OTHER**

All other local receipt sources combined are expected to total \$1.79 million, an amount that is \$65,000 (3.8%) more than the FY12 budgeted amount, due primarily to the Medicaid Reimbursement. A summary of the items that comprise this category are as follows:

- Public Safety Fees - these include Towing Fees and Firearms Licenses and are level-funded at \$62,000.
- Health and Sanitation - these fees, which include Tobacco and Asbestos Fees, are collected by the Health Department. They are decreased \$9,000 (16.7%) to \$45,000.
- Public Works Fees - these consist primarily of street cutting permits and are decreased \$5,000 (6.1%) to \$77,000.
- Recycling - Under the previous recycling contract, the Town received revenue equal to the per ton market rate for recycled paper, with a guaranteed minimum of \$10 per ton. As part of the Single-Stream Recycling contract, if the market rate exceeds \$40 per ton, the Town receives 60% of the difference in the form of a credit on the monthly bill. Therefore, no revenue is budgeted for.
- Parking Fees - these fees include revenues from various parking permits, including the residential and commercial permit parking programs; municipal parking space rentals; and rental vehicle lease surcharges. They are level-funded at \$405,000.
- Credit Card Convenience Fees - this was derived from the \$2 convenience fee that is charged to users of the On-Line Parking Ticket Payment application to fully recover the costs of the application. The Town changed vendors for the application and the new vendor collects and keeps the \$2 fee to offset their expenses. (The Information Technology Department's budget is \$60,000 less than what it would have been, resulting in a \$0 impact on the overall budget.)
- Schools (Medicaid Reimbursement) - this is the Medicaid reimbursement for medical services provided to qualified Brookline special education students. It increased \$95,000 (41.3%) to \$325,000 based on the experience of the past couple years and the School's consultant that assists with the reporting of data required to obtain this revenue.
- Library - these consist of overdue fines and miscellaneous fees and are decreased \$5,000 (4.8%) to \$100,000.
- Detail Surcharge - this represents the 10% surcharge imposed on private police detail rates, the maximum percentage allowed under Massachusetts General Law, Chapter 44, Section 53C. It is level-funded at \$140,000.
- Cable Television Franchise Fee - this is a 3% tax on the gross receipts of the local cable television companies. It is estimated to increase \$25,000 (4.2%) to \$625,000 because of previous experience and the fact that the fee is based upon gross receipts of the companies.
- Pension Reimbursement - this includes the annual reimbursement from the State for cost of living adjustments (COLA's) for Brookline's non-contributory retirees, along with reimbursements from other Massachusetts pension systems for retirees who worked in other municipalities at some time during their career. The FY13 estimate is level-funded at \$8,000.

REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$	%
Public Safety	64,372	71,261	62,000	65,000	62,000	0	0.0%
Health and Sanitation	49,861	43,033	54,000	42,000	45,000	(9,000)	-16.7%
Public Works	83,461	84,032	82,000	80,000	77,000	(5,000)	-6.1%
Recycling	116,832	19,414	36,000	0	0	(36,000)	-100.0%
Parking Fees	523,292	461,507	405,000	500,000	405,000	0	0.0%
Credit Card Convenience Fees	12,228	0	0	0	0	0	-
Schools (Medicaid Reimbursement)	346,268	480,659	230,000	350,000	325,000	95,000	41.3%
Library	105,251	98,699	105,000	100,000	100,000	(5,000)	-4.8%
Detail Surcharges	140,594	157,836	140,000	165,000	140,000	0	0.0%
Cable TV Franchise	597,834	628,186	600,000	630,000	625,000	25,000	4.2%
Pension Reimbursement	18,166	22,726	8,000	14,000	8,000	0	0.0%
Totals	2,058,159	2,067,356	1,722,000	1,946,000	1,787,000	65,000	3.8%

**STATE AID SUMMARY**

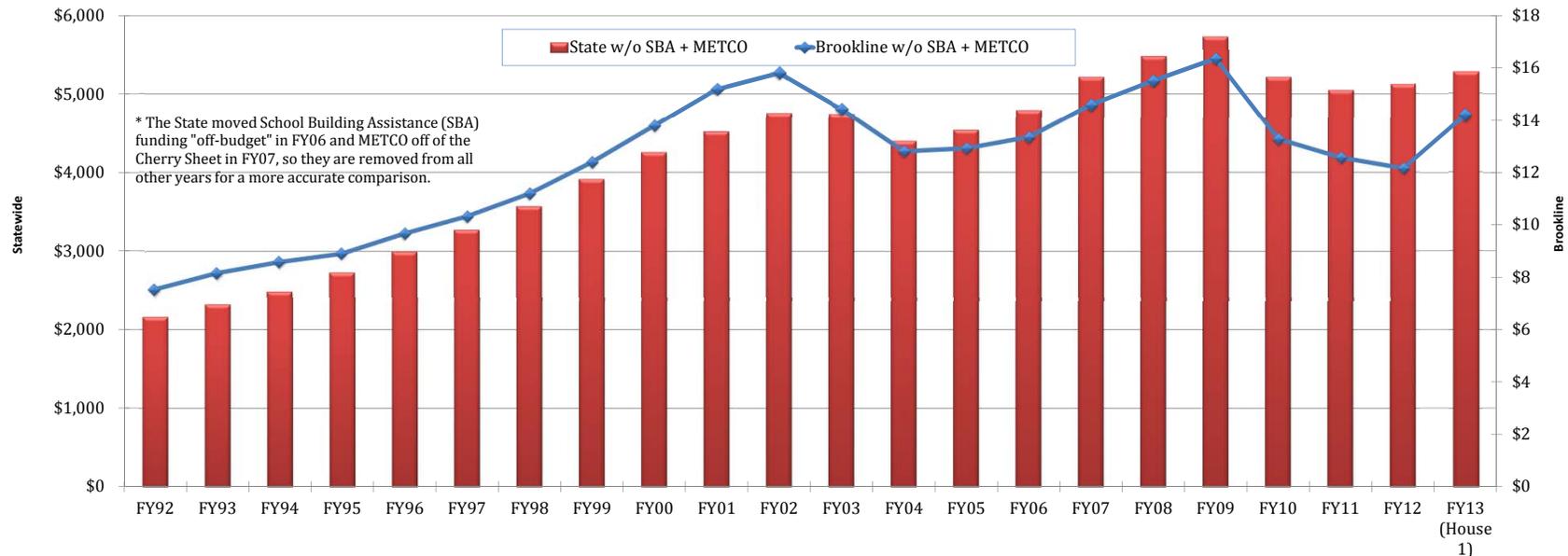
Since the passage of Proposition 2 1/2, municipalities have been dependent upon the State to provide an equitable share of all growth tax revenues, which include income, sales, and corporate taxes.) Since the intergovernmental relationship between municipalities and the State is a vital component of service delivery for cities and towns, any reductions in State Aid could well lead to service cuts at the local level. This is especially true in Massachusetts, where the only local tax revenue is property tax; no local sales (other than on meals) or income taxes are allowed under current law. Therefore, it is important that the State and municipalities work toward an equitable distribution of state revenue.

After sustaining major cuts in the early-1990's, local aid began to increase significantly in FY94 when the Legislature adopted a major Education Reform bill. Another source of the increase was Lottery revenue, which began in FY93 when the cap on disbursements back to municipalities was phased out. (The cap was put into effect in the early-1990's to help balance the State budget.) Unfortunately, reductions in State Aid began in FY03, both for Cherry Sheet programs (e.g Education Aid, Additional Assistance, Lottery) and discretionary grant programs (e.g., Education Grants, MWRA Debt Assistance). The cuts came as the State grappled with consecutive multi-billion dollar deficits. At the beginning of FY02, Cherry Sheet aid totaled \$5.14 billion; by FY04, it had been reduced by more than 6% (\$327.9 million) to \$4.81 billion. For Brookline, over this same period Cherry Sheet aid was cut by 15% (\$2.9 million) to \$17.1 million.

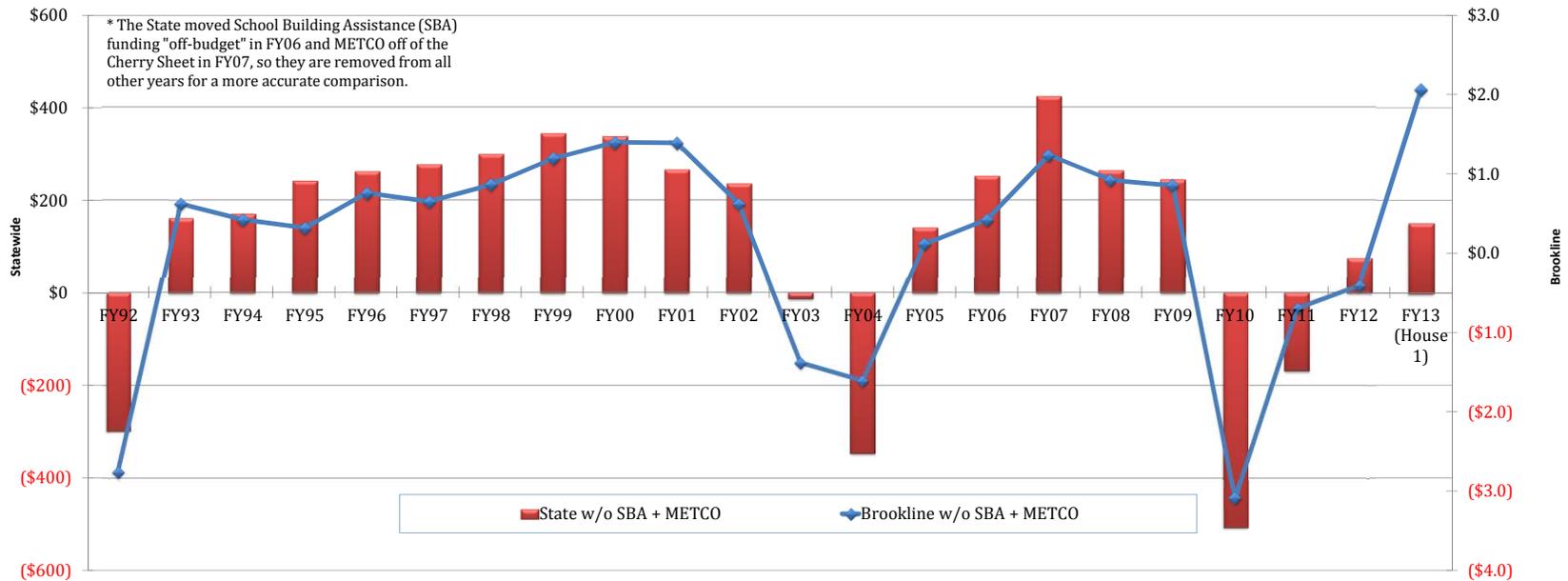
The final FY05 state budget increased state aid by \$142.3 million (3%), but Brookline's state aid increased by less than one-half of 1% (\$44,000). In FY06, the State began restoring some of the cuts it imposed in FY03 and FY04. This restoration continued into FY09, until the Governor announced \$128 million of mid-year "9C cuts" to Lottery and Additional Assistance in January, 2009, which reduced aid for Brookline by \$770,000. In FY10, the Town sustained a devastating State Aid cut of \$3.1 million (19%), followed by cuts of \$700,213 (5.3%) in FY11 and \$412,979 (3.3%) in FY12.

The Governor's FY13 budget proposal increases total Cherry Sheet Aid by \$153 million (3%) to \$5.3 billion, driven primarily by an increase in Chapter 70 Education aid of \$145.6 million (3.6%) to \$4.14 billion. Unrestricted General Government Aid (UGGA) is level-funded at \$834 million. All other Cherry Sheet accounts are level-funded, except for increases in Veterans Benefits (\$6.9 million, 17.7%), School Choice Receiving Tuition (\$709,060, 1%), and Property Tax Exemption Reimbursements (\$135,000, 0.5%). For Brookline, the result is an increase of \$2.1 million (17%), due to the increase in Ch. 70 funding. It should also be noted that funding for the Special Education Circuit Breaker and METCO, both critical non-Cherry Sheet accounts, were level-funded at \$213 million and \$17.6 million, respectively.

**CHERRY SHEET AID HISTORY (in millions)**



**CHERRY SHEET AID HISTORY - ANNUAL CHANGE (in millions)**



**UNRESTRICTED GENERAL GOVERNMENT AID**

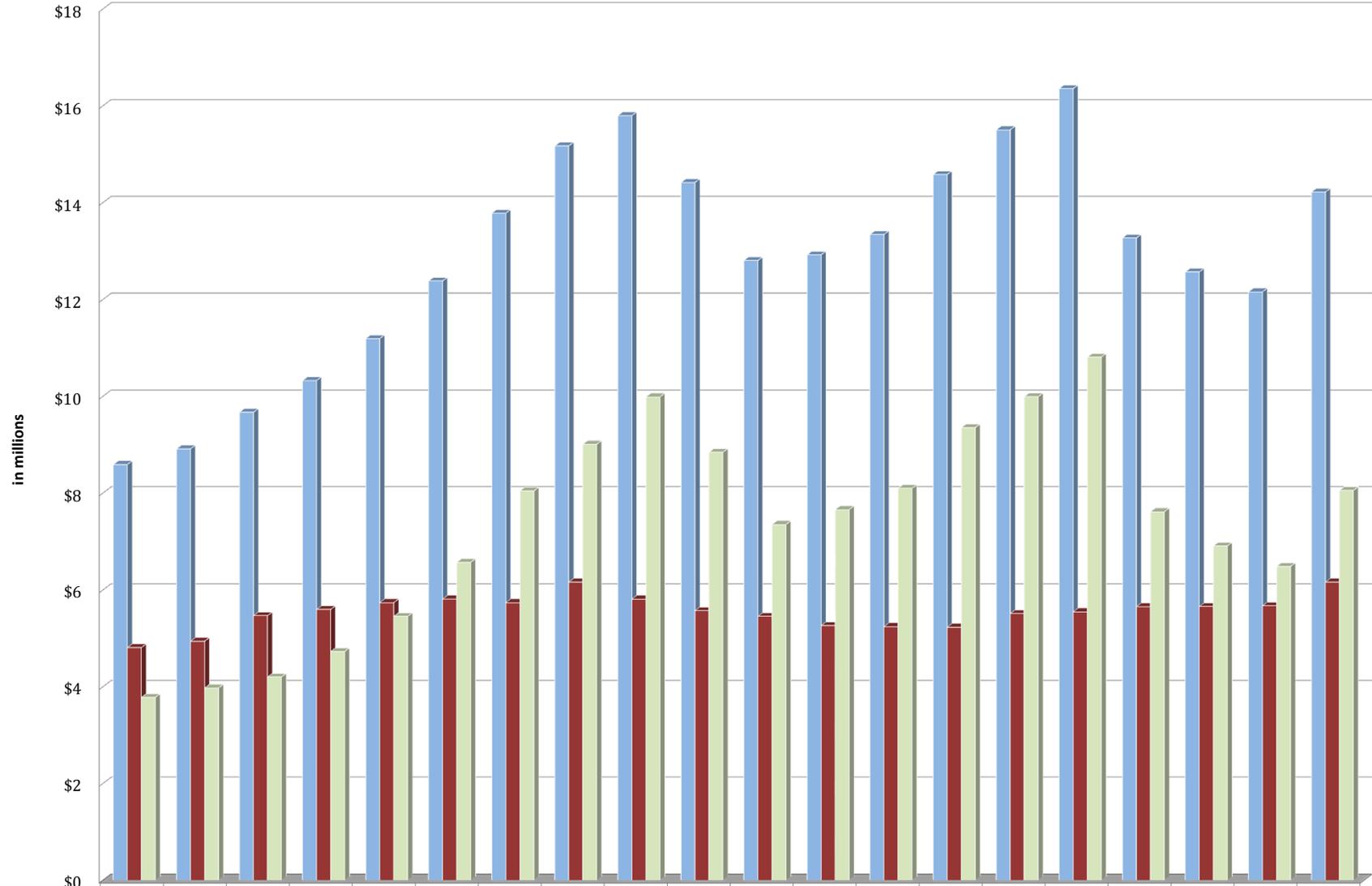
Prior to FY10, unrestricted general government aid consisted of Additional Assistance and Lottery. Additional Assistance was intended to provide flexible unrestricted aid to cities and towns. In the 1980's, the Legislature adopted a needs-based formula to allocate the then-new Resolution Aid. Prior to the Education Reform Act of 1993, additional aid was the difference between Chapter 70 aid and the needs-based Resolution Aid. After the Education Reform Act was enacted, Additional Assistance became a static Cherry Sheet program, but nonetheless considered a critical component of the "base aid" for the 159 eligible cities and towns. Proceeds from the State Lottery, net of prizes and expenses, are intended to be distributed to cities and towns through a formula that is meant to be "equalizing", which means that communities with lower property values receive proportionately more aid than communities with higher values. The formula is based on population and Equalized Property Valuations (EQV), shown below:

$$\text{LOTTERY AID} = (\text{State Wide EQV Per Capita} / \text{Local EQV Per Capita}) \times \$10 \text{ per Capita}$$

In FY10, the final State budget eliminated the separate accounts and replaced them with a single Unrestricted General Government Aid (UGGA) account and cut them by \$377 million (29%) statewide and by \$2.3 million (29%) for Brookline.

REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>\$\$</u>	<u>%</u>
General Government Aid	5,774,840	5,512,304	5,063,557	5,451,832	5,089,224	25,667	0.5%
School Aid	7,358,077	6,929,820	6,947,641	6,947,641	8,982,359	2,034,718	29.3%
School Construction Aid	3,267,371	1,227,634	1,227,634	1,227,634	587,125	(640,509)	-52.2%
Tax Exemptions	39,398	37,051	37,892	37,892	38,557	665	1.8%
<u>Education Offset Items</u>	<u>103,079</u>	<u>102,036</u>	<u>106,839</u>	<u>106,839</u>	<u>109,160</u>	<u>2,321</u>	<u>2.2%</u>
Totals	16,542,765	13,808,845	13,383,563	13,771,838	14,806,425	1,422,862	10.6%

**BROOKLINE ACTUAL STATE AID AND ASSESSMENTS**



STATE AID	8.59	8.91	9.67	10.33	11.19	12.38	13.78	15.17	15.80	14.42	12.81	12.92	13.34	14.58	15.50	16.36	13.27	12.57	12.16	14.22
ASSESSMENTS	4.81	4.94	5.47	5.60	5.74	5.81	5.74	6.16	5.81	5.57	5.45	5.26	5.24	5.23	5.51	5.55	5.65	5.66	5.67	6.16
NET STATE AID	3.78	3.97	4.20	4.73	5.45	6.57	8.04	9.01	9.99	8.84	7.35	7.66	8.10	9.35	9.99	10.81	7.62	6.91	6.48	8.06

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

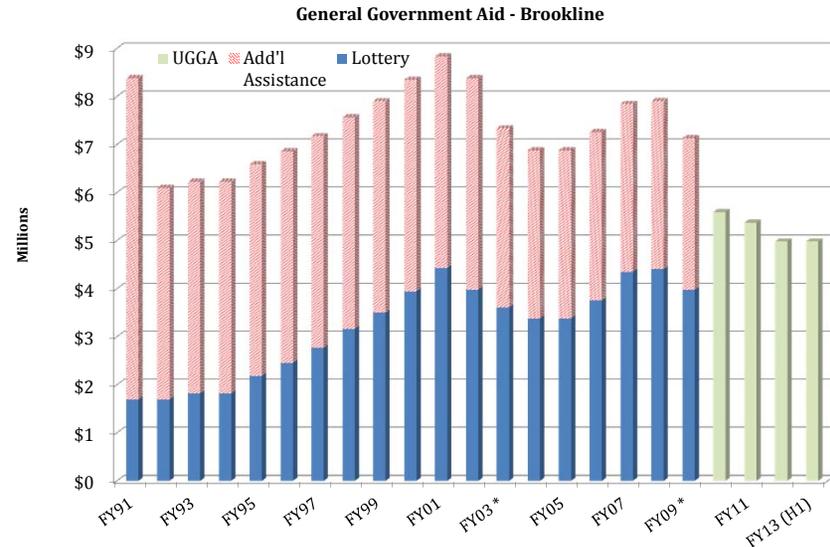
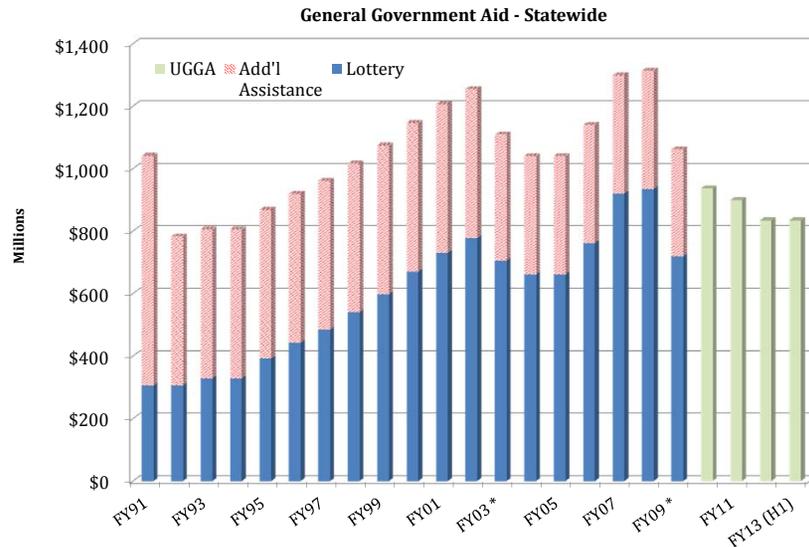
**REVENUE GROUP: State Aid  
SUB-GROUP: General Government**

**UNRESTRICTED GENERAL GOVERNMENT AID (con't.)**

Historically, Additional Assistance sustained significant cuts during state budget crises. In FY90, the account stood at \$765 million statewide but was cut to \$476.3 million in FY92. By FY04, it was at \$378.5 million, ultimately reaching \$341.6 million in FY09. Similarly, Brookline's share dropped from \$6.9 million in FY90 to \$3.2 million by FY09.

The Lottery account was also used to help balance the state budget. In FY90, the State placed an artificial cap on the distributions to cities and towns and used the balance of the revenues for state budgetary purposes in disregard of the original Lottery enabling legislation. In FY91 and FY92, the Legislature capped the lottery distributions at \$306 million, the FY90 level. By FY94, it reached \$329 million, at which point the "diversion" totaled \$170 million. In FY95, the Legislature authorized an additional \$42 million and pledged to continue to add, in the minimum, \$20 million per year for the next four years to restore the previously diverted growth proceeds. This commitment expired with the FY00 distribution, which totaled \$670 million. In FY01, the amount increased to \$730 million and in FY02 it further increased to \$778 million. During this period, Brookline's share of lottery proceeds increased 73%, from \$2.3 million to \$3.98 million. In January, 2003, the State again began to divert Lottery revenue when the Governor issued his mid-year cuts, which included reducing the amount of Lottery revenue sent back to municipalities to \$661.4 million. Starting in FY06, the diversion began to be reduced and total Lottery proceeds sent to municipalities reached \$935 million in FY08, with share ultimately increasing from \$3.6 million to \$4.4 million. Unfortunately, mid-year FY09, Lottery proceeds were cut again, to \$843.9 million, with Brookline's share dropping to \$4 million.

As previously stated, the final FY10 State budget eliminated the separate accounts and replaced them with a single Unrestricted General Government Aid (UGGA) account and cut them by \$377 million (29%) statewide and by \$2.3 million (29%) for Brookline. The graphs below show the history of General Government Aid, both statewide and for Brookline.



REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$\$	%
Unrestricted General Gov't Aid	5,593,780	5,370,029	4,981,754	5,370,029	4,981,754	0	0.0%
Veteran's Benefits	55,849	76,256	81,803	81,803	107,470	25,667	31.4%
Police Career Incentive	125,211	66,019	0	0	0	0	-
Totals	5,774,840	5,512,304	5,063,557	5,451,832	5,089,224	25,667	0.5%

**VETERANS' BENEFITS**

Chapter 115, Section 6, provides for reimbursement to communities for amounts expended to assist needy veterans and/or their dependents. Benefits paid out in accordance with state guidelines and approved by the Commissioner of Veterans' Services are reimbursed 75%. Total statewide funding in FY12 was \$39 million, with Brookline's share being \$81,803. The Governor's FY13 budget proposal increases statewide funding by \$6.9 million (17.7%) to \$45.9 million. Based on the Preliminary Cherry Sheets, Brookline will receive \$107,470, an increase of \$25,667 (31.4%).

**POLICE CAREER INCENTIVE REIMBURSEMENT (QUINN BILL)**

In 1996, Town Meeting accepted the provisions of G.L. Ch. 41, S.108L, which established a police career incentive program. The program encourages police officers to earn degrees in law enforcement and criminal justice through salary increases. Officers are eligible for 10%, 20%, or 25% base salary pay increases for associates, bachelor's, or master's degrees, respectively. The Town pays the full cost of the program and is then reimbursed by the State for 50% of the cost. As part of the FY10 State budget, the program was eliminated, with existing participants grandfathered in. Total statewide funding in FY10 was cut \$40.2 million (80.1%) to \$10 million, with Brookline's share being cut from \$625,518 to \$129,879. This amount was reduced to \$5 million in FY11 and ultimately eliminated in FY12.

**SCHOOL AID - CHAPTER 70**

Chapter 70 Aid was revised in FY94 as a result of the historic enactment of the Education Reform Act of 1993. Education reform was undertaken in an effort to ensure both fair and adequate funding through a universal "foundation budget" formula to establish base spending levels for all of the Commonwealth's public school systems. The law seeks to ensure a constitutionally adequate educational opportunity for all public school students regardless of the property wealth of the community in which they live. Fundamental to the goal of funding equity is the creation of a school finance structure that includes a base spending level that becomes an annual spending target known as the Foundation Budget. Over a seven-year period ending in FY00, through increased state and local funding, all communities were expected to bring their education spending up to the minimum foundation budget level.

The reform legislation targeted the majority of funds to poorer communities and required them to increase school spending. School districts with relatively higher property wealth, such as Brookline, tended to be classified as "Minimum Aid" communities, which were originally entitled to a minimum increase of \$25 per student. The Legislature changed this to \$100 per student for FY99, \$150 per student for FY00, and \$175 per student for FY01. Starting in FY07, the State moved to the "Aggregate Wealth Model" to distribute new Ch. 70 monies. This complex distribution formula aims to move all districts toward receiving at least 17.5% of their foundation budget in state aid.

Between FY93 and FY03, the amount of Ch. 70 aid appropriated by the State increased significantly, as the charts on the following page shows. Total funding increased nearly 153%, going from \$1.29 billion in FY93 to \$3.26 billion in FY03. For Brookline, during that same period, funding increased \$4.7 million (316%), going from \$1.48 million to more than \$6 million. In FY04, the State reduced Ch. 70 funding by more than \$147 million (1.5%), with Brookline losing \$1.2 million, or 20%. Between FY05 - FY09, there were statewide annual increases in the \$100 million - \$200 million (2% - 6%) range, totaling \$837.7 million (26.9%), bringing the total appropriation to \$3.95 billion. For Brookline, the increase during that period totaled \$2.6 million (51.8%), bringing the Town's appropriation to \$7.5 million. That trend changed in FY10, when Chapter 70 funding was cut by \$79 million, or 2%. For Brookline, the reduction was \$149,463 (2%). In FY11, statewide funding was cut \$18.7 million (0.5%), with Brookline losing \$427,849 (5.8%). In FY12, funding was increased \$139.6 million (3.6%) to \$3.99 billion, with Brookline's appropriation increasing \$37,020 (0.5%). The Governor's FY13 budget proposal increases funding by \$145.6 million (3.6%) statewide to \$4.14 billion. For Brookline, there is an increase of \$2 million (29.1%) to \$8.9 million.

Two key factors that positively impact Brookline and result in the \$2 million increase are (1) the aggregate wealth model used in the formula since FY07 continues to be in effect and (2) for municipalities with required contributions above their targets, such as Brookline, the requirement is reduced by 15% of the gap. In addition, Brookline is aided by the fact that the district's Foundation Budget increases 9%, due in part to a 3.65% increase for inflation, a 3.7% increase in foundation enrollment, and increases in areas such as ELL. With the Foundation Budget increasing so significantly, the district becomes a "Foundation Aid Community", meaning Ch. 70 aid is required to bridge the gap between the foundation budget and the district's required contribution. The table on the following page shows how, over the past few years, the district has gone from Required Net School Spending (NSS) as a percent of the Foundation Budget of 140% down to 100%:

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

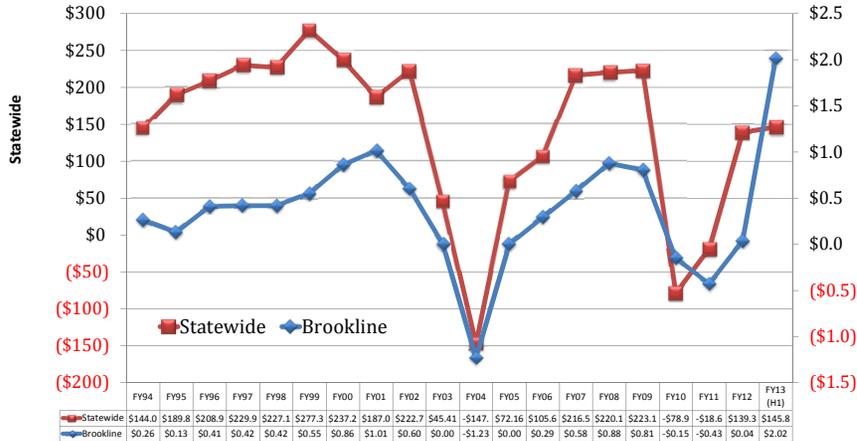
**REVENUE GROUP: State Aid  
SUB-GROUP: School Aid**

	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Foundation budget	46,243,375	49,807,109	52,046,875	55,448,798	55,383,764	57,861,962	63,110,212
Required net school spending	64,819,179	63,319,142	60,268,078	60,526,653	59,137,816	59,481,712	63,110,212
<b>NSS a % of Foundation</b>	<b>140.17%</b>	<b>127.13%</b>	<b>115.80%</b>	<b>109.16%</b>	<b>106.78%</b>	<b>102.80%</b>	<b>100.00%</b>

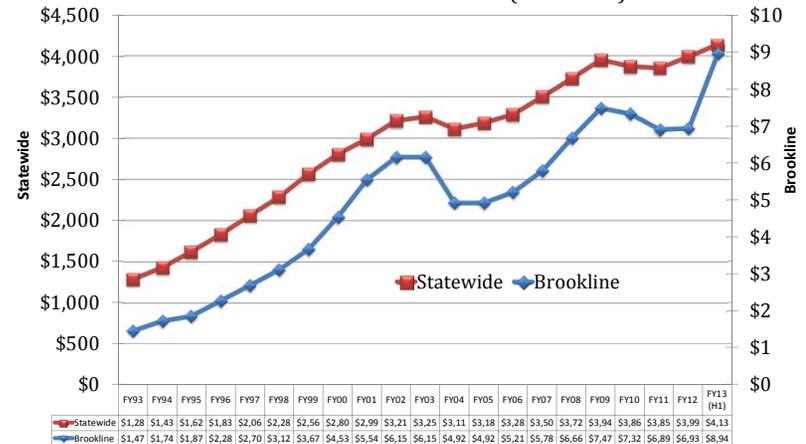
This is important because once NSS is equal to the Foundation Budget, Foundation Aid is required to get the district to the Foundation Budget. This is shown below, using the FY12 and FY13 calculations. It also shows how the result is an increase in for FY13.

Prior Year Aid		Prior Year Aid	
1 FY11 Chapter 70 +SFSF	<b>6,932,850</b>	1 FY12 Chapter 70	<b>6,932,850</b>
<b>Foundation Aid</b>		<b>Foundation Aid</b>	
2 FY12 Foundation budget	57,861,962	2 FY13 Foundation budget	63,110,212
3 FY12 Required district contribution	52,548,862	3 FY13 Required district contribution	54,160,831
4 Foundation aid (2 -3)	5,313,100	4 Foundation aid (2 -3)	8,949,381
5 Increase over FY11 (4 - 1)	<b>0</b>	5 Increase over FY12 (4 - 1)	<b>2,016,531</b>
<b>Non-Operating District Reduction to Foundation</b>		<b>Non-Operating District Reduction to Foundation</b>	
6 Reduction to foundation	<b>0</b>	6 Reduction to foundation	<b>0</b>
<b>Chapter 70 Aid FY12</b>		<b>Chapter 70 Aid FY13</b>	
sum of line 1 and 5 minus line 6	<b>6,932,850</b>	sum of line 1 and 5 minus line 6	<b>8,949,381</b>

ANNUAL CHANGES IN CH. 70 FUNDING HISTORY



CH. 70 FUNDING HISTORY (in millions)



REVENUE SOURCE	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2012 ESTIMATE	FY2013 BUDGET	BUDGET INCREASE \$	%
School Aid Chapter 70	7,323,679	6,895,830	6,932,850	6,932,850	8,949,381	2,016,531	29.1%
School Construction Aid	3,267,371	1,227,634	1,227,634	1,227,634	587,125	(640,509)	-52.2%
Charter Tuition Assessment Reimbursement	34,398	33,990	14,791	14,791	32,978	18,187	123.0%
Totals	10,625,448	8,157,454	8,175,275	8,175,275	9,569,484	1,394,209	17.1%

**SCHOOL CONSTRUCTION AID**

In 2004, the State enacted a major overhaul of the School Building Assistance (SBA) program, which provides for the partial reimbursement of the costs of local school construction projects. By the late-1990's, the level of local participation began to outstrip the State's ability to finance the program. In FY04, more than \$400 million was appropriated to fund the program, an amount that was more than double the amount required in FY97. (Brookline's share increased nearly \$3 million, or 479%, during the same period). Therefore, on July 1, 2003, the State put in place a moratorium that assured a.) none of the 425 approved projects on the wait list would be funded (one of which was the Lawrence School) and b.) no new projects could be added to the wait list. The moratorium ended on July 1, 2007.

The Massachusetts School Building Authority (MSBA), an independent state authority, was created to operate the new program, which is governed by a seven-member board led by the State Treasurer. The new law provided an "off-budget" revenue stream for future projects: roughly one cent of the sales tax revenue is dedicated to a special trust fund to finance the State's share of projects. The new law pays in full the State's share of projects already receiving payments and projects on the waiting list. Projects already receiving payments continued to receive annual reimbursement of principal and interest for the rest of the payment period for the project. For projects constructed under the new program, municipalities borrow only for the local share of any project and receive the State's share on a real-time basis rather than being repaid for principal and interest payments after-the-fact over a 20-year period.

Reimbursement rates for all new projects were reduced by 10 percentage points. The reform legislation cut the "base rate" for all projects by eight points and eliminated the two incentive points that had applied to projects when a project manager was hired. (Separate construction reform legislation requires that a project manager be hired for all projects costing more than \$1.5 million.) Separate reimbursement rules apply to racial balance projects. The maximum state reimbursement rate was reduced from 90% to 80% while the minimum state contribution was decreased from 50% to 40%. The minimum state contribution was further reduced in CY09, when the 40% minimum was stricken from the statute. A community's reimbursement rate is now totally dependent on the base rate plus income and poverty factors, as shown below:

$$31\% \text{ base rate} + \text{income factor} + \text{poverty wealth factor} + \text{poverty factor}$$

There are incentive points that can be added for things such as re-use versus building new, energy efficiency/"green buildings", maintenance, regionalization, and use of "model schools".

The FY13 - FY18 CIP, which is detailed in Section VII of this Financial Plan, assumes that the Town will receive \$30.75 million (40% of eligible project costs) for the Devotion School.

Under the new program, the Town will continue to receive payments under the existing schedule, which total \$587,125 in FY13. That funding reimburses the Town for principal and interest costs for the following two projects:

1. Heath School - between FY00 and FY04, the Town received annual payments of \$286,161. For FY05-FY19, the Town will receive \$122,095 per year. The total (\$3.26 million) represents the State's 61% share of the project.
2. Baker School - between FY03 and FY08, the Town received annual payments of \$489,896. For FY09-FY22, the payments will be \$465,031 per year. The total (\$9.45 million) represents the State's 61% share of the project.

The decrease of \$640,509 (52.2%) is the result of FY12 being the last reimbursement year for the Lincoln School project.

**TAX EXEMPTION AID**

Chapter 59, Section 5, includes so-called "clause exemptions" that provide property tax exemptions for veterans, blind persons, surviving spouses, elderly persons, and others. Each of these are detailed below:

Veterans - Chapter 59, Section 5, Clauses 22A-22E provide for tax exemptions for veterans that meet certain criteria. The amount of the exemption ranges from \$250 to \$1,500. Chapter 58, Section 8A provides a total tax exemption to paraplegic veterans who have been certified as such by the Veterans Administration. Exemptions that qualify under these provisions are partially reimbursed by the State.

Blind Persons - Chapter 59, Section 5, Clause 37A, which was accepted by the Town, provides for a tax exemption of \$500 for eligible blind persons. The State reimburses the Town \$87.50 for each exemption granted.

Surviving Spouses and Others - Chapter 59, Section 5, Clause 17D, which was accepted by the Town, provides a tax exemption to persons over the age of 70, to minors with a parent deceased, or to widows or widowers. The amount of the exemption is \$175. To be eligible, the person must meet certain requirements, including a provision that his/her total estate does not exceed \$40,000 exclusive of the value of the domicile except so much of the domicile as produces income and exceeds two dwelling units. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the \$40,000 estate provision annually by a cost of living adjustment (COLA) as determined by the Commissioner of the Department of Revenue (DOR). In FY12, the combined impact of the COLAs since FY04 has increased the estate provision to \$51,818. The State partially reimburses the Town for this exemption.

Elderly Persons - Chapter 59, Section 5, Clause 41C, provides that a person who has reached his/her 70th birthday prior to the fiscal year for which an exemption is sought, and who owns and occupies property, may qualify for a tax exemption of \$500 from the tax bill. In determining eligibility, gross income of said person for the preceding calendar year must be less than \$13,000, if single, or if married, combined income must be less than \$15,000. In addition, the whole estate, real and personal, less the value of the domicile, except so much of the domicile as produces income and exceeds two dwelling units, cannot exceed \$28,000, if single, or, if married, combined income cannot exceed \$30,000. If the applicant receives Social Security, a deduction is applied to determine income eligibility. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the income and whole estate provisions annually by a cost of living adjustment as determined by the Commissioner of the Department of Revenue (DOR). In FY12, the combined impact of the COLAs since FY04 has increased the income provision to \$16,841 single / \$19,432 married and increased the asset provision to \$36,272 single / \$38,863 married.

In FY12, the total appropriation for all of these exemption reimbursements was \$25.3 million, with Brookline receiving \$37,892. In the Governor's FY13 budget proposal, total statewide funding is increased \$135,000 (0.5%). For Brookline, the reimbursement is estimated at \$38,557, an amount that is \$665 (1.8%) more than FY12.

All of the above exemptions have been doubled annually by Town Meeting in accordance with Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988.

REVENUE SOURCE	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2012 ESTIMATE	FY2013 BUDGET	BUDGET INCREASE	
						\$	%
<u>Veterans/Blind/Surviving Spouse</u>	39,398	37,051	37,892	37,892	38,557	665	1.8%
Totals	39,398	37,051	37,892	37,892	38,557	665	1.8%

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: State Aid  
SUB-GROUP: Cherry Sheet Offsets**

**CHERRY SHEET OFFSETS**

Cherry Sheet Offsets are amounts that constitute categorical aid and must be spent for specific municipal and regional school district programs. Funds received under programs designated as Offset items may be spent without appropriation in the local budget. The School Department reserves the Lunch Program funds for direct expenditure while the Library does the same with the Public Libraries appropriation. The School Department expends the Lunch Programs monies above and beyond the appropriated budget while the Library uses the funds to augment the Town's appropriation.

**LUNCH PROGRAMS**

Under Chapter 871 of the Acts of 1970, the State reimburses cities and towns a small portion of the costs of providing breakfasts and lunches to school children. The majority of funding for the lunch programs comes from the federal government and fees paid by the diners. Statewide FY12 funding totaled \$5.4 million. The Governor's FY13 budget proposal level-funds the account. For Brookline, funding is estimated at \$27,780, an increase of \$1,363 (5.2%).

**PUBLIC LIBRARIES**

Public Libraries include three programs: the Library Incentive Grant (LIG), the Municipal Equalization Grant (MEG), and the Non-resident Circulation Offset. The LIG is intended to maintain and promote improved services. The MEG is meant to provide for some equalization amongst communities based upon their relative revenue raising capacities. Non-resident Circulation helps offset costs incurred through permitting non-residents access to the community's library facilities.

Three different funding formulas are used to distribute these funds. The LIG formula provides for \$0.50 per capita to communities who have populations over 2,500 and who have appropriated at least \$1,250 for public library services during the preceding year. The MEG formula is the same as the lottery formula, which is related to a community's comparative wealth and can be found on page III-24. The Non-resident Circulation Offset is determined annually by the (State) Board of Library Commissioners, based upon each community's share of the total statewide-circulated items. Statewide FY12 funding totaled \$6.8 million. The Governor's FY13 budget proposal level funds the account. For Brookline, funding is estimated at \$81,380, an increase of \$958 (1.2%).

REVENUE SOURCE	FY2010 <u>ACTUAL</u>	FY2011 <u>ACTUAL</u>	FY2012 <u>BUDGET</u>	FY2012 <u>ESTIMATE</u>	FY2013 <u>BUDGET</u>	BUDGET INCREASE	
						\$	%
Lunch Programs	21,913	21,034	26,417	26,417	27,780	1,363	5.2%
Public Libraries	81,166	81,002	80,422	80,422	81,380	958	1.2%
Totals	103,079	102,036	106,839	106,839	109,160	2,321	2.2%

**FREE CASH**

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non-General Fund deficit balances, and any other legally incurred operating deficits. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, or to reduce the tax levy. The Town's Free Cash Policy, which can be found in its entirety in the Appendix of this Financial Plan, prioritizes the use of Free Cash in the following manner:

1. Appropriated Budget Reserve – ¼ of the annual reserve fund
2. Unreserved Fund Balance / Stabilization Fund – maintain at a minimum of 10% of revenue
3. Liability / Catastrophe Fund – maintain at 1% of net revenue
4. Capital Improvement Program (CIP) – bring CIP funding up to 7.5% from the 6% CIP Policy
5. Affordable Housing Trust Fund (AHTF) – deposit if the fund balance is less than \$5million
6. Special Use – augment trust funds related to fringe benefits, unfunded liabilities related to employee benefits, and other one-time uses, including additional funding for the CIP and AHTF

Massachusetts General Law permits an updated Free Cash determination during the fiscal year. Any community may request the DOR to compute an Adjusted Free Cash based upon their collections, net of refunds, of the previous years' property taxes. The collection period, under normal circumstances, begins July 1, the first day of the new fiscal year, and may not go beyond March 31, or nine months later, except in years when bills are late. Special rules apply to those unusual years.

From FY91 through FY93, Free Cash was certified with negative balances, as can be seen in the graph to the right. Very tight budgeting and unusually large delinquent tax balances created this situation. This condition began to improve in FY94. Since then, the combination of adopting prudent fiscal policies, more conservative revenue estimates, and closely monitoring expenditures have contributed to the favorable levels of Free Cash. The Free Cash certification for funds available for use in FY13 (i.e., Free Cash as of 7/1/11) is \$7,086,413. However, as discussed in the Town Administrator's Budget Message, this Financial Plan spends \$5.34 million, leaving \$1.75 million unappropriated to help improve the Town's undesignated fund balance position. The breakout below shows where Free Cash is allocated in accordance with the Town's Free Cash policy.



REVENUE SOURCE	FY2010 ACTUAL	FY2011 ACTUAL	FY2012 BUDGET	FY2012 ESTIMATE	FY2013 BUDGET	BUDGET INCREASE	
						\$\$	%
Free Cash appropriated for:							
Operating Budget Reserve Fund	458,547	459,239	469,288	469,288	486,736	17,449	3.7%
Stabilization Fund	0	0	0	0	0	0	-
Liability Reserve	1,443,397	437,000	141,959	141,959	253,669	111,710	78.7%
Capital Improvements	3,121,351	3,675,340	4,413,753	4,413,753	3,947,729	(466,024)	-10.6%
Affordable Housing Trust Fund	0	0	355,264	355,264	251,363	(103,901)	-29.2%
Other Post-Employment Benefits (OPEB's)	0	0	0	0	211,256	211,256	-
Public Safety IOD Medical Exp. Trust Fund	0	0	0	0	185,660	185,660	-
Operating Budget	0	18,500	0	0	0	0	-
Other Special Appropriations	2,030,000	0	0	0	0	0	-
<b>Totals</b>	<b>7,053,295</b>	<b>4,590,079</b>	<b>5,380,264</b>	<b>5,380,264</b>	<b>5,336,413</b>	<b>(43,851)</b>	<b>-0.8%</b>

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: Other Available Funds**

**OTHER AVAILABLE FUNDS**

Other Available Funds are derived from legally restricted funds and can only be used to offset related appropriations. The anticipated amount available to defray FY13 appropriations is \$10.14 million, an increase of \$3.9 million (63.1%) from the amount available in FY12.

1. **Parking Meter Receipts** - an increase of \$150,000 (3.9%) to \$3.95 million is anticipated, \$50,000 of which reflects the actual FY11 and FY12 (YTD) experience. The other \$100,000 comes from available fund balance and is being used to augment the Capital Improvement Program (CIP), specifically the Parking Meter Enhancement project.
2. **Walnut Hills Cemetery Funds** - these are receipts from the sale of lots and income from the perpetual care fund, which are deposited into separate funds. The transfer from these funds to the General Fund is to reimburse the General Fund for a portion of the expenses associated with the operation of the cemetery, which is funded in the DPW budget. It is level-funded at \$50,000.
3. **State Aid for Libraries** - this is the portion of the Cherry Sheet Offset aid, previously described under the "Cherry Sheet Offsets" section, that is used as a direct offset to the Library. It is level-funded at \$41,555.
4. **Golf Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of the fringe benefit costs associated with those employees whose salaries are charged to the Enterprise Fund, supervision/overhead, re-payment of the FY01 loan from the Town, the Town Fee (i.e., projected year-end surplus), and property insurance. The total reimbursement decreases \$8,815 (5.4%) to \$155,037. The Town Fee component decreases \$2,654 (8.1%) to \$30,046.
5. **Recreation Revolving Fund Reimbursement** - this reimbursement to the General Fund represents the fringe benefit costs associated with those employees whose salaries are funded in the Revolving Fund. Massachusetts General Law, Chapter 44, Section 53E1/2, the statute under which the Recreation Revolving Fund was established, mandates that "[N]o revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full time employees unless such revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid." Therefore, with full-time employees being charged to the fund, fringe benefits must be charged. The FY13 reimbursement decreases \$14,148 (4.8%) to \$281,764.
6. **Water and Sewer Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of fringe benefits and certain interdepartmental expenses. The total reimbursement decreases \$11,660 (0.6%) to \$1.86 million.
7. **Tax Abatement Reserve Surplus** - also known as the Overlay Reserve Surplus, the Town's Fiscal Policies dictate that these funds be used to support one-time expenses. \$0 is planned for in FY13.
8. **Capital Project Surplus** - \$560,000 of remaining balances from existing capital projects is being re-appropriated to support the CIP.
9. **Sale of Town-owned Land Fund** - Chapter 44, Section 63 of Massachusetts General Laws requires the proceeds from the sale of any publicly-owned land, except for property acquired through tax title foreclosures, be placed in a separate fund and be used for paying any debt service associated with the acquisition of the land. If no indebtedness exists, then the proceeds can be used for any purpose for which a municipality is authorized to incur debt. In FY13, \$3.25 million is available from the proceeds generated by the sale of the Fisher Hill Reservoir. Those funds are being used in the CIP to pay for the park/playground that will be constructed across the street on the old State-owned reservoir site that the Town purchased.

REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$	%
Parking Meter Receipts	2,550,000	2,650,000	3,800,000	3,800,000	3,950,000	150,000	3.9%
Walnut Hill Cemetery Fund	50,000	50,000	50,000	50,000	50,000	0	0.0%
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555	0	0.0%
Golf Enterprise Fund Reimbursement	186,349	191,161	163,852	163,852	155,037	(8,815)	-5.4%
Recreation Revolving Fund Reimbursement	210,870	257,205	295,912	295,912	281,764	(14,148)	-4.8%
Water and Sewer Enterprise Fund Reimb.	2,046,264	1,869,338	1,867,647	1,867,647	1,855,987	(11,660)	-0.6%
Tax Abatement Reserve Surplus	1,505,000	0	0	0	0	0	-
Capital Project Surplus	830,000	21,176	0	0	560,000	560,000	-
Sale of Town-owned Land Fund	0	0	0	0	3,250,000	3,250,000	-
<b>Totals</b>	<b>7,420,038</b>	<b>5,080,435</b>	<b>6,218,966</b>	<b>6,218,966</b>	<b>10,144,344</b>	<b>3,925,377</b>	<b>63.1%</b>

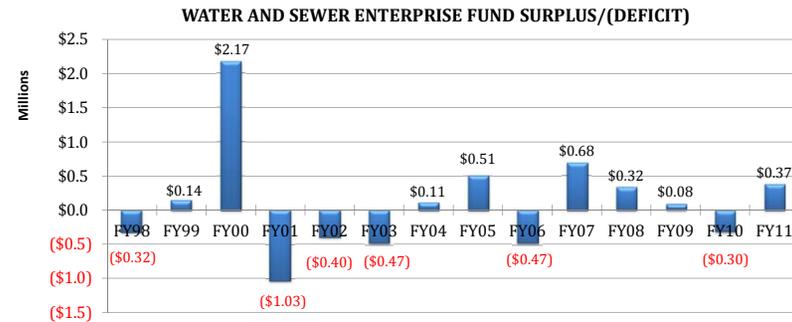
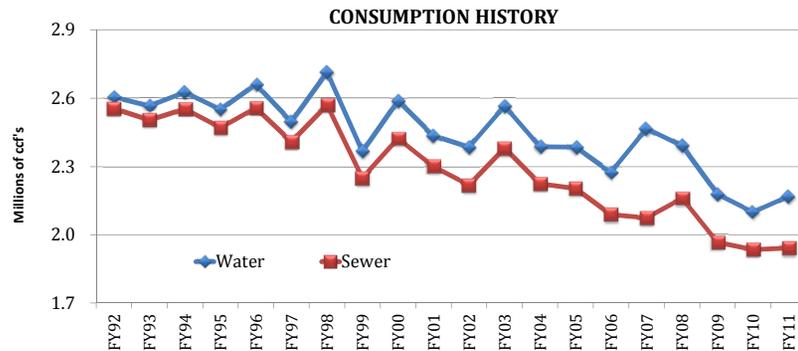
**WATER AND SEWER ENTERPRISE**

The Department of Public Works is responsible for the operation of the Water and Sewer Division. The Division is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations, as well as for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater.

The operation is treated as an enterprise fund under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. The Enterprise Fund was established by Town Meeting in 2001. Prior to that vote, the Water and Sewer operation was accounted for in the General Fund. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of its operation, including fringe benefits. The Fund covers 100% of its expenses. Early indications are that the costs for water and sewer services for FY13 will increase by \$1.05 million (4.2%) over FY12. The increase is driven primarily by the MWRA Assessment (\$512,538, 3%) and Capital (\$416,000, 163%). Since the Enterprise Fund is 100% cost recovery, the rates will need to be adjusted to generate the revenue required to cover the increase in costs.

Consumption plays a major role in the financial condition of the Enterprise Fund: when consumption estimates (i.e., sales estimates) are not met, revenue is not generated at the estimated levels and a revenue deficit occurs. As shown in the below left chart, there continues to be a gradual decrease in consumption. This trend is factored in each year when the new rates are set. In order to reduce the revenue volatility resulting from swings in consumption, a new rate structure was enacted by the Board of Selectmen in FY12 that included a base fee, which took approximately one-third of the rate off of consumption dependence. As a result, if there is a significant reduction in consumption during the course of the fiscal year, then approximately one-third of the revenue is not impacted. The new rate structure also included tiered rates, with the first seven hundred cubic feet (hcf) being charged at a lower rate than any consumption above that level.

Please see the Enterprise Fund section of the Department of Public Works' budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Water and Sewer Division.



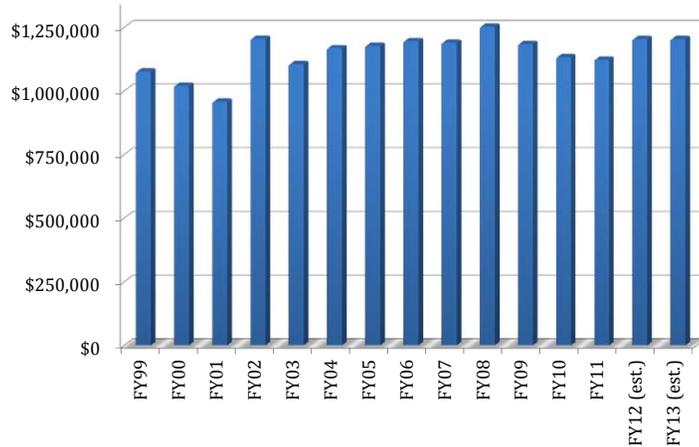
REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$	%
Water and Sewer Charges	22,763,502	24,008,193	24,260,606	24,260,606	25,306,122	1,045,516	4.3%
Late Payment Fees	86,450	80,953	110,000	110,000	80,000	(30,000)	-27.3%
Service Fees	122,766	113,253	82,000	82,000	115,500	33,500	40.9%
Fire Service Fee	0	0	225,000	225,000	225,000	0	0.0%
Misc	20,088	64,030	10,000	10,000	10,000	0	0.0%
Gross Total	22,992,806	24,266,429	24,687,606	24,687,606	25,736,622	1,049,016	4.2%
less Reimbursement to the General Fund	2,046,264	1,869,338	1,867,647	1,867,647	1,855,987	(11,660)	-0.6%
Net Total	20,946,542	22,397,091	22,819,959	22,819,959	23,880,635	1,060,676	4.6%

**GOLF COURSE ENTERPRISE**

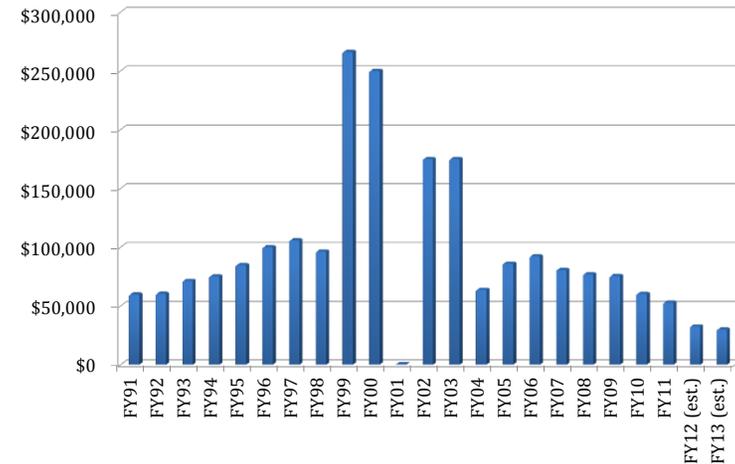
The Recreation Department is responsible for the operation of the Town-owned Robert T. Lynch Municipal Golf Course at Putterham Meadows. In doing so, the Department collects golf course revenues for green fees, golf cart rentals, concessions, and Pro Shop sales that are deposited into the Golf Course Enterprise Fund, as allowed for under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. The golf course operation has been treated as an enterprise fund since FY91. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf operation, including fringe benefits. In addition to covering 100% of its expenses, the Enterprise Fund sends to the General Fund its projected year-end operating surplus, thereby supplying the General Fund with an annual source of revenue to support other operations. The history of this so-called "Town Fee" is shown in the bottom-right graph.

In FY13, collections are estimated to total \$1.2 million, an amount that represents level-funding from the budgeted FY12 figure. Please see the Enterprise Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Golf Course.

**GOLF COURSE ENTERPRISE FUND REVENUE**



**GOLF COURSE ENTERPRISE FUND "TOWN FEE" PAYMENTS**



REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$\$	%
Green Fees / Permits	933,544	915,530	986,000	986,000	984,000	(2,000)	-0.2%
Cart Rentals	75,375	79,033	75,000	75,000	75,000	0	0.0%
Pro Shop	53,258	45,148	44,000	44,000	44,000	0	0.0%
Concessions	25,857	30,431	40,000	40,000	42,000	2,000	5.0%
Golf Clinics	22,408	24,499	30,000	30,000	30,000	0	0.0%
Other	22,534	28,729	29,000	29,000	29,000	0	0.0%
Gross Total	1,132,976	1,123,370	1,204,000	1,204,000	1,204,000	0	0.0%
less Reimbursement to the General Fund	186,349	191,161	163,852	163,852	155,037	(8,815)	-5.4%
Net Total	946,627	932,209	1,040,148	1,040,148	1,048,963	8,815	0.8%

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

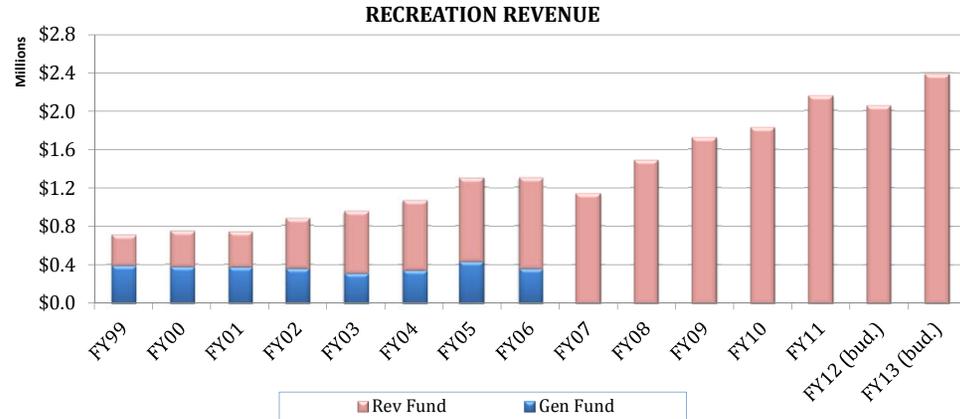
**FUND: Revolving Fund**

**REVENUE GROUP: Recreation**

**RECREATION REVOLVING FUND**

Established by Town Meeting in 1992 per the provisions of Massachusetts General Laws Chapter 44, Section 53E1/2, the Recreation Revolving Fund holds the fees collected for the programs the Recreation Department sponsors. Prior to FY07, Recreation Department revenue was split between the General Fund and the Revolving Fund; from that point forward, all Recreation revenue is deposited into the Revolving Fund. This was made possible by the passage of Chapter 79 of the Acts of 2005, which enabled the Town to have a revolving fund revenue ceiling equal to 2 1/2% of the property tax levy instead of the 1% ceiling imposed by the State statute.

Approved every year by Town Meeting as part of the annual appropriations article, the FY13 estimate for the Revolving Fund is \$2.39 million, an increase of \$332,942 (16.2%). Please see the Revolving Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the programs accounted for under the Revolving Fund.



REVENUE SOURCE	FY2010	FY2011	FY2012	FY2012	FY2013	BUDGET INCREASE	
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	\$	%
Adult Programs	16,671	14,745	0	0	0	0	-
Aquatic	445,541	489,731	430,000	430,000	489,000	59,000	13.7%
Community Programs	13,389	21,041	0	0	0	0	-
Eliot Center	0	0	313,281	313,281	175,142	(138,139)	-44.1%
Environmental Programs	36,743	47,533	45,000	45,000	50,000	5,000	11.1%
Ice Skating	145,632	151,207	140,000	140,000	151,206	11,206	8.0%
Outdoor Recreation	0	0	271,309	271,309	549,838	278,529	102.7%
Outdoor Athletics	0	0	169,644	169,644	169,491	(153)	-0.1%
Permits	88,182	103,695	0	0	0	0	-
School Based Programs	537,654	582,567	0	0	0	0	-
Soule Center	0	0	565,000	565,000	582,000	17,000	3.0%
Soule Gym	0	0	22,325	22,325	73,165	50,840	227.7%
Summer Camp	245,415	310,623	0	0	0	0	-
Tappan Facility	0	0	99,154	99,154	148,813	49,659	50.1%
Teen Programs	53,867	63,098	0	0	0	0	-
Tennis/Open Basketball Programs	5,978	22,080	0	0	0	0	-
Youth Programs	204,669	296,789	0	0	0	0	-
Misc Revenue	34,997	51,433	0	0	0	0	-
Gross Total	1,828,738	2,154,542	2,055,713	2,055,713	2,388,655	332,942	16.2%
less Reimbursement to the General Fund	210,870	257,205	295,912	295,912	281,764	(14,148)	-4.8%
Net Total	1,617,868	1,897,337	1,759,800	1,759,800	2,106,891	347,090	19.7%

**FUND ACCOUNTING**

The financial operations of the Town are organized into funds and account groups, each of which is a separate fiscal and accounting entity. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**1. GOVERNMENTAL FUNDS** - most Town functions are financed through what are called governmental funds. There are three types of governmental funds maintained by the Town: the General Fund, Special Revenue Funds, and the Capital Projects Fund.

A. General Fund - this is the major operating fund of the Town and it accounts for the vast majority of Town operations. The General Fund is supported by revenues from real estate and personnel property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees, fines and charges. Most of the Town's departments, including the Schools, are supported in whole or in part by the General Fund.

B. Special Revenue Funds - these are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except for expendable trusts or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. The Town's Special Revenue Funds are grouped into five categories:

1. *Revolving Funds* - these allow the Town to raise revenues from a specific service and use those revenues to support the service. Revolving Funds are established by state statute and may require reauthorization each year at Town Meeting. There are four revolving funds on the Town side that require annual reauthorization: the Recreation Revolving Fund, the Sidewalk Betterment Fund, the Facade Improvement Loan Fund, and the Rental of Town Property Fund. Examples of revolving funds on the School side include the School Lunch Fund, the School Athletics Fund, and Summer School Fund.

2. *Receipts Reserved for Appropriation* - these are restricted to a specific use but also require appropriation by Town Meeting such as Parking Meter Receipts and the Sale of Town-owned real estate.

3. *School Grants* - these are state and federal grants for School programs including smoking cessation, drug free school programs, community partnership, education technology, health services, Title I, and special education.

4. *Other Intergovernmental Funds* - these are state and federal grants for Town programs, such as community policing, Chapter 90 (road repairs), state elections, Council on Aging programs, and library aid.

5. *Other Special Revenue Funds* - these account for miscellaneous special revenues often including private donations for a specific purpose, such as gifts for Police and Fire equipment, numerous Health Department sponsored programs, and Senior Center programs.

C. Capital Projects Fund - this is used to account for monies used for the acquisition or construction of major capital facilities. It is funded primarily by the receipts of bond proceeds resulting from the Town's issuance of bonds for a specific project. Other funding sources include private donations and grants.

**2. PROPRIETARY FUNDS** - these are used to account for a government's business-type activities. There are two types of proprietary funds - enterprise funds and internal service funds. Both fund types use the same generally accepted accounting principles (GAAP) as similar to businesses in the private sector. Both enterprise and internal service funds recover the full cost of providing services (including capital costs) through fees and charges on those who use their services.

A. Enterprise Funds - these allow for a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. The Town has two enterprise funds: the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Both were established per the provisions of Ch. 44, Sec. 53F1/2.

B. Internal Service Funds - these are an accounting device used to accumulate and allocate costs internally among various functions. The Town uses internal service funds to account for health insurance activities, worker's compensation benefits, and municipal insurance.

**3. FIDUCIARY FUNDS** - these are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

A. Expendable Trusts - these are used to account for monies received by the Town in a trustee capacity where both the principal and earnings of the fund may be expended. Examples include the Town's Stabilization Fund, the BAA Trust Fund, and the Friends of Brookline Health.

B. Non-Expendable Trusts - these are used to account for trusts where the principal must remain intact. Generally, income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. Examples include the Cemetery Perpetual Trust, the Ben Alper Tree Trust, and the Abbie Deanne School Trust.

C. Agency Funds - these are used to account for funds that are custodial in nature and do not involve the measurement of operations. An example is the private details fund.

The table on the following page shows the Combined Summary of Revenues and Expenditures, on a budgetary basis, for the Town. It shows the beginning and year-end fund balances for the Town's funds.

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND ACCOUNTING: Actual FY11 Consolidated Summary**

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY11										
	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds
<b>Revenues</b>										
Real & Personal Property Taxes, net of refunds	155,898,463									\$ 155,898,463
Motor Vehicle & other Excise Taxes	5,178,153									\$ 5,178,153
Hotel/Motel Tax	1,244,887									\$ 1,244,887
Charges for Services	4,776,101	2,133,252	3,934,352	24,217,159	1,047,275		2,082,380			\$ 38,190,520
Penalties & Interest on Taxes	498,405									\$ 498,405
PILOT	908,270									\$ 908,270
Licenses and Permits	3,586,851									\$ 3,586,851
Fines & forfeitures	4,274,494									\$ 4,274,494
Intergovernmental	14,225,080		11,524,683	2,366,648		912,112				\$ 29,028,523
Departmental & other	1,238,807		5,154,576					86,405		\$ 6,479,788
Contributions			1,336,952					272,583	4,291,874	\$ 5,901,409
Other Revenue		21,046	222,695	1,776	75,579			104,812	1,200	\$ 427,108
Investment Income	400,352	243	2,709	2,789	516			854,320	1,602,226	\$ 2,863,155
<b>Total Revenues</b>	<b>\$ 192,229,863</b>	<b>\$ 2,154,541</b>	<b>\$ 22,175,967</b>	<b>\$ 26,588,372</b>	<b>\$ 1,123,370</b>	<b>\$ 912,112</b>	<b>\$ 2,082,380</b>	<b>\$ 1,318,121</b>	<b>\$ 5,895,300</b>	<b>\$ 254,480,026</b>
<b>Expenditures:</b>										
Current:										
General Government	8,327,032		678,264			386,950		589,762	563,899	\$ 10,545,907
Public Safety	33,804,706		1,372,172			1,283,723	2,067,880	19,368		\$ 38,547,849
Education	72,095,304		14,702,957			4,525,555		224,091		\$ 91,547,908
Public Works	14,399,923		1,012,784	5,748,977		5,506,807		58,886		\$ 26,727,377
CDBG			1,304,724							\$ 1,304,724
Human Services	2,294,869		353,868					47,711		\$ 2,696,448
Leisure Services	4,444,419	1,745,442	111,301		836,923	435,826		100,662		\$ 7,674,572
Pension benefits	13,977,375									\$ 13,977,375
Fringe Benefits	26,087,430								1,747,089	\$ 27,834,519
State and county charges	5,576,032			16,606,543						\$ 22,182,575
Debt Service:										\$ -
Principal	7,105,400			2,032,851	155,000					\$ 9,293,251
Interest	2,109,205			462,347	34,130					\$ 2,605,682
<b>Total Expenditures</b>	<b>\$ 190,221,695</b>	<b>\$ 1,745,442</b>	<b>\$ 19,536,070</b>	<b>\$ 24,850,718</b>	<b>\$ 1,026,053</b>	<b>\$ 12,138,862</b>	<b>\$ 2,067,880</b>	<b>\$ 1,040,479</b>	<b>\$ 2,310,989</b>	<b>\$ 254,938,188</b>
<b>Excess (deficiency) of Revenues over Expenditures</b>	<b>\$ 2,008,168</b>	<b>\$ 409,099</b>	<b>\$ 2,639,896</b>	<b>\$ 1,737,654</b>	<b>\$ 97,317</b>	<b>\$ (11,226,750)</b>	<b>\$ 14,499</b>	<b>\$ 277,642</b>	<b>\$ 3,584,311</b>	<b>\$ (458,162)</b>
<b>Other Financing Sources (Uses):</b>										
Proceeds from bonds & notes				1,000,000	375,000	11,025,000				\$ 12,400,000
Premium from issuance of bonds										\$ -
Premium from issuance of refunding bonds, net of expenses	14,507									\$ 14,507
Sale of Capital Assets			737,980							\$ 737,980
Payments to current refunding fund										\$ -
Overlay Transfer										\$ -
Insurance recovery			1,139,753					9,144		\$ 1,148,897
Transfers in	4,829,278		27,200			7,102,000		90	251,157	\$ 12,209,725
Transfers out	(7,173,868)	(257,205)	(2,741,555)	(1,797,470)	(191,161)	(21,176)		(27,290)		\$ (12,209,725)
<b>Total Other Financing Sources (Uses):</b>	<b>\$ (2,330,083)</b>	<b>\$ (257,205)</b>	<b>\$ (836,622)</b>	<b>\$ (797,470)</b>	<b>\$ 183,839</b>	<b>\$ 18,105,824</b>	<b>\$ -</b>	<b>\$ (18,056)</b>	<b>\$ 251,157</b>	<b>\$ 14,301,384</b>
<b>Other Adjustments to Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Change in Fund Balances</b>	<b>\$ (321,915)</b>	<b>\$ 151,894</b>	<b>\$ 1,803,274</b>	<b>\$ 940,184</b>	<b>\$ 281,156</b>	<b>\$ 6,879,074</b>	<b>\$ 14,499</b>	<b>\$ 259,586</b>	<b>\$ 3,835,468</b>	<b>\$ 13,843,222</b>
<b>Budgetary Fund Balance at Beginning of Year</b>	<b>\$ 19,472,365</b>	<b>\$ 312,509</b>	<b>\$ 8,750,664</b>	<b>\$ 1,619,360</b>	<b>\$ 215,430</b>	<b>\$ 14,645,575</b>	<b>\$ (540,145)</b>	<b>\$ 11,910,574</b>	<b>\$ 11,413,862</b>	<b>\$ 67,800,195</b>
<b>Budgetary Fund Balance at End of Year</b>	<b>\$ 19,150,450</b>	<b>\$ 464,403</b>	<b>\$ 10,553,939</b>	<b>\$ 2,559,544</b>	<b>\$ 496,586</b>	<b>\$ 21,524,650</b>	<b>\$ (525,646)</b>	<b>\$ 12,170,160</b>	<b>\$ 15,249,331</b>	<b>\$ 81,643,417</b>

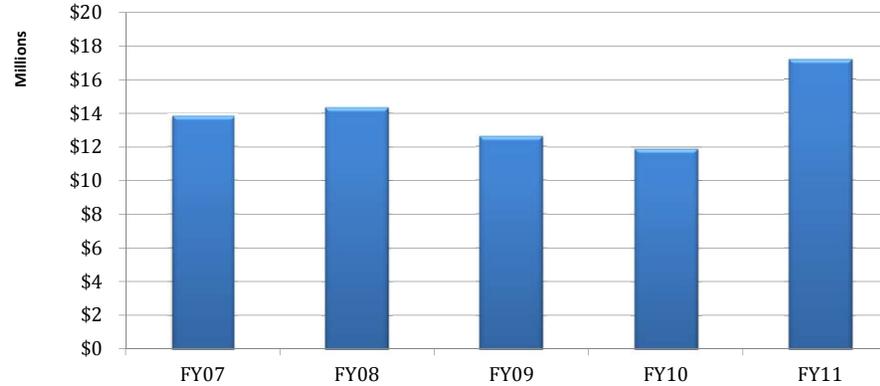
SOURCE: Office of the Comptroller

**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND ACCOUNTING: Fund Balance Histories**

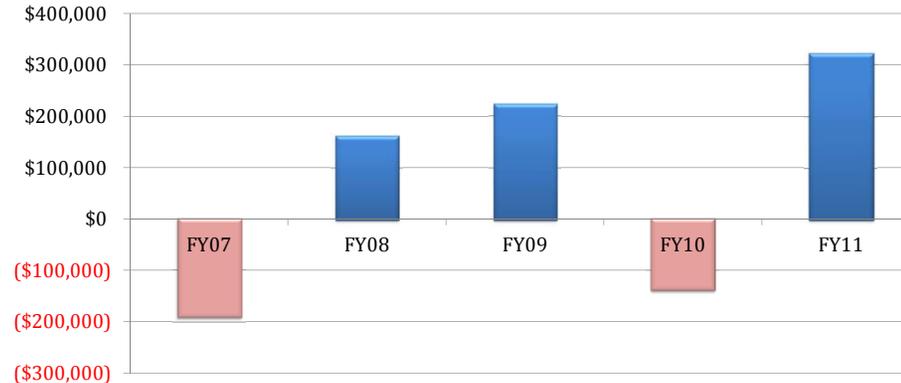
<b>GENERAL FUND</b>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
Beginning Unreserved Fund Balance	12,093,785	13,823,065	14,349,818	12,604,133	11,883,429
Net Change in Unreserved Fund Balance	1,729,280	526,753	(1,745,685)	(720,704)	5,291,383
Year-End Unreserved Fund Balance	13,823,065	14,349,818	12,604,133	11,883,429	17,174,812

**Year-End Unreserved Fund Balance - General Fund**



<b>WATER &amp; SEWER ENTERPRISE FUND (exclusive of bonded capital accounts)</b>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
Beginning Unreserved Fund Balance	(870,421)	(190,622)	161,895	223,195	(137,879)
Net Change in Unreserved Fund Balance	679,799	352,517	61,300	(361,074)	460,203
Year-End Unreserved Fund Balance	(190,622)	161,895	223,195	(137,879)	322,324

**Year-End Unreserved Fund Balance - Water & Sewer Enterprise Fund**

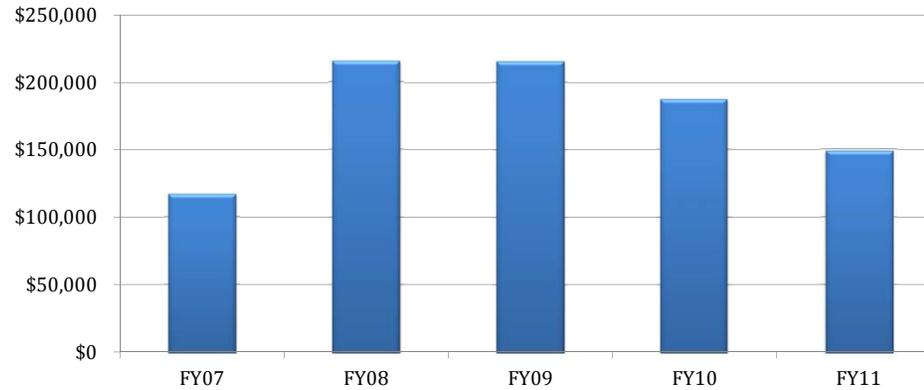


**TOWN OF BROOKLINE  
FY2013 FINANCING PLAN**

**FUND ACCOUNTING: Fund Balance Histories**

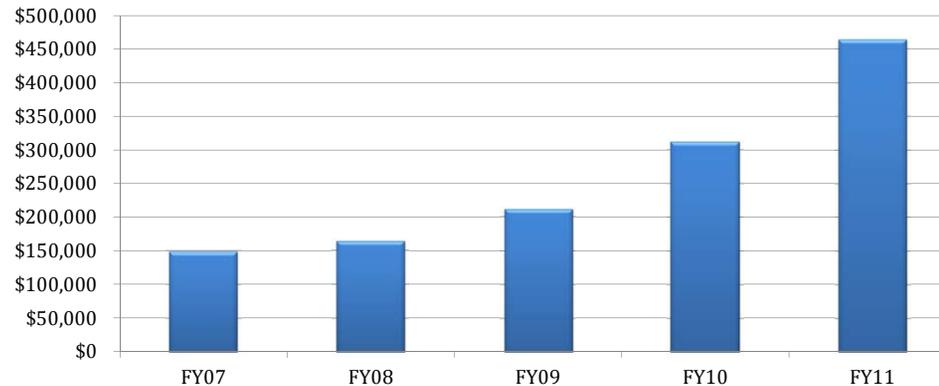
	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
<b>GOLF COURSE ENTERPRISE FUND (exclusive of bonded capital accounts)</b>					
Beginning Fund Balance	72,073	116,871	215,334	215,613	187,413
Net Change in Unreserved Fund Balance	44,798	98,463	279	(28,200)	(38,676)
Year-End Unreserved Fund Balance	116,871	215,334	215,613	187,413	148,737

**Year-End Unreserved Fund Balance - Golf Course Enterprise Fund**



	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
<b>RECREATION REVOLVING FUND</b>					
Beginning Fund Balance	135,546	148,400	163,360	211,415	312,137
Net Change in Unreserved Fund Balance	12,854	14,960	48,055	100,722	152,266
Year-End Unreserved Fund Balance	148,400	163,360	211,415	312,137	464,403

**Year-End Unreserved Fund Balance - Recreation Revolving Fund**



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**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM DESCRIPTION**

The Board of Selectmen is composed of five members who are elected for staggered three-year terms. As directors of the municipal corporation, they are vested with the general management of the Town. The Selectmen initiate legislative policy by inserting articles in Town Meeting Warrants and then implement and enforce the votes subsequently adopted; establish town administrative policies; review and set fiscal guidelines for the annual operating budget and the six-year capital improvements program; appoint department heads and members of many official boards and commissions; hold public hearings on important town issues and periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the General Court and in all regional and metropolitan affairs; and enforce Town by-laws and regulations.

The Selectmen also serve as the licensing board responsible for issuing and renewing over 600 licenses in 20 categories, including common victualler, food vendor, liquor, lodging house, open-air parking lots, inflammables, and entertainment.

**BUDGET STATEMENT**

The FY13 budget reflects an increase of \$6,139 (1%). Personnel increases \$6,014 (1%) due to Step increases (\$5,864) and an increase in Longevity (\$150).

Services decrease \$335 (4.7%) due to reductions in Subscriptions and Data Processing Repair and Maintenance.

The increase in Other (\$200, 3.1%) is in Professional Dues and Memberships, while the increase in Capital (\$260, 9%) is for a laptop for the Board of Selectmen's Meetings.

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Selectmen**

**FY2013 OBJECTIVES\***

1. To continue to observe policies and practices to ensure long-term financial sustainability, including:
  - the recommendations of the Override Study Committee relative to, as adopted by Resolution in March, 2008.
  - implementation of recommendations of the Efficiency Initiative Committee and OPEB Task Force, where feasible, and to explore new opportunities for improving productivity and eliminating unnecessary costs.
  - Fiscal Policies relative to reserves and capital financing as part of the ongoing effort to observe sound financial practices and retain the Aaa credit rating.
  - to continue to seek PILOT Agreements with institutional non-profits along with an equitable approach for community-based organizations.
  - to continue to support the business community and vibrant commercial districts.
2. To carry out the CIP and the completion of major projects in progress including Muddy River Restoration, Fisher Hill Reservoir Re-Use, Village Square, Town Hall/Main Library/Pierce School garages, and the Runkle and Heath Schools in cooperation with the School Building Authority.
3. To continue to work with the School Committee on the development of a comprehensive plan to address the space and enrollment needs issue in the schools.
4. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.
5. To conduct labor contract negotiations for equitable settlements in conjunction within the Town's ability to pay as shaped by the objectives noted above.
6. To provide leadership for the Town's efforts to reduce energy use and its impact on the environment:
  - a. To more fully integrate environmental concerns into Town governance through consideration of the recommendations of the Climate Action Committee and the Moderator's Committee on Waste Disposal.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	619,555	599,256	605,270	6,014	1.0%
Services	6,613	7,203	6,868	-335	-4.7%
Supplies	3,600	4,000	4,000	0	0.0%
Other	5,621	6,400	6,600	200	3.1%
Capital	2,551	2,900	3,160	260	9.0%
<b>TOTAL</b>	<b>637,941</b>	<b>619,759</b>	<b>625,898</b>	<b>6,139</b>	<b>1.0%</b>
BENEFITS			334,420		
REVENUE	460,371	433,075	440,075	7,000	1.6%

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p>7. To broaden the Town's commitment to promoting racial/religious diversity and inclusion through efforts such as participation in the Commonwealth Compact.</p> <p>8. To expand technology utilization through promotion of the Brookline MA.gov website and supporting departmental applications such as:</p> <ul style="list-style-type: none"> <li>a. Better utilizing technology in an effort to improve the transparency and documentation around all Town committee meetings and agendas.</li> <li>b. Continuing to implement the new permitting and inspection systems and the Cartograph work order system.</li> <li>c. Continuing to expand the number of payments options available to residents, including the acceptance of credit cards in town offices.</li> <li>d. To ensure the Police Department utilizes the latest advances in technology to provide public safety services to Town residents in the most efficient and effective manner</li> <li>e. To assist the Fire Department in the utilization of technology to improve firefighter safety, to re-engineer business processes, and improve intra-departmental communication.</li> </ul> <p>9. To work with the Town Clerk to develop a Town policy for records storage; to gather historic and archival Town records, documents and materials; to organize and catalog them; and to establish a suitable storage space in an accessible location.</p> <p>10. To provide leadership and coordinate planning efforts to minimize negative impacts of development on neighborhoods:</p> <ul style="list-style-type: none"> <li>a. To monitor and comment on development projects in adjacent communities.</li> <li>b. To work with the Hancock Village Neighborhood Conservation District Commission to protect the Town's interests with respect to proposed development at Hancock Village.</li> <li>c. To ensure that Village Square/Gateway East improvements continue through engineering design and construction phases.</li> <li>d. To work with the neighborhood toward completion and occupancy of the Fisher Hill mixed income housing development.</li> <li>e. To seek opportunities to increase the Town's affordable housing stock.</li> <li>f. To work with the neighbors and property owners to improve the Waldo Street area of Coolidge Corner.</li> <li>g. To seek redevelopment of the abandoned Circle Cinema site for the benefit of Brookline and Boston residents and property owners.</li> </ul> <p>11. To seek out opportunities to improve the streetscape with programs such as, LED street lights, alternative displays for newspaper boxes, and enforcement of the Sign By-Law.</p> <p>12. To seek out opportunities to improve the streetscape with programs such as, LED street lights, alternative displays for newspaper boxes, and enforcement of the Sign By-Law.</p>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p>13. To ensure that historical plaques, street signs and symbols are maintained throughout the town and that deteriorating memorials are reviewed for possible preservation and restoration or replacement.</p> <p>14. To work with Metropolitan Area Planning Council (MAPC) to allow the Town to enter the Hubway bicycle sharing system.</p> <p>15. To review special permit provisions of the Zoning By-Law in order to determine whether this form of land use regulation can more directly control for adverse impacts on Town resources resulting from development.</p> <p>16. To explore possibilities to strengthen code enforcement for incidents of over-occupancy through possible changes in inspection practices, fine structure, and the processing of case information.</p> <p>17. To support the implementation of an optimally designed taxi medallion program that will maximize revenues while improving service and reducing carbon emissions.</p> <p>18. To review recommendations of the Small Commercial Property Tax Exemption Committee and consider possible legislative changes to the existing statute to establish criteria that could be applied in a more fair and equitable manner.</p> <p>19. To provide guidance to the Police Department as they pursue Accreditation status to ensure an appropriate balance between public safety needs and the rights of individuals and to continue to monitor policy considerations such as Citizen Complaints and the Video Camera Monitoring system.</p> <p>20. To implement the changes in policies and procedures for the issuance of alcohol and food licenses as recommended by the Licensing Committee.</p> <p>21. To continue to monitor service quality performance of both Comcast and RCN.</p> <p>22. To ensure compliance with the provisions of the Americans with Disabilities Act.</p> <p>23. To continue to explore options to rectify perceived inequities inherent in the Norfolk County structure.</p> <p>24. To strengthen relationships with Boards and Commissions.</p> <p>*Not necessarily in priority order.</p>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

- ACCOMPLISHMENTS**
1. Retained the Aaa credit rating.
  2. Continued to observe the recommendations of the Override Study Committee relative to long-term financial sustainability.
  3. Continued the implementation of recommendations of the Efficiency Initiative Committee as part of the overall approach to pursuing long-term sustainability.
  4. Continued the commitment toward addressing unfunded retiree health benefits by increasing the appropriation for OPEB's to \$1.8 million in FY12, bringing the Town closer to its Annual Required Contribution (ARC).
  5. Appointed a new Fire Chief and Chief of Operations in the Fire Department.
  6. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association for the FY2012 budget document.
  7. Successfully negotiated a successor HRA agreement.
  8. Maintained a collaborative relationship with our Legislative Delegation.
  9. Continued the Town/School Partnership.
  10. Continued planning for the implementation of a number of major capital projects on the Town's CIP, including the Runkle, Heath, and Devotion School projects, the Muddy River Restoration, and Fisher Hill Re-Use.
  11. Advocated for regulatory tools to allow the Town to prevent inappropriate development at Hancock Village.
  12. Became designated as a "Green Community" and was awarded \$215,050 in grant funding for energy efficiency projects.
  13. Participated in Climate Week and continued to raise awareness and work toward reducing the carbon footprint of our community.
  14. Entered into final negotiations with the providers of the Hubway regional bicycle sharing system to bring Hubway to Brookline.
  15. Raised donations to serve as the matching funds for state and federal grants for the Hubway regional bicycle sharing system.
  16. Continued to work with project partners, the Massachusetts Delegation, and the US Army Corps of Engineers on the full design, funding and implementation of the Muddy River Restoration Project.
  17. In partnership with the Coolidge Corner Theater, sponsored a celebration for Martin Luther King, Jr. Day celebrating the life and legacy of Dr. King.
  18. Expanded credit card acceptance by offering that form of payment in the Transportation Division.
  19. Adopted revised Sale of Alcoholic Beverages Regulations as recommended by the Selectmen's License Review Committee.
  20. Adopted licensing regulations which will allow for a Mobile Food Pilot Program in town this spring.
  22. Continued to provide oversight of the Police Department's use of the Critical Infrastructure Monitoring System with the assistance of the Camera Oversight Committee.
  23. Negotiated PILOT agreements with the International Society for Infectious Diseases, Coolidge Corner Theatre, Beaver Country Day and Pine Manor College.

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Selectmen**

- ACCOMPLISHMENTS (Con't.)**
24. Continued to work closely with the Schools to plan for additional classroom capacity in the face of rising enrollment.
  25. Continued to support IT initiatives that increase efficiency, make government more open and accessible, and make interacting with the Town easier.
  26. Adopted guidelines for the Poet Laureate of Brookline Program.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<u>Performance:</u>					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass. *	13	15	15	16	16
Tax Levy Per Capita	\$2,679	\$2,770	\$2,770	\$2,786	\$2,892
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
<u>Workload:</u>					
Management Appointments	2	1	0	2	2
Licenses Issued	632	650	657	660	660

\* Aaa's rated by Moody's

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Selectmen**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-11	1.00	1.00	152,803	179,995	1.00	164,613	1.00	167,082
	Deputy Town Administrator	D-8	1.00	1.00	113,990	134,275	1.00	128,409	1.00	130,335
	Assistant Town Administrator	D-2	1.00	1.00	68,609	80,818	1.00	78,447	1.00	79,624
	Assistant to Town Administrator		1.00	1.00	62,372	73,471	1.00	73,471	1.00	73,471
	Head Clerk	C-9	0.53	0.53	45,548	47,431	0.00	0	0.00	0
	Recording Secretary	C-9	1.00	1.00	45,548	47,431	1.00	47,431	1.00	47,431
	Senior Clerk Secretary	C-7	1.00	1.00	42,391	44,246	1.00	44,246	1.00	44,246
	Subtotal		6.53	6.53			6.00	536,616	6.00	542,189
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.00	0.00	37,739	39,546	0.48	18,115	0.48	18,406
	Arts Council Coordinator					\$600/month		7,200		7,200
	<i>Charge Off to Special Revenue Fund</i>							(7,200)		(7,200)
	Subtotal		0.00	0.00			0.48	18,115	0.48	18,406
	Other									
513044	Longevity Pay							3,125		3,275
514045	Stipend - Selectmen (Chair)					4,500		4,500		4,500
514045	Stipend - Selectmen (4)					3,500		14,000		14,000
514501	Stipend - Recording Secretary					7,800		7,800		7,800
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
515540	Automobile Allowance							4,200		4,200
578200	Annuity Contribution							10,200		10,200
	Subtotal							44,525		44,675
	<b>Total</b>		<b>6.53</b>	<b>6.53</b>			<b>6.48</b>	<b>599,256</b>	<b>6.48</b>	<b>605,270</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources</b>
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**PROGRAM DESCRIPTION**

The goals of the Human Resources Department, as defined by the Town’s Human Resources By-Law (Section 3.15), are to develop and administer fair and equitable human resources policies for the Town and its employees and to provide a system of human resources administration that is uniform, fair, efficient, and represents the mutual interest of the Town and employees of the Town.

The Department is responsible for assisting all town departments with the recruitment and selection of new employees, while ensuring compliance with all applicable federal, state, and local laws that govern this process. It develops and distributes policies regarding a number of different employment issues, including the Town’s Sexual Harassment Policy. The Department also maintains a classification and compensation system for all positions; provides training to Department Heads and employees on important employment issues; negotiates and administers labor contracts; administers group health and life insurance, worker’s compensation, public safety injured on duty, and unemployment compensation; administers the CDL Alcohol and Drug Testing Program; and monitors and administers employee leave, other human resources programs and benefits, and any other function assigned by the Town Administrator.

**BUDGET STATEMENT**

The FY13 budget reflects a decrease of \$11,756 (2.3%). Personnel increases \$3,754 (1.4%) due to Step increases (\$4,229), slightly offset by a decrease of \$475 in Longevity.

Services decrease by \$17,110 (7.8%) due to reductions in Pre-Placement Medical Testing (\$10,000), Advertising Services (\$5,000), CDL Drug Testing (\$2,000), Subscriptions (\$250), Wireless Communications (\$200), and Delivery Services (\$120). The increase in Other (\$100, 0.3%) is in Professional Dues and Memberships, while the increase in Capital (\$1,500, 71.4%) is for the replacement of a color printer.

**FY2013 OBJECTIVES**

1. To continue the second year of a three-year initiative to increase town-wide diversity and inclusion efforts in areas of recruitment, hiring, management and governance practices.
2. To review recruitment strategies and succession planning following the Town's departure from Civil Service hiring requirements.
3. To gather workforce data to report to the Commonwealth Compact, continuing to encourage other municipalities to join the Compact to have a greater development of regional diversity benchmarks for government sector employees.

**OBJECTIVES (Con't.)**

4. To establish a three- to five-year plan providing increased educational opportunities and management training to Department Heads and Senior Administrators on the Town's human resources policies, conflict resolution, labor relations, risk reduction and the establishment of workforce performance measures.
5. To work with the Town Librarian to perform a classification and pay study of Library employees ensuring the job descriptions are accurate and employees are paid appropriately.
6. To work with the Human Resources Board to develop a Code of Conduct that addresses all Town policies, including workplace safety, sexual harassment, non-discrimination, ethics, data security and confidentiality.
7. To continue to partner with the Public Employee Committee (PEC) to provide employees with information about measures they can take to maximize their healthcare dollars and reduce costs, such as using a flexible spending account and working toward wellness incentives.
8. To negotiate successor contracts with all Town unions.
9. To continue to support the workplace illness prevention program by vaccinating employees for Seasonal Flu and educating about other wellness initiatives, such as the successful Minutes in Motion program and the use of the Employee Assistance Program (EAP).
10. To utilize effective claims management and medical case management to keep workers compensation costs level from FY2012 to FY2013 even while experiencing increased medical costs.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	274,552	259,113	262,867	3,754	1.4%
Services	173,354	218,329	201,219	-17,110	-7.8%
Supplies	8,500	8,500	8,500	0	0.0%
Other	27,008	30,900	31,000	100	0.3%
Capital	1,766	2,100	3,600	1,500	71.4%
<b>TOTAL</b>	<b>485,181</b>	<b>518,942</b>	<b>507,186</b>	<b>-11,756</b>	<b>-2.3%</b>
BENEFITS			182,048		
REVENUE	119	1,500	1,500	0	0.0%

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources					
<p><b>ACCOMPLISHMENTS</b></p> <p>1. Began initiatives to increase town-wide diversity and inclusion efforts identifying partnerships, hiring an intern to gather workforce data, and developing a department head steering committee to help analyze and assess inclusion needs and to establish priorities.</p> <p>2. Assisted in the recruitment and hiring of a new Fire Chief, recruiting external candidates for the first time.</p> <p>3. Actively participated in the Commonwealth Compact programming to make Metro Boston a more inclusive workplace, and developed partnerships with other Compact members.</p> <p>4. Worked with the Finance Director and AFSCME to assess the classification and pay of clerical employees ensuring the job descriptions are accurate and employees are paid appropriately and consistently.</p> <p>5. Reviewed and updated job descriptions and titles making them more relevant to the current job market, moving away from outdated civil service titles.</p> <p>6. Successfully bargained new collective bargaining agreements with five of seven Town bargaining units.</p> <p>7. Accelerated unemployment claims appeals and utilized all available exemptions avoiding a liability of approximately \$150,000.</p> <p>8. Developed and implemented a 12-hour training for 46 Department Heads and Senior Managers, "Navigating Workplace Conflict: Communications Skills for Addressing Disputes".</p> <p>9. Established a strong team of stakeholders to assess the need for a combined Payroll/Human Resources Information System (HRIS).</p> <p>10. Set a timeline for reviewing all personnel policies, including the establishment of a new Anti-Discrimination, Sexual Harassment and Retaliation Policy, also assisted the Finance Department with the new Fraud Policy.</p> <p>11. Partnered with the Public Employee Committee (PEC) to provide employees with information about ways to maximize their healthcare dollars and reduce costs, such as using a flexible spending account and promoting and administering a Health Reimbursement Account (HRA).</p> <p>12. Continued to work with the Information Technology Department to foster a more uniform and consistent understanding and enforcement of reasonable use of workplace technology, including the expanding use of social networking.</p> <p>13. Vaccinated employees for Seasonal Flu in support of the workplace illness prevention program and to minimize disruption of the workforce due to illness during the flu season.</p> <p>14. Utilized effective claims management and medical case management to keep workers compensation costs level from FY2011 to FY2012 even while experiencing increased medical costs.</p>						
	<b>PERFORMANCE / WORKLOAD INDICATORS</b>					
		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
	Performance:					
	Workers' Compensation Cases Open 1+ Year					
	(active/retired)					
	1/5	1/4	1/5	1/4	1/4	1/4
	Workers' Comp. Costs	\$1,156,446	\$1,175,000	\$1,145,000	\$1,250,000	\$1,200,000
	Town	\$1,084,186	\$1,071,365	\$960,293	\$1,139,750	\$1,094,160
	School	\$72,260	\$103,635	\$184,707	\$110,250	\$105,840
	Job injuries	98	90	100	90	90
	# of lost workdays	2,024	1,500	2,907	1,500	1,500
	Training Sessions	46	35	41	35	35
	Safety Training Programs	58	60	54	60	60
	Sick Leave Hours/Permanent	48,962	48,000	51,013	50,000	49,000
	Employees	48,962	48,000	51,013	50,000	49,000
	Workload:					
	Unemployment Claims					
	Paid/Processed	110/216	100/200	92/157	90/180	90/180
	Town	40/79	40/80	40/68	30/70	30/70
	School	70/137	70/130	52/89	60/120	60/120
	Unemployment Costs	\$530,347	\$400,000	\$405,107	\$350,000	\$350,000
	Town	\$155,627	\$117,760	\$196,750	\$103,040	\$103,040
	School	\$374,720	\$282,240	\$208,357	\$246,960	\$246,960

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources					
PERFORMANCE / WORKLOAD INDICATORS											
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
Job Appl. Processed	1,929	1,900	2,230	2,000	2,000	Group Life Subscribers	2,249	2,258	2,258	2,315	2,345
CORI/SORI Checks	2,400	2,400	2,400	2,600	2,600	Active	1,296	1,310	1,310	1,447	1,462
						% of Total	57.6%	58.0%	58.0%	62.5%	62.3%
Group Health Contracts	5	17	17	17	17	Retiree	953	948	948	868	883
Group Health Changes	3,200*	1,000	1,000	850	850	% of Total	42.4%	42.0%	42.0%	37.5%	37.7%
Group Health Subscribers	2,870	2,882	2,882	2,901	2,931	Town	1,091	1,094	1,094	1,119	1,134
Blue Choice	728	0	0	0	0	% of Total	48.5%	48.4%	48.4%	48.3%	48.4%
% of Total	25.4%	0.0%	0.0%	0.0%	0.0%	School	1,158	1,164	1,164	1,196	1,211
HMO Blue	1,074	0	0	0	0	% of Total	51.5%	51.6%	51.6%	51.7%	51.6%
% of Total	37.4%	0.0%	0.0%	0.0%	0.0%	No. of Death Benefits Paid	47	45	45	45	45
GIC-offered PPO Plans	0	1,258	1,258	1,267	1,267	Voluntary Dental Contracts	2	2	2	2	2
% of Total	0.0%	43.7%	43.7%	43.7%	43.2%	Voluntary Dental Changes	898**	210	210	210	210
GIC-offered HMO Plans	0	454	454	422	422	Voluntary Dental Subscriber:	480	898	898	898	898
% of Total	0.0%	15.8%	15.8%	14.5%	14.4%	Individual	288	568	568	568	568
GIC-offered Indemnity Plans	0	69	69	62	62	Family	192	330	330	330	330
% of Total	0.0%	2.4%	2.4%	2.1%	2.1%	Town	216	334	334	334	334
Medicare Supplement Plans	1,068	1,101	1,101	1,150	1,180	School	264	564	564	564	564
% of Total	37.2%	38.2%	38.2%	39.6%	40.3%	Long Term Disability (LTD)	35	30	30	32	32
Active	1,426	1,423	1,423	1,404	1,404	LTD Changes	10	38	38	38	38
% of Total	49.7%	49.4%	49.4%	48.4%	47.9%	*The Town joined the GIC eff 7.1.10. All employees and retirees changed to a different health plan during the spring open enrollment period (which occurred in FY 10).					
Retiree	1,444	1,459	1,459	1,497	1,527	** The Town joined Delta Dental eff 7.1.10. All active employees changed to the new plan during the spring open enrollment period (which occurred in FY10).					
% of Total	50.3%	50.6%	50.6%	51.6%	52.1%						
Individual	2,050	2,074	2,074	2,083	2,113						
% of Total	71.4%	72.0%	72.0%	71.8%	72.1%						
Family	820	808	808	818	818						
% of Total	28.6%	28.0%	28.0%	28.2%	27.9%						
Town	1,354	1,345	1,345	1,357	1,372						
% of Total	47.2%	46.7%	46.7%	46.8%	46.8%						
School	1,516	1,537	1,537	1,544	1,559						
% of Total	52.8%	53.3%	53.3%	53.2%	53.2%						

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET				PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources							
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION		
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Human Resources Director	D-6	1.00	1.00	97,728	115,119	1.00	108,463	1.00	110,090	
	Assistant Director of Human Resources	T-10	0.00	0.00	71,420	80,808	1.00	71,240	1.00	72,691	
	Assistant Director of Human Resources	T-6	1.00	1.00	58,789	66,517	0.00	0	0.00	0	
	Human Resources Specialist	T-6	0.00	0.00	58,789	66,517	1.00	58,789	1.00	59,835	
	Benefits Supervisor	T-5	1.00	1.00	54,434	61,590	0.00	0	0.00	0	
	Human Resources Coordinator	T-4	1.00	1.00	50,402	57,028	0.00	0	0.00	0	
	Benefits Administrator	T-4	0.00	0.00	50,402	57,028	1.00	50,402	1.00	51,299	
	Principal Clerk	C-8	1.00	1.00	44,167	46,037	0.00	0	0.00	0	
	Senior Clerk Typist	C-6	0.00	0.00	41,266	43,108	1.00	41,266	1.00	41,872	
	Subtotal		5.00	5.00			5.00	330,160	5.00	335,787	
	Workers' Comp. Expenses (1)							(73,422)		(74,820)	
	Net Total		5.00	5.00			5.00	256,738	5.00	260,967	
	Other										
513044	Longevity Pay							2,025		1,550	
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350	
	Subtotal							2,375		1,900	
	<b>Total</b>		<b>5.00</b>	<b>5.00</b>			<b>5.00</b>	<b>259,113</b>	<b>5.00</b>	<b>262,867</b>	
	(1) 75% of the Benefits Administrator and 50% of the Assistant Director charged to workers' compensation trust fund.										

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b> Information Technology plays a key role in Brookline's ability to educate its children, respond to emergencies, and efficiently provide services to its citizens. Investments in IT applications and infrastructure provide managers with tools to operate more efficiently, increase productivity, and manage the financial, physical, and human resources of the Town. The Department is lead by the Chief Information Officer (CIO), who serves in this capacity for both the Town and the Schools. (This budget reflects only the Town resources available to the Department; there are also IT funds included in the School Department budget.)</p> <p>The Department's mission is to use technology so as to enhance the delivery of Town and School services to the community. It is responsible for the integration of all activities and resources designated as:</p> <ol style="list-style-type: none"> <li>1. Systems and data processing, comprised of computer-based systems design and implementation, applications, and operating software;</li> <li>2. Telecommunications systems and networks, comprised of the integration of planning, development, and implementation of all systems and network services;</li> <li>3. Delivery of applications and other information services products that meet the users' specifications in terms of quality and cost;</li> <li>4. Protection of the Town's computer data and information assets and resources;</li> <li>5. Identification of opportunities in the development and support of new and existing technologies; and</li> <li>6. Training of employees in the use of various aspects of information technology.</li> </ol> <p>The ITD has four divisions: Administration, Application Management, Network Support, and the Help Desk. A brief description of each is listed below:</p> <p><b><u>Administration</u></b> - provides continuous coordination of the divisions through effective leadership so that all technology-related aspects of Brookline's government are functioning effectively and efficiently. These responsibilities are accomplished under the direction of the Chief Information Officer (CIO) with the assistance of the Director of IT Applications.</p> <p><b><u>Application Management</u></b> - is responsible for those functions related to providing, maintaining, and supporting the use of software needed to meet the operational, management, and reporting requirements of the Brookline organization.</p> <p><b><u>Network Support</u></b> - is responsible for those functions related to implementing, maintaining, and supporting the connectivity between the organization's computers and systems software.</p> <p><b><u>Help Desk</u></b> - is responsible for those functions related to directly supporting users of IT systems and services.</p>	<p><b><u>BUDGET STATEMENT</u></b> The FY13 budget reflects an increase of \$31,248 (2.2%). Personnel increases \$10,434 (1.1%) for Steps. Services decrease \$15,700 (3.5%), primarily due to the restructuring of the Town's Help Desk/Network Monitoring Contract. As a result, Professional/Technical Services decreases \$65,000 and General Consulting increases \$45,000, providing a \$20,000 savings to the Town. There is also a \$2,800 increase in Data Processing Software Maintenance, a \$2,000 increase in Internet Related Services, and a \$500 decrease in Telecomm.</p> <p>Supplies increase \$11,514 (51.5%) for Data Processing Supplies (\$14,364), slightly offset by decreases in Data Processing Software (\$2,500) and Office Supplies (\$350). The increase in Capital (\$25,000, 158.5%) reflects the reallocation of monies for operating items previously funded in the Department's CIP appropriation (the CIP shows a corresponding \$25,000 reduction).</p> <p><b><u>FY2013 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to meet with individual departments and various committees on a regular basis to review upcoming technology initiatives.</li> <li>2. To continue to meet with Senior School administration on a regular basis.</li> <li>3. To continue to convene and chair monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.</li> <li>4. To represent the IT department at monthly Emergency Management Team meetings.</li> <li>5. To continue drive business process change that will promote departmental efficiencies and improved services to customers.</li> <li>6. To develop technology solutions that will allow for additional field and mobility based workers to leverage data and workflow remotely.</li> </ol> <p><b><u>Application Management</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to manage the lifecycle management strategy for all enterprise applications.</li> <li>2. To continue to follow change management best practices.</li> <li>3. To complete the implementation of Cartegraph Maintenance Management System (CMMS), integration with GIS asset layers, and citizen request portal (BrookONline).</li> <li>4. To further implement GeoTMS online applications for all appropriate permits and licenses.</li> <li>5. To further the use, optimization, and integration of the document management system.</li> <li>6. To continue to integrate other systems with MUNIS financials.</li> <li>7. To continue to develop integrated mobile applications that save time and increase efficiency.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Application Management (con't.)</u></b></p> <p>8. To continue the development of synchronization services and procedures between the Brookline Master Address Database and other systems.</p> <p>9. To further implement credit card payment capabilities.</p> <p><b><u>Network Support</u></b></p> <p>1. To expand the server virtualization footprint.</p> <p>2. To incorporate School and Public Safety networks under a single management platform to allow for cleaner application integration and security management.</p> <p>3. To upgrade and centralize antivirus into a single console to include Windows and Apple clients.</p> <p>4. To develop a storage plan for the future to include archiving of old to better management storage footprint.</p> <p>5. To secure an additional backup device for replication and redundancy with the existing disk backup product.</p> <p>6. To plan for the Microsoft Exchange migration to allow for enterprise email, application and hand held devices.</p> <p>7. To implement policies to lockdown desktops via central management, antivirus or other third party tools.</p> <p>8. To deploy a centralized software distribution tool for desktop upgrades, etc.</p> <p><b><u>Help Desk</u></b></p> <p>1. To take a proactive role in user education and comfort level with emerging technology.</p> <p>2. To better serve our customers by means of survey and performance metrics.</p>	<p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <p>1. Participated in the following: Town Administrator's Parking Meter Task Force, Moderators Committee on Electronic Voting, Redistricting Committee, School Committee, Buffer Zone Committee.</p> <p>2. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.</p> <p>3. Met with Senior School administration bi-weekly.</p> <p>4. Convened and chaired monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.</p> <p>5. Represented the IT Department at monthly Emergency Management Team meetings.</p> <p>6. Worked closely with the Brookline Fire Department in migration to a new Records Management system.</p> <p>7. Worked closely with the DPW regarding consolidation of IT positions within both departments.</p> <p>8. Assisted with the plan outlining appropriate technology needs for the Runkle School and Heath School projects.</p> <p><b><u>Application Management</u></b></p> <p>1. Successfully implemented the BrookONline portal, an online suite of applications designed around improving the way the public can transact and interact with Town government.</p> <p>2. Successfully migrated over 4,000 listserv accounts to a new email distribution platform.</p> <p>3. Developed several smartphone-based applications.</p> <p>4. Assisted the Town Clerk's office in the redistricting efforts.</p> <p>5. Assisted the School Department in the re-mapping of school buffer zones.</p> <p>6. Rolled out credit card payment devices and applications for the Town Clerk's Office, Treasurer's Office and Transportation Division.</p> <p>7. Developed a payment portal to consolidate school-based payments.</p> <p><b><u>Network Support</u></b></p> <p>1. Continued to monitor and manage 29 locations for maximum uptime.</p> <p>2. Migrated the Public Library network architecture to a newer platform.</p> <p>3. Worked with the Public Safety departments to re-engineer their network and refresh all network equipment.</p> <p><b><u>Help Desk</u></b></p> <p>1. Continued to introduce and support users to the Town/School consolidated Help Desk.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology</b></p>																																																																																																																												
<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Help Desk (con't.)</u></b></p> <p>2. Enhanced self-service trouble ticket capability to all school users.</p> <p>3. Upgraded apple servers to latest version.</p> <p>4. Responded to over 6200 help tickets across the enterprise.</p> <p>5. Project managed, deployed and relocated over 700 desktop computers across the Town and School departments.</p> <p>6. Implemented power saving software on all desktop computers across the enterprise.</p>	<p><b>PERFORMANCE / WORKLOAD INDICATORS (con't.)</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="text-align: center;">ACTUAL FY2010</th> <th style="text-align: center;">ESTIMATE FY2011</th> <th style="text-align: center;">ACTUAL FY2011</th> <th style="text-align: center;">ESTIMATE FY2012</th> <th style="text-align: center;">ESTIMATE FY2013</th> </tr> </thead> <tbody> <tr> <td colspan="6"><b>Supported Items:</b></td> </tr> <tr> <td>Phone Switches</td> <td style="text-align: center;">13</td> <td style="text-align: center;">13</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Desktops</td> <td style="text-align: center;">280</td> </tr> <tr> <td>Telephones</td> <td style="text-align: center;">2,450</td> <td style="text-align: center;">2,450</td> <td style="text-align: center;">2,450</td> <td style="text-align: center;">1,480</td> <td style="text-align: center;">1,480</td> </tr> <tr> <td colspan="6"><b>Employee classes</b></td> </tr> <tr> <td>PC's Upgraded</td> <td style="text-align: center;">65</td> <td style="text-align: center;">65</td> <td style="text-align: center;">64</td> <td style="text-align: center;">62</td> <td style="text-align: center;">75</td> </tr> <tr> <td>Servers Upgraded</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> </tr> <tr> <td>IT Work Orders Completed</td> <td style="text-align: center;">4,200</td> <td style="text-align: center;">3,998</td> <td style="text-align: center;">3,050</td> <td style="text-align: center;">6,267</td> <td style="text-align: center;">5,000</td> </tr> <tr> <td>Public Information Request turnaround (avg. days)</td> 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**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Information Technology**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	892,833	915,080	925,515	10,434	1.1%
Services	449,573	451,791	436,091	-15,700	-3.5%
Supplies	22,093	22,336	33,850	11,514	51.5%
Other	19,935	27,550	27,550	0	0.0%
Capital	15,266	15,769	40,769	25,000	158.5%
<b>TOTAL</b>	<b>1,399,699</b>	<b>1,432,526</b>	<b>1,463,774</b>	<b>31,248</b>	<b>2.2%</b>
BENEFITS			452,580		
REVENUE	1,755	1,250	1,250	0	0.0%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	101,905	109,928	193,917	83,989	76.4%
Application Management	751,366	746,516	758,292	11,776	1.6%
Network Support	392,581	417,126	349,635	-67,491	-16.2%
Help Desk	153,847	158,956	161,931	2,975	1.9%
<b>TOTAL</b>	<b>1,399,699</b>	<b>1,432,526</b>	<b>1,463,774</b>	<b>31,248</b>	<b>2.2%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	55,864	55,296	55,771	475	0.9%
Services	18,503	17,051	61,551	44,500	261.0%
Supplies	17,394	14,836	28,850	14,014	94.5%
Other	12,511	20,200	20,200	0	0.0%
Capital	-2,366	2,545	27,545	25,000	982.3%
<b>TOTAL</b>	<b>101,905</b>	<b>109,928</b>	<b>193,917</b>	<b>83,989</b>	<b>76.4%</b>

**APPLICATION MANAGEMENT**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	544,539	563,454	570,430	6,976	1.2%
Services	192,822	169,136	173,936	4,800	2.8%
Supplies	0	0	0	0	0.0%
Other	7,425	7,350	7,350	0	0.0%
Capital	6,580	6,576	6,576	0	0.0%
<b>TOTAL</b>	<b>751,366</b>	<b>746,516</b>	<b>758,292</b>	<b>11,776</b>	<b>1.6%</b>

**NETWORK SUPPORT**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	236,565	241,034	243,543	2,509	1.0%
Services	145,011	170,604	100,604	-70,000	-41.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	11,006	5,488	5,488	0	0.0%
<b>TOTAL</b>	<b>392,581</b>	<b>417,126</b>	<b>349,635</b>	<b>-67,491</b>	<b>-16.2%</b>

**HELP DESK**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	55,865	55,296	55,771	475	0.9%
Services	93,237	95,000	100,000	5,000	5.3%
Supplies	4,699	7,500	5,000	-2,500	-33.3%
Other	0	0	0	0	0.0%
Capital	46	1,160	1,160	0	0.0%
<b>TOTAL</b>	<b>153,847</b>	<b>158,956</b>	<b>161,931</b>	<b>2,975</b>	<b>1.9%</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	113,990	134,275	1.00	126,512	1.00	128,409
	Director of IT Applications	T-15	1.00	1.00	93,773	106,100	1.00	104,244	1.00	106,100
	Manager Network Operations	T-13	1.00	1.00	83,457	94,428	1.00	94,428	1.00	94,428
	Web Developer	T-10	1.00	1.00	71,420	80,808	1.00	78,007	1.00	79,395
	GIS Admin/Developer	T-10	1.00	1.00	71,420	80,808	1.00	75,302	1.00	76,642
	Information Systems Analyst	T-10	0.00	1.00	71,420	80,808	1.00	71,420	1.00	72,691
	Network Systems Administrator	T-10	0.00	2.00	71,420	80,808	2.00	150,698	2.00	153,381
	Database Administrator	T-9	1.00	1.00	68,673	77,700	1.00	77,700	1.00	77,700
	Network Systems Administrator	T-9	1.00	0.00	68,673	77,700	0.00	0	0.00	0
	Senior Programmer Analyst	T-8	2.00	1.00	66,032	74,712	1.00	74,712	1.00	74,712
	IT Program Manager	T-7	1.00	0.00	63,492	71,838	0.00	0	0.00	0
	Data Controller	C-8	1.00	1.00	44,167	46,037	1.00	46,037	1.00	46,037
	Subtotal		11.00	11.00			11.00	899,060	11.00	909,495
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.40	0.40	\$12.00/hr	\$20.60/hr	0.40	11,745	0.40	11,745
	Subtotal		0.40	0.40			0.40	11,745	0.40	11,745
	Other									
513044	Longevity Pay							3,925		3,925
515501	Clothing/Uniform Allowance							350		350
	Subtotal							4,275		4,275
	<b>Total</b>		<b>11.40</b>	<b>11.40</b>			<b>11.40</b>	<b>915,080</b>	<b>11.40</b>	<b>925,515</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Department of Finance was created through the enactment of Chapter 25 of the Acts of 1993. The primary purpose was to provide a means for the coordination of all Town fiscal operations. The major goals were to attain efficiencies in operations; flexibility in resource utilization; economies of larger scale operations; elimination of duplication; and improved communications and coordination of all fiscal-related functions, new initiatives, special studies, and research projects.</p> <p>As part of the Information Technology Department re-organization, legislation was approved in February, 2004 that removed Information Technology from under the Finance Department, and the re-organized IT operation became its own department. The result is a Finance Department comprised of the following four divisions:</p> <ol style="list-style-type: none"> <li>1. <u>Division of Accounts</u> managed by the Town <b>Comptroller</b> - this division is responsible for maintaining and administering a financial accounting and management information system that provides accurate, complete, and timely information pertaining to all financial activities of departments.</li> <li>2. <u>Division of Purchasing</u> managed by the <b>Chief Procurement Officer</b> - this division is responsible for preparing specifications to ensure that requirements are precisely stated and written to allow open competition; contacting potential suppliers through advertised bids and written or telephoned quotations, all in accordance with applicable bidding laws; public opening of advertised bids; analyzing bids and recommending awards; and issuing contracts, purchase orders, and minority business enterprise utilization reports. The Division is also responsible for the General Services unit (town-wide postage, printing, and telephone billing).</li> <li>3. <u>Division of Assessing</u> managed by the <b>Chief Assessor</b> - this division is responsible for uniformly and accurately valuing all taxable property in town. Quality and accurate assessments ensure that all areas of town and all classes of property equitably share responsibility for their share of the property tax levy.</li> <li>4. <u>Division of Treasury</u> managed by the <b>Treasurer/Collector</b> - this division is responsible for the billing, collecting, and investing of all funds and the arrangement of the timely disbursement of all payments to vendors, town employees, and retirees. The Division is also responsible for the Payroll unit.</li> </ol> <p>The Department is overseen by the Director of Finance, who is responsible for the management of the administrative functions of the various divisions as well as coordination of all functional activities. The Director may be one of the division managers.</p>	<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects a decrease of \$19,527 (0.7%). Personnel increases \$31,223 (1.6%) primarily due to the transfer of \$17,500 for Clerical Services from Services to Temporary Part-Time Salaries. In addition, there are increases for Steps (\$13,389) and Longevity (\$2,050), slightly offset by a decrease in Overtime (\$1,716).</p> <p>The decrease in Services (\$50,989, 5.2%) is the result of savings associated with the VOIP project (a \$36,576 Telecomm reduction), the reallocation of Clerical Support from Financial Services to Personnel (\$17,500), reductions to the Comptroller's budget for software maintenance of the Town's financial system, MUNIS (\$10,926), decreases in Advertising Services (\$750), Wireless Communications (\$250) and Data Processing Equipment Repair and Maintenance (\$230). These are offset by increases in Banking Services (\$10,000), Printing Services (\$3,262), Office Equipment Repair and Maintenance (\$825), Copier Service (\$656) and Professional / Technical Services (\$500).</p> <p>The \$1,042 (2.7%) decrease in Supplies comes from Office Supplies (\$602), Data Processing Supplies (\$250) and Periodicals (\$190). The decrease in Other (\$1,618, 9.1%) is due to a reduction in Education/Training/Conferences (\$2,668), slightly offset by an increase in Professional Dues and Memberships (\$1,050). While the price per gallon is higher for Gasoline, consumption is down for pool cars resulting in a \$101 (4.2%) reduction in Utilities. Capital increases \$3,000 (24.5%) to replace the scanners in the Comptroller's Office.</p> <p><b><u>FY2013 OBJECTIVES</u></b></p> <p><b><u>Comptroller</u></b></p> <ol style="list-style-type: none"> <li>1. To effectively transition to a new Comptroller when the current Comptroller retires after 18 years of service.</li> <li>1. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP Statements.</li> <li>2. To oversee the accounting and internal control aspects of the financial and payroll systems.</li> <li>3. To continue timely monthly and year-end closings.</li> <li>4. To upgrade MUNIS to version 10.</li> <li>5. To continue to provide training and support to 200+ MUNIS users in both MUNIS and Crystal Reports.</li> <li>6. To finalize a Brookline-specific accounting manual.</li> <li>7. To continue to convert vendors from checks or wires to ACH Payments.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Comptroller (con't.)</u></b> 8. To continue to digitize financial documents.</p> <p><b><u>Purchasing</u></b> 1. To support the Runkle and Heath School construction projects via bids, peer review, testing, furniture, and fixtures. 2. To establish new blanket contracts for materials and services that will result in savings for Town and School Departments. 3. To begin use of the Purchasing Card (PCard) program with specific departments for appropriate purchases. 4. To modify and update existing contracts, through research and new bids, to improve levels of service and quality of goods. 5. To continue to purchase items that comply with the Town's Green initiatives, such as more fuel efficient vehicles, LED lighting, cleaning, and other materials as appropriate for various department's use. 6. To integrate with on-line procurement sites, as needed, to expand the reach of bids and proposals, where appropriate. 7. To continue to assist the Information Technology Department with various projects. 8. To issue additional Building Department annual service and engineering contracts. 9. To continue to identify and eliminate where feasible telephone lines and circuits, with the assistance of the IT Department. 10. To continue the process of moving to a third telephone service provider, with the goal of lower rates and lower overall costs. 11. To continue to analyze the costs of mail processing and printing to determine where savings may be realized. 12. To continue to promote in-house print capabilities to lessen the costs of outside printing.</p> <p><b><u>Assessors</u></b> 1. To update and expand the Assessor's website to include additional data for apartment and commercial properties. 2. To develop a pilot program for on-line filing of certain assessment forms, including personal property tax returns (Form-of-List) and property income and expense statements. 3. To explore opportunities to create both internal and external data source interfaces with the Town's assessment database. Potential external sources include the Norfolk County Registry of Deeds and the Warren Group's (Banker &amp; Tradesman) monthly transfer directory. Internal sources include all permits and licenses issued by the Town and tax billing and collection data.</p>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Assessing (con't.)</u></b> 4. To expand the use of the Town's GIS program for assessment purposes, including the tracking of sales and permit data. Also, to enhance the interface between the Assessor's CAMA system and GIS.</p> <p><b><u>Treasurer/Collector</u></b> 1. To maintain the Town's Aaa bond rating. 2. To continue the timely monthly and year-end closings. 3. To oversee the financial aspects of the accounting and payroll systems. 4. To continue to maintain an active and aggressive collection program for property taxes, motor vehicle excise, water/sewer, refuse collection, and other charges, fees and fines. 5. To maintain a timely and accurate cash reporting and reconciliation system that ensures excellent internal controls and safeguards Town assets. 6. To maintain an effective cash management and forecasting program that enables optimization of investment returns while ensuring availability of funds when needed. 7. To monitor bank service charges and fees and to actively maintain favorable banking relationships. 8. To continue staff development and seek ways to improve customer services, including the expansion of electronic payment availability and extended 24-hour, seven day service to the public. 9. To actively monitor compliance with Federal Arbitrage regulations and S.E.C. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions. 10. To maintain a prudent debt management program along with a full disclosure and favorable relations with the bond rating and investment community. 11. To continue to implement an aggressive Tailings program to reduce the number of uncashed vendor and payroll checks. 12. To continue to expand the Town's Payment in Lieu of Taxes (PILOT) Program. 13. To continue to implement a funding strategy for the Town's unfunded liabilities of pensions and OPEB's.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department</b></p>
<p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Comptroller</u></b></p> <ol style="list-style-type: none"> <li>1. Worked with Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.</li> <li>2. Trained 21 new MUNIS users and provided 47 new Crystal Reports to users.</li> <li>3. Upgraded Crystal Reports to Version 11.</li> <li>4. Decreased year-end closing time by 2.5 weeks.</li> <li>5. Completed the upgrade to MUNIS 9.</li> <li>6. Completed the testing and conversion of the old MUNIS historical data in master files on 11 historical databases to new master files in a live database, eliminating the need to upgrade 12 historical databases during the annual MUNIS upgrade in 2012.</li> <li>7. Moved to weekly MUNIS Internet Updates (MIU) upgrades, resulting in up-to-date programs, with all bug-fixes applied weekly.</li> </ol> <p><b><u>Purchasing</u></b></p> <ol style="list-style-type: none"> <li>1. Examples of some Town Department bids and RFPs that were prepared, issued and awarded: Truck for 32 Yard Packer Body, DPW Equipment Lease Financing, Taxi Medallion Consultant, Fire Rescue Truck, Dry Cleaning, Sidewalk Tractor, Use and Occupancy of 96 Grove Street, Water Meters Stock, Construction Testing and Inspection Services, Professional Auditing Services, Peer Review Consulting Services, Scheduling Consulting Services, Green Homes Brookline Website Design and Maintenance, Castings Water Works Supplies, Fisher Hill Architect, Level 2 Construction Test and Inspection Services, Executive Search Consultants for Fire Chief Position, Coin-operated Photocopier and Print Vendor Service, Annual Service Contracts for Town Buildings.</li> <li>2. Examples of some School Department bids and RFPs that were prepared, issued and awarded: Student Transportation and METCO Transportation Services, Branded Gourmet Coffee and Hot Tea, Full-Service Hamburgers and Chicken Sandwiches, Computer Supplies, Printer Supplies.</li> <li>3. Town and School contracts were rebid or renewed with on-going improvement of products and services.</li> <li>4. Upgraded Town and School photocopiers for a cost savings on maintenance.</li> <li>5. Continued to prepare, issue, award and manage the cooperative bid and contract for heating oil, gasoline and diesel for 11 regional cities and towns.</li> <li>6. Purchased additional hybrid gas electric vehicles (Toyota Prius and Ford Fusion).</li> <li>7. Modified and updated existing contracts, through research and new bids, to improve levels of service and quality of goods.</li> <li>8. Took advantage changes in MGL Ch. 30B that allowed purchases from other cooperative contracts for public safety dispatch furniture and other items.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Purchasing (con't.)</u></b></p> <ol style="list-style-type: none"> <li>9. Continued to use online procurement sites, such as COMM-PASS, to expand the reach of bids and proposals, where appropriate.</li> <li>10. In conjunction with the IT Department, worked to reduce telephone costs by further leveraging the new VOIP system and by auditing all telephone and fax lines. Moved from existing two providers to a third lower cost provider.</li> <li>11. Continued to review current cell phone providers and changed plans and phones to lower costs and improve service.</li> <li>12. Continued to promote in-house print capabilities to lessen the costs of outside printing. The Annual Report, Financial Plan, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, and other materials continue to be printed internally.</li> </ol> <p><b><u>Assessors</u></b></p> <ol style="list-style-type: none"> <li>1. Completed a town-wide, triennial revaluation of all property classes and received Department of Revenue certification of assessments. The revaluation process included a recalibration of existing market, cost and income valuation models.</li> <li>2. Revalued the two regulated utility distribution companies (gas [National Grid] and electric [NStar]) based on the legal opinion of the Supreme Judicial Court that a valuation methodology that equally weighs net book value and reproduction cost new less depreciation is appropriate.</li> <li>3. Completed an audit of the residential exemption, resulting in the removal of 141 exemptions.</li> <li>4. Reduced the caseload of outstanding Appellate Tax Board (ATB) appeals from more than 250 to less than 100 during the fiscal year through settlement negotiations and defense of value appraisals.</li> </ol> <p><b><u>Treasurer/Collector</u></b></p> <ol style="list-style-type: none"> <li>1. Implemented new banking relationships that reduced the number of bank accounts and reduced the cost of bank services charges.</li> <li>2. Expanded credit card payments to include over the counter transactions.</li> <li>3. Expanded cross-training plan between divisions to provide appropriate services to customers during peak demand periods.</li> <li>4. Implemented a strategy to fully fund the Pension and OPEB liabilities over an identifiable term.</li> <li>5. Successfully negotiated three Payment in Lieu of Taxes (PILOT) Agreements.</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<b>COMPROLLER</b>						<b>ASSESSORS (con't.)</b>					
Payment Vouchers/						Taxable Value (billions)	\$14.84	\$14.67	\$14.93	\$15.26	\$15.30
Invoices Processed	36,474	36,500	36,624	37,000	37,000	Exempt Value (billions)	\$1.530	\$1.550	\$1.640	\$1.871	\$1.900
EFT Payments Processed	805	800	921	900	900	Tax Exempt Property Accts.	290	290	290	290	290
Manual checks processed	4	10	1	1	1	a) 3ABC forms mailed	77	75	75	75	75
Computer Checks						b) Rev'd, entered, analyzed	77	75	71	75	75
Processed	16,944	17,000	17,501	17,500	17,500	c) Inspections	65	50	25	25	25
Vendors Serviced	4,537	4,500	4,603	4,600	4,600	d) Town Properties	106	100	107	107	107
Journal Vouchers						Abatements (real & pers.)	465	500	263	300	300
Processed	2,573	2,200	2,246	2,200	2,200	Appellate Tax Board filed	82	75	41	65	60
Requisitions Approved	9,387	9,000	9,780	9,800	9,800	Pending as of 6/30	59	65	41	55	50
Cash Receipts Processed	27,214	28,000	26,745	27,000	27,000	Pending as of 12/31	39	50	35	45	40
Miscellaneous Committed Bills						Excise Bills Mailed	33,398	33,400	33,973	33,500	33,500
Created	3,033	3,000	4,151	4,100	4,100	Excise Abatements	1,687	1,700	1,537	1,600	1,600
<b>PURCHASING</b>						<b>TREASURER / COLLECTOR</b>					
Blanket Contracts	94	95	96	95	95	Current Year Collections:					
Public Bids	86	85	91	90	90	Property Taxes	99.26%	98.50%	98.46%	98.50%	98.50%
Purchase Orders (PO's)	9,459	9,500	9,860	9,500	9,500	Motor Vehicle Excise	96.62%	95.00%	92.70%	95.00%	92.00%
PO \$ Value (millions)	\$53.2	\$60.0	\$81.1	\$60.0	\$65.0	Investment Earnings:					
<b>ASSESSORS</b>						Total \$	\$251,538	\$250,000	\$399,531	\$250,000	\$350,000
Internet Usage	66,154	67,000	68,383	68,000	68,000	% Increase / (Decrease)	-70.00%	0.6%	59.8%	-37.4%	40.0%
Residential Prop. Value (millions)	\$13.453	\$13.300	\$13.550	\$13.824	\$14.000	Property Tax Bills	68,685	68,685	70,900	70,900	70,900
Residential Prop. Accounts	16,517	16,500	16,667	16,680	16,700	Water Bills	38,773	39,000	39,071	39,000	39,000
Residential Inspections	2,541	2,500	2,100	2,100	2,100	Refuse Bills	29,210	29,000	29,240	29,000	29,000
Commercial Prop. Value (millions)	\$1.250	\$1.220	\$1.217	\$1.246	\$1.250	Motor Vehicle Bills	33,398	33,400	33,973	33,500	33,500
Commercial Prop. Accounts	600	600	597	600	600	MLC's Issued	1,945	2,000	1,835	1,800	1,800
Commercial Prop. Inspections	441	200	85	100	100	Total Payrolls	113	112	112	112	112
Deeds Processed	1,509	1,500	952	1,000	1,000	Total # of Checks	87,102	88,000	89,091	89,000	89,000
Sales Info. Request Mailed and						W-2's Prepared Annually	3,345	3,400	3,501	3,500	3,500
Reviewed	937	1,000	655	750	750	1099's Prepared Annually	811	900	827	800	800
Residential Exemption Filed	702	750	537	600	600						
Statutory Exemptions filed	155	160	158	160	160						
Tax Deferral	10	15	10	10	10						
Personal Property Accounts	1,125	1,150	1,113	1,150	1,150						
a) Form of List mailed	1,071	1,125	1,100	1,100	1,100						
b) Rev'd entered, analyzed	481	500	500	500	500						
c) Full Inspect & List	84	100	95	100	100						

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Finance Department**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,949,523	1,937,019	1,968,242	31,223	1.6%
Services	941,789	978,055	927,066	-50,989	-5.2%
Supplies	36,474	38,752	37,710	-1,042	-2.7%
Other	15,027	17,783	16,165	-1,618	-9.1%
Utilities	1,879	2,419	2,318	-101	-4.2%
Capital	14,750	12,250	15,250	3,000	24.5%
<b>TOTAL</b>	<b>2,959,442</b>	<b>2,986,278</b>	<b>2,966,751</b>	<b>-19,527</b>	<b>-0.7%</b>
BENEFITS			985,940		
REVENUE	1,548,770	1,190,000	1,355,000	165,000	13.9%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Comptroller	506,420	505,741	500,656	-5,085	-1.0%
Purchasing	858,509	873,512	838,817	-34,695	-4.0%
Assessors	604,480	623,662	623,020	-642	-0.1%
Treasurer-Collector	990,033	983,363	1,004,258	20,895	2.1%
<b>TOTAL</b>	<b>2,959,442</b>	<b>2,986,278</b>	<b>2,966,751</b>	<b>-19,527</b>	<b>-0.7%</b>

**COMPTRROLLER**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	343,609	334,128	336,269	2,141	0.6%
Services	146,637	157,248	146,322	-10,926	-6.9%
Supplies	7,438	7,650	7,750	100	1.3%
Other	3,716	3,715	3,715	0	0.0%
Capital	5,020	3,000	6,600	3,600	120.0%
<b>TOTAL</b>	<b>506,420</b>	<b>505,741</b>	<b>500,656</b>	<b>-5,085</b>	<b>-1.0%</b>

**PURCHASING**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	347,159	342,903	344,855	1,952	0.6%
Services	479,562	499,262	462,884	-36,378	-7.3%
Supplies	23,331	23,960	23,960	0	0.0%
Other	2,230	2,568	2,400	-168	-6.5%
Utilities	1,879	2,419	2,318	-101	-4.2%
Capital	4,347	2,400	2,400	0	0.0%
<b>TOTAL</b>	<b>858,509</b>	<b>873,512</b>	<b>838,817</b>	<b>-34,695</b>	<b>-4.0%</b>

**ASSESSORS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	572,397	582,993	585,551	2,558	0.4%
Services	21,188	25,869	25,019	-850	-3.3%
Supplies	1,981	3,000	2,250	-750	-25.0%
Other	6,940	8,500	7,500	-1,000	-11.8%
Capital	1,976	3,300	2,700	-600	-18.2%
<b>TOTAL</b>	<b>604,480</b>	<b>623,662</b>	<b>623,020</b>	<b>-642</b>	<b>-0.1%</b>

**TREASURER-COLLECTOR**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	686,357	676,995	701,567	24,572	3.6%
Services	294,402	295,676	292,841	-2,835	-1.0%
Supplies	3,724	4,142	3,750	-392	-9.5%
Other	2,142	3,000	2,550	-450	-15.0%
Capital	3,408	3,550	3,550	0	0.0%
<b>TOTAL</b>	<b>990,033</b>	<b>983,363</b>	<b>1,004,258</b>	<b>20,895</b>	<b>2.1%</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department					
<b>TREASURER-COLLECTOR SUB-PROGRAM: SUMMARY OF ELEMENTS</b>						<b>PURCHASING SUB-PROGRAM SUMMARY OF ELEMENTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Administration	132,530	142,852	143,766	914	0.6%	Purchasing	284,334	280,304	282,184	1,880	0.7%
Treasurer	203,632	195,360	205,002	9,642	4.9%	General Services	574,174	593,209	556,633	-36,576	-6.2%
Collector	265,450	262,516	268,933	6,417	2.4%	TOTAL	858,509	873,512	838,817	-34,695	-4.0%
Payroll	388,420	382,634	386,556	3,922	1.0%						
TOTAL	990,033	983,363	1,004,258	20,895	2.1%						
<b>ADMINISTRATION</b>						<b>PURCHASING</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	124,645	121,191	140,212	19,020	15.7%	Personnel	269,499	265,964	267,915	1,952	0.7%
Services	6,373	20,232	2,292	-17,940	-88.7%	Services	3,822	3,893	4,091	198	5.1%
Supplies	366	142	200	58	40.8%	Supplies	2,556	3,060	3,060	0	0.0%
Other	60	400	175	-225	-56.3%	Other	2,230	2,568	2,400	-168	-6.5%
Capital	1,086	888	888	0	0.0%	Utilities	1,879	2,419	2,318	-101	-4.2%
TOTAL	132,530	142,852	143,766	914	0.6%	Capital	4,347	2,400	2,400	0	0.0%
						TOTAL	284,334	280,304	282,184	1,880	0.7%
<b>PAYROLL</b>						<b>GENERAL SERVICES</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	267,862	264,915	268,708	3,793	1.4%	Personnel	77,660	76,940	76,940	0	0.0%
Services	118,986	115,732	116,085	354	0.3%	Services	475,740	495,369	458,793	-36,576	-7.4%
Supplies	680	300	300	0	0.0%	Supplies	20,775	20,900	20,900	0	0.0%
Other	303	800	575	-225	-28.1%	Other	0	0	0	0	0.0%
Capital	590	888	888	0	0.0%	Capital	0	0	0	0	0.0%
TOTAL	388,420	382,634	386,556	3,922	1.0%	TOTAL	574,174	593,209	556,633	-36,576	-6.2%
<b>TREASURER</b>											
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	100,658	99,691	100,862	1,171	1.2%						
Services	100,585	92,882	101,353	8,472	9.1%						
Supplies	545	1,000	1,000	0	0.0%						
Other	1,152	900	900	0	0.0%						
Capital	693	888	888	0	0.0%						
TOTAL	203,632	195,360	205,002	9,642	4.9%						
<b>COLLECTOR</b>											
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	193,193	191,197	191,785	588	0.3%						
Services	68,458	66,832	73,111	6,280	9.4%						
Supplies	2,133	2,700	2,250	-450	-16.7%						
Other	627	900	900	0	0.0%						
Capital	1,039	888	888	0	0.0%						
TOTAL	265,450	262,516	268,933	6,417	2.4%						

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
SUB-PROGRAM: Comptroller**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	90,489	106,591	1.00	106,591	1.00	106,591
	Assistant Comptroller	T-10	1.00	1.00	71,420	80,808	1.00	80,808	1.00	80,808
	Senior Accountant	T-5	1.00	1.00	54,434	61,590	1.00	61,590	1.00	61,590
	Senior Audit Clerk	C-6	0.00	0.00	41,266	43,108	1.00	41,871	1.00	42,318
	Senior Office Assistant	C-5	0.00	0.00	39,886	41,714	1.00	40,492	1.00	40,937
	Senior Account/Audit Clerk	C-5	1.00	1.00	39,886	41,714	0.00	0	0.00	0
	Senior Account/Audit Clerk	C-4	2.00	2.00	37,739	39,546	0.00	0	0.00	0
	Subtotal		6.00	6.00			5.00	331,353	5.00	332,244
	Other									
513044	Longevity							1,725		2,975
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							2,775		4,025
	<b>Total</b>		<b>6.00</b>	<b>6.00</b>			<b>5.00</b>	<b>334,128</b>	<b>5.00</b>	<b>336,269</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
SUB-PROGRAM: Purchasing**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	90,489	106,591	1.00	100,429	1.00	101,935
	Procurement Officer	T-8	1.00	1.00	66,032	74,712	1.00	74,712	1.00	74,712
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	44,771	47,024	1.00	47,024	1.00	47,024
	Buyer/Clerk	C-9	1.00	1.00	45,548	47,431	1.00	47,431	1.00	47,431
	Senior Office Assistant	C-5	0.00	0.00	39,886	41,714	1.00	40,492	1.00	40,937
	Senior Clerk/Typist	C-4	1.00	1.00	37,739	39,546	0.00	0	0.00	0
	Mail Clerk	GN-1	0.93	0.93	28,402	29,831	0.93	27,743	0.93	27,743
	Subtotal		5.93	5.93			5.93	337,831	5.93	339,782
513044	Longevity Pay							4,023		4,023
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							5,073		5,073
	<b>Total</b>		<b>5.93</b>	<b>5.93</b>			<b>5.93</b>	<b>342,904</b>	<b>5.93</b>	<b>344,855</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
SUB-PROGRAM: Assessing**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 BUDGET	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	90,489	106,591	1.00	105,016	1.00	106,591
	Deputy Chief Assessor	T-12	1.00	1.00	78,733	89,083	1.00	89,083	1.00	89,083
	Assessor - Commercial Valuation Director	T-10	1.00	1.00	71,420	80,808	1.00	78,007	1.00	79,395
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	68,673	77,700	1.00	73,695	1.00	75,006
	Assistant Assessor / Field Appraiser	GN-10	2.80	2.80	57,532	60,427	2.80	169,204	2.80	169,204
	Principal Clerk	C-8	1.00	1.00	44,167	46,037	1.00	46,037	1.00	46,037
	Subtotal		7.80	7.80			7.80	561,042	7.80	565,316
510102	Permanent Part Time Salaries									
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal							12,000		12,000
	Other									
510300	Overtime							5,216		3,500
513044	Longevity Pay							4,385		4,385
515501	Clothing/Uniform Allowance (In Lieu of Boots)							350		350
	Subtotal							9,951		8,235
	<b>Total</b>		<b>7.80</b>	<b>7.80</b>			<b>7.80</b>	<b>582,993</b>	<b>7.80</b>	<b>585,551</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Treasurer - Collector					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	113,990	134,275	1.00	134,275	1.00	134,275
	Payroll Director	T-14	1.00	1.00	88,465	100,094	1.00	93,273	1.00	94,934
	Assistant Treasurer	T-7	1.00	1.00	63,492	71,838	1.00	65,773	1.00	66,943
	Assistant Collector	T-7	1.00	1.00	63,492	71,838	1.00	71,838	1.00	71,838
	Payroll Coordinator	T-5	2.00	2.00	54,434	61,590	2.00	117,979	2.00	118,983
	Head Cashier	C-9	1.00	1.00	45,548	47,431	1.00	46,962	1.00	47,431
	Senior Office Assistant/AR	C-5	0.00	0.00	39,886	41,714	1.00	41,301	1.00	41,714
	Senior Office Assistant	C-5	0.00	0.00	39,886	41,714	2.00	81,600	2.00	82,651
	Sr. Accounts Recievable Clerk	C-5	1.00	1.00	39,886	41,714	0.00	0	0.00	0
	Senior Clerk Typist	C-5	1.00	1.00	39,886	41,714	0.00	0	0.00	0
	Senior Clerk Typist	C-4	1.00	1.00	37,739	39,546	0.00	0	0.00	0
	Subtotal		10.00	10.00			10.00	653,001	10.00	658,769
510901	Temporary Part Time Salaries									
	Clerical Assistant		0.70	0.70			0.00	0	0.00	0
	Clerical Support		0.00	0.00			0.00	0	0.00	17,500
	Senior Office Assistant	C-5	0.00	0.00	39,886	41,714	0.31	12,187	0.31	12,691
	Subtotal		0.70	0.70			0.31	12,187	0.31	30,191
	Other									
510300	Regular Overtime							6,181		6,181
513044	Longevity Pay							4,225		5,025
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							11,806		12,606
	<b>Total</b>		<b>10.70</b>	<b>10.70</b>			<b>10.31</b>	<b>676,995</b>	<b>10.31</b>	<b>701,567</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services</b>
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**PROGRAM DESCRIPTION**

The Office of Town Counsel handles all litigation and legal affairs including personal injury and property damage cases; all contract drafting; dispute resolution and litigation; administrative hearings and appeals before state and federal agencies; legislative matters involving Town Meetings, including the preparation of articles, votes, and by-law amendments; legal opinions and advice to Town departments and agencies; representation for the School Department, including special education hearings and appeals; and tax abatements, foreclosures, and appellate tax board appeals.

The Office of Town Counsel also consults and works with the Town's operating departments in programs to address and resolve personnel and safety issues before they develop into liability problems for the community.

**BUDGET STATEMENT**

The FY13 budget reflects an increase of \$2,180 (0.3%). Personnel increases \$5,980 (1.1%) due to Steps. The decrease in Services (\$4,000, 3.1%) is due to a reduction in General Consulting-Outside Counsel (\$5,000), slightly offset by an increase in Subscriptions (\$1,000). Supplies increase \$1,100 (50%) for Office Supplies and the decrease in Other (\$900, 0.9%) is for Conferences.

**FY2013 OBJECTIVES**

1. To upgrade and improve the Town Counsel website.
2. To expand the role of Associate Town Counsels with board and commission work.
3. To conduct monthly staff meetings.
4. To provide specialized educational opportunities for staff advancement in municipal law areas.
5. To reduce the use of and costs of outside counsel.
6. To draft a No Trespass Policy and Procedure for department heads.
7. To assist the Town with drafting a policy pursuant to G.L. c. 93H to protect the privacy of personal data.
8. To Draft a Social Media Policy for the Town.
9. To conduct discovery in Sonia v. Town of Brookline et al.; move for summary judgment.
10. To remain diligent in efforts to respond to and assist with the needs and concerns of the community.
11. To continue to assist and advise department heads and administrative staff on legal issues and concerns.

**OBJECTIVES (Con't.)**

12. To continue to represent the Housing Division at closings and at other times for creation of affordable housing in the Town.
13. To continue to provide legal guidance in drafting new and revising existing policies and procedures within the School Department.
14. To continue to utilize current legal research methods as well as to update various software programs for case tracking and management.
15. To continue to develop and expand on professional skills and goals.
16. To achieve continued success in representing the Treasure/Collector in tax title cases (real property tax collection).
17. To continue to coordinate and provide training to boards, commissions and employees on the Public Records, Open Meeting and Conflict of Interest laws and to keep them apprised of any changes in those laws.
18. To continue to diligently investigate claims made against the Town and, when applicable, negotiate settlements.
19. To continue to actively review all bankruptcy notices, file Proofs of Claims, and when necessary, to pursue collection on delinquent contractual obligations due to the Town.
20. To achieve continued success in defending the Town against claims and lawsuits.
21. To continue to assist and advise the Planning and Community Development Department, and various other departments to accomplish a multitude of community projects.
22. To actively pursue collection of various unpaid municipal charges/fees due to the Town.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	544,269	543,387	549,367	5,980	1.1%
Services	100,394	128,017	124,017	-4,000	-3.1%
Supplies	2,198	2,200	3,300	1,100	50.0%
Other	102,826	104,700	103,800	-900	-0.9%
Capital	3,237	3,000	3,000	0	0.0%
<b>TOTAL</b>	<b>752,924</b>	<b>781,304</b>	<b>783,484</b>	<b>2,180</b>	<b>0.3%</b>
BENEFITS			271,340		
REVENUE	38,169	5,000	5,000	0	0.0%

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services</b></p>
<p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Completed FY11 without any request for Reserve Fund transfers.</li> <li>2. Drafted, negotiated, reviewed and approved dozens of Town Contracts, Requests for Proposals and Lease Agreements.</li> <li>3. Conducted a seminar on the Open Meeting Law and Ethics Law jointly with the Attorney General's Office and State Ethics Commission and invited members of the public from the entire Northeast region.</li> <li>4. Won dismissal by the Massachusetts Commission Against Discrimination (MCAD) in a disability discrimination case brought by a terminated DPW laborer. (<u>McDonald v. Town of Brookline</u>).</li> <li>5. Assisted with drafting the Police Department policy applicable to automated license plate readers.</li> <li>6. Successfully defended the Shukert civil rights claims against the Town in the U.S. district court, resulting in a dismissal of all claims.</li> <li>7. Coordinated the School's response to a comprehensive investigation by the USDOE/OCR of alleged civil rights claims alleged to have occurred at the Heath School, which resulted in OCR's finding that the complainant had failed to establish sufficient evidence to sustain the complaint.</li> <li>8. Assisted with drafting the by-law to authorize fingerprint-based criminal background checks in connection with municipal licensing.</li> <li>9. Facilitated and oversaw implementation of recently enacted bullying prevention legislation in the Schools, which included development and review of the School's Bullying Prevention Plan and related Policy and Procedure.</li> <li>10. Worked closely with the members of the Liquor Licensing Review Committee, Alcoholic and Beverages Control Commission (ABCC) and coordinated forums with the local community (residents and restaurant owners) to receive their input while assisting with the re-draft of the Town's Liquor Licensing Regulations.</li> <li>11. Successfully defended a decision to bypass a candidate for police officer that did not meet the necessary requirements after the candidate filed an appeal with the Civil Service Commission.</li> <li>12. Recovered over \$350,000 in Real Estate Property Taxes on behalf of the Treasury Department that was owed to the Town.</li> <li>13. Successfully defended the Town in a number of personal injury lawsuits brought in the Superior Court, where Plaintiffs' claimed damages collectively exceeded \$175,000.</li> <li>14. Continued to provide legal guidance and representation on a daily basis to the school administration and other school personnel in such matters as deposition subpoenas, student disciplinary matters, issues of enrollment eligibility and special education.</li> <li>15. Successfully defended the Town against numerous unsubstantiated damage claims and effectively negotiated settlements when warranted.</li> <li>16. Recovered over \$35,000 dollars of Chapter 111F expenses from liable third parties for costs expended for police and fire department personnel who were injured on duty.</li> <li>17. Assisted in the successful recovery of over \$46,000 in restitution from individuals who damaged Town-owned property.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <ol style="list-style-type: none"> <li>18. Presented numerous trainings to individual board and commission members to ensure that all participants are educated on the Open Meeting Law and Public Records Law and of the recent changes in these laws.</li> <li>19. Successfully defended challenges to the Town's Zoning By-Law in the Massachusetts Supreme Judicial Court.</li> <li>20. Assisted the Finance Director in establishing a standard protocol for the collections and foreclosure process in the Town.</li> <li>21. After extensive negotiations, favorably settled several MCAD matters.</li> <li>22. Assisted the Police Department with recovery of monies owed to the Town for unpaid ticket violations.</li> <li>23. Successfully defended an Appeals Court challenge to the Transportation Board's authority to terminate Taxi business licenses.</li> <li>24. Settled Brookline Conservation Land Trust lawsuit, ensuring land is signed and open and available to public.</li> <li>25. Negotiated and finalized a 30-year lease with the Brookline Arts Center for the Town's property located at 86 Monmouth Street Property (Chemical Firehouse).</li> <li>26. Successfully defended ZBA decision in Land Court concerning the Silbert Property at 106 Spooner Road.</li> <li>27. Represented Housing Staff at closings and at other times for the creation of affordable housing in the Town.</li> </ol>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Legal Services**

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<u>Performance:</u>					
Disposed Court Cases	59	55	57	55	60
Formal Legal Opinions	43	45	41	45	38
Petitions to Foreclose	20	20	22	20	35
Land Court & Tax Title Cases	23	15	11	15	15
Retirement Cases	0	1	1	1	1
Special Ed. Appeals *	30	25	32	25	25
Appellate Tax Board	7	10	4	10	8
Leases/Ground Leases	8/2	8/2	8/2	8/2	8/2
Zoning Board Appeals	12	10	10	10	11
Personal Injury	15	10	21	10	15
Property Damages	30	15	26	15	20
Civil Service	2	5	1	5	3
Contract cases	3	5	2	5	4
Bankruptcy cases **	14	10	13	10	15
Miscellaneous					
Lawsuits***	52	50	53	50	50
Housing Projects/Closings	45	50	41	50	50
Contracts Reviewed and Approved (approx.)	335	350	339	350	340
Claim Letters Processed	548	550	495	550	550

\* Includes rejected IEPs that were resolved prior to litigation.

\*\* Does not include numerous Notices of Discharge.

\*\*\* Category includes: civil rights actions, employment discrimination claims, code enforcement cases, appeals of the denial of gun permits, and actions wherein the Town is the Plaintiff.

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	113,990	134,275	1.00	128,409	1.00	130,335
	Associate Town Counsel II	D-5	2.00	2.00	90,489	106,591	2.00	199,638	2.00	202,634
	Associate Town Counsel I	T-14	1.00	1.00	88,465	100,094	1.00	100,094	1.00	100,094
	Senior Paralegal Secretary	T-5	1.00	1.00	54,434	61,590	1.00	59,454	1.00	60,513
	Paralegal Secretary	C-9	1.00	1.00	45,548	47,431	1.00	47,431	1.00	47,431
	Subtotal		6.00	6.00			6.00	535,026	6.00	541,007
	CDBG Charge-Off							(5,000)		(5,000)
	Workers' Comp. Charge-Off							(10,000)		(10,000)
	Net Total		6.00	6.00			6.00	520,026	6.00	526,007
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.53	0.53	37,739	39,546	0.53	20,960	0.53	20,960
	Subtotal		0.53	0.53			0.53	20,960	0.53	20,960
	Other									
513044	Longevity Pay							2,050		2,050
515501	Clothing/Uniform Allowance							350		350
	Subtotal							2,400		2,400
	<b>Total</b>		<b>6.53</b>	<b>6.53</b>			<b>6.53</b>	<b>543,387</b>	<b>6.53</b>	<b>549,367</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee</b>
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**PROGRAM DESCRIPTION**

The Advisory Committee is appointed by the Moderator in accordance with Sections 2.2.1 and 2.2.2 of the Town's By-Laws, which read as follows:

"Section 2.2.1: The Moderator shall, in June of each year, appoint citizens to serve on the Advisory Committee (herein the "Committee") established under G.L.C. 39, Section 16, and this By-Law. Members of the Committee shall serve without compensation. The Committee shall consist of not fewer than twenty nor more than thirty registered voters of the Town. At least one elected Town Meeting Member shall be appointed from each precinct. No more than six members shall be appointed who are not elected Town Meeting Members at the time of their appointment. No more than four members of the Committee shall reside in the same precinct. No member of the Committee shall be an employee of the Town or a member of any standing board or Committee having charge of the expenditure money; but, this restriction shall not disqualify from appointment to the Committee, members of special committees which may be created from time to time by Town Meeting, the Moderator, or the Selectmen to report on specific matters.

Section 2.2.2: members shall hold office from July 1st, in the year of their appointment, for three year staggered terms and until their successors are appointed. All vacancies shall be filled by the Moderator for the unexpired term of the appointee's predecessor."

**BUDGET STATEMENT**

The FY13 budget reflects an increase of \$85 (0.4%) which represents a personnel adjustment for Steps.

**FY2013 OBJECTIVES**

In accordance with Section 2.2.5 of Article 2.2: "The Committee shall consider any and all municipal questions, including appropriation requests and proposed action under all articles in the Warrant for a Town Meeting, for the purpose of making reports and recommendations to the Town. The Committee shall submit a budget at the Annual Town Meeting. It may examine the books and records of any board, committee, or officer of the Town as far as permitted by law.

The Superintendent of Schools (in the case of school appropriations) and the Town Administrator (in the case of all other appropriations) shall submit their requests for appropriations to the Committee by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later."

**ACCOMPLISHMENTS**

1. During FY2011, the full Advisory Committee met 33 times and Subcommittees met another 56 times, in addition to capital project site visits.
2. Spent three months reviewing the Town Administrator's Proposed FY2012 Financial Plan and Capital Improvements Program and developing the Advisory Committee's version. Presented to Town Meeting a detailed analysis and recommendation, which included an overview of the Town budget, a comprehensive report on the School budget, and descriptions of the numerous construction/renovation projects included in the CIP.
3. Prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles and financial considerations. Topics included a variety of zoning issues related to such things as the Davis Path Special District, Local Historic District, Fisher Hill Reservoir Park, Cleveland Circle Overlay District and residential parking requirements.
4. Regularly updated meeting schedules, maintained on-going communications and provided materials to all department heads, boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties. Held public hearings on issues before Town Meeting.
5. Members of the Advisory Committee participated on committees appointed by the Board of Selectmen on a variety of topics including zoning by-laws, noise by-laws, climate action and parking.
6. Members also served on several standing Town committees including the Labor Advisory, Town/School Partnership, Naming and Audit.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	17,303	17,857	17,942	85	0.5%
Services	0	36	36	0	0.0%
Supplies	1,145	1,275	1,275	0	0.0%
Other	326	570	570	0	0.0%
Capital	291	295	295	0	0.0%
<b>TOTAL</b>	<b>19,065</b>	<b>20,033</b>	<b>20,118</b>	<b>85</b>	<b>0.4%</b>
BENEFITS			293		
REVENUE	0	0	0	0	0.0%

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Advisory Committee**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries Executive Assistant	C-10	0.35	0.35	49,894	52,020	0.35	17,857	0.35	17,942
	<b>Total</b>		<b>0.35</b>	<b>0.35</b>			<b>0.35</b>	<b>17,857</b>	<b>0.35</b>	<b>17,942</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b> The Town Clerk is elected to a three-year term by the citizens of the Town. The Department has three subprograms - Public Records, Elections, and Voter Registration - that are mandated by Federal and State statutes and Town By-Laws to record, implement, compile, and preserve the actions and directives of the Town's executive and legislative branches. The principal duties of the office are to maintain factual public records and to administer fair and accurate elections. The Department's responsibilities also include secretarial duties for the Zoning Board of Appeals (ZBA) and the Board of Registrars of Voters.</p> <p>A brief description of each of the subprograms is as follows:</p> <p><b><u>Public Records</u></b> - Duties include the keeping of the Town Seal and all official records of the Town; maintaining all rules, regulations, and by-laws governing the Town's various boards, departments, commissions, and committees; certifying Town Meeting actions and official documents; performing oaths of office; recording all births, deaths, and marriages and issuing certified copies of same; issuing licenses, permits, certificates, and renewals; and performing all secretarial duties for the ZBA.</p> <p><b><u>Elections</u></b> - The Town Clerk is the mandated authority for conducting federal, state, and local elections. The Town Clerk serves as the custodian of the voting machines and is responsible for the supervision and instruction of over 200 election workers in the use of those machines and in laws pertinent to their duties. The Town Clerk is required to provide certified election results to the Office of the Secretary of State, the Bureau of Accounts, and numerous other governing bodies and agencies.</p> <p><b><u>Voter Registration</u></b> - The Town Clerk serves as an ex-officio member of the Board of Registrars of Voters. Duties include registering all eligible residents of the Town as voters, producing a street list of the residents of the Town, and certifying signatures of registered voters of the Town on nomination papers of candidates for federal, state, and local office, as well as referendum and initiative petitions.</p>	<p><b><u>BUDGET STATEMENT (Con't.)</u></b> The FY13 budget reflects an increase of \$51,095 (8.9%) primarily due to the fact that there will be three elections in FY13 compared to two in FY12. Personnel increases \$48,745 (10.1%) and includes a \$47,000 increase for Election Workers, Steps (\$1,595), and an increase in Longevity (\$150).</p> <p>Services increase \$950 (1.2%) for Credit Card Service Charges and the increase in Supplies (\$1,400, 11.3%) reflects an increase in Meals and Receptions (\$2,000) associated with the additional election, slightly offset by a decrease in Office Supplies (\$600).</p> <p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To publish the 2012 List of Persons 17 Years of Age and Older and the list of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the the Town Meeting Members Association.</li> <li>2. To update the General and Zoning By-Laws based upon the Office of the Attorney General's Municipal Law Unit's approval of the actions taken at the May, 2012 Annual Town Meeting and at the November, 2012 Special Town Meeting.</li> <li>3. To certify nomination papers for all district-wide, state-wide and Congress for the September 2012 State Primary.</li> <li>4. To certify signatures for additional initiative petitions for the November 6, 2012 State Election.</li> <li>5. To destroy ballots and election material from the 2010 State Primary and State Election.</li> <li>6. To conduct voter registration sessions for the September, 2012 State Primary and November 6, 2012 State Election.</li> <li>7. To administer, record and certify the September 2012, State Primary and November 6, 2012 State Election and transmit the certified results to the Elections Division of the Office of the Secretary of the Commonwealth.</li> <li>8. To administer, record and certify the actions taken at the November 2012, Special Town Meeting, and at the May, 2013 Annual Town Meeting.</li> <li>9. To certify and publish the minutes of the May 2012 Annual Town Meeting.</li> <li>10. To certify and transmit all General and Zoning By-Laws, passed at the November 2012 Special Town Meeting, and at the May, 2013 Annual Town Meeting, to the Office of the Attorney General's Municipal Law Unit for review and approval.</li> <li>11. To administer and record the collection of data for the 2013 List of Persons Seventeen Years of Age and Older.</li> <li>12. To mail absentee ballot applications to all Certified Physically Disabled Voters.</li> <li>13. To conduct voter registration sessions for the May, 2013 Annual Town Election.</li> <li>14. To administer, record and certify the May, 2013 Annual Town Election.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p>15. To transmit a certified list of Elected Town Officers, elected at the May, 2013 Annual Town Election, to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>16. To update the Town Meeting Members data on the Town's website based upon the certified results of the May 2013, Annual Town Election.</p> <p>17. To transmit certified votes of all authorizations to borrow, passed at the May, 2013 Annual Town Meeting, to the Local Services Division of the Department of Revenue.</p> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p>1. Certified signatures for initiative petitions for the November 6, 2012 State Election.</p> <p>2. Published the 2011 List of Persons 17 Years of Age and Older and the 2011 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.</p> <p>3. Transmitted to the Secretary of the Commonwealth the 2011 Reprecincting Plan based upon the 2010 Federal Decennial Census.</p> <p>4. Updated the General By-Laws based upon the Attorney General's approval of the amendments taken at the May 24, 2011 Annual Town Meeting the May 26, 2011 Special Town Meeting, and the November 15, 2011 Special Town Meeting.</p> <p>5. Conducted staff training for updates to the GeoTMS Dog File.</p> <p>6. Reviewed, updated and transmitted the Business Certificate file to GeoTMS.</p> <p>7. In consultation with the IT Department and the Elections Division of the Secretary of the Commonwealth, reviewed and implemented the 2011 reprecincting changes.</p> <p>8. Administered, recorded and certified the actions taken at the November 15, 2011 Special Town Meeting, and the May, 2012 Annual Town Meeting.</p> <p>9. Certified and transmitted all General and Zoning By-Laws passed at the November 15, 2011 Special Town Meeting and the May, 2012 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.</p> <p>10. Reprecincted the Town and notified all Active and Inactive Voters of their change of precinct and polling location.</p> <p>11. Conducted staff training for updates to IMAS software for archival records.</p> <p>12. Conducted staff training for implementation the of DPH Vitals software for births.</p> <p>13. Performed the collection of the data for the 2012 Street List of Persons 17 Years of Age and Older.</p> <p>14. Mailed absentee ballot applications to all Certified Physically Disabled Voters.</p> <p>15. Conducted voter registration sessions for the March 6, 2012 Presidential Preference Primary.</p>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p>16. Administered, recorded and certified the results for the March 6, 2012 Presidential Preference Primary.</p> <p>17. Transmitted the certified results of the March 6, 2012 Presidential Preference Primary to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>18. Conducted staff training for implementation of Business File on GeoTMS.</p> <p>19. Conducted voter registration sessions for the May 2012, Annual Town Election.</p> <p>20. Administered, recorded and certified the results of the May, 2012 Annual Town Election.</p> <p>21. Transmitted a List of Elected Town Officers elected at the May, 2012 Annual Town Election to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>22. Updated the Town Meeting Members data on the Town's website based upon the certified results of the May, 2013 Annual Town Election.</p> <p>23. Transmitted certified votes of all authorizations to borrow, passed at the May, 2012 Annual Town Meeting, to the Local Services Division of the Department of Revenue.</p> <p>24. Certified and published the minutes of the May, 2011 Annual Town Meeting.</p>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
Performance:											
% of Eligible Registered Voters Participating (average)	32.9%	26.0%	24.3%	27.5%	32.3%	Voters Registered	2,135	1,500	1,603	1,500	2,500
% Rate of Return for Census Forms	49.0%	65.0%	63.0%	68.0%	68.0%	Party/Address Changes	4,270	8,250	9,357	3,500	7,500
Hours Election Workers Trained	24	24	24	12	18	Voters Inactivated	1,750	3,500	5,982	5,500	4,800
Workload:						ZBA Notices Distributed	22,977	19,500	18,789	19,000	19,000
Total Elections	3*	3	3	2	3						
Total Residents	52,387	54,850	58,732	56,750	57,750						
Registered Voters	38,064*	40,250*	36,813	38,650*	38,750						
Inactive Voters	13,051	8,750	6,242	8,000	8,000						
Marriage Licenses	436	430	425	435	435						
Conservation Licenses	458	425	337	160	0***						
Board of Appeals	60	58	79	70	70						
Dog Licenses	1,969	1,980	2,332	2,350	2,400						
Green Dog Licenses	N/A	N/A	1,418	1,425	1,450						
Business Certificates	259	260	244	250	260						
Passports	348	360	571	0**	0**						
Other	3,394	3,500	3,709	3,700	3,700						
<p>* State requires incorporating Inactive Voters as part of the registered voter total</p> <p>**Reflects new regulations prohibiting Town Clerks from processing passports if they also handle birth certificates.</p> <p>*** Reflects that the Town will no longer be an agent for fishing and hunting licenses.</p>											

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Town Clerk**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	523,586	480,681	529,427	48,745	10.1%
Services	73,909	77,273	78,223	950	1.2%
Supplies	12,454	12,350	13,750	1,400	11.3%
Other	479	1,400	1,400	0	0.0%
Capital	3,549	2,500	2,500	0	0.0%
<b>TOTAL</b>	<b>613,978</b>	<b>574,204</b>	<b>625,299</b>	<b>51,095</b>	<b>8.9%</b>
<b>BENEFITS</b>			199,332		
<b>REVENUE</b>	222,220	162,900	168,400	5,500	3.4%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Public Records	269,117	307,629	310,024	2,395	0.8%
Elections	216,550	134,069	182,769	48,700	36.3%
Voter Registration	128,310	132,507	132,507	0	0.0%
<b>TOTAL</b>	<b>613,978</b>	<b>574,204</b>	<b>625,299</b>	<b>51,095</b>	<b>8.9%</b>

**PUBLIC RECORDS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	249,760	286,534	288,279	1,745	0.6%
Services	14,346	16,845	18,095	1,250	7.4%
Supplies	984	2,600	2,000	-600	-23.1%
Other	479	400	400	0	0.0%
Capital	3,549	1,250	1,250	0	0.0%
<b>TOTAL</b>	<b>269,117</b>	<b>307,629</b>	<b>310,024</b>	<b>2,395</b>	<b>0.8%</b>

**ELECTIONS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	166,887	94,000	141,000	47,000	50.0%
Services	38,368	32,319	32,019	-300	-0.9%
Supplies	11,295	7,750	9,750	2,000	25.8%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>216,550</b>	<b>134,069</b>	<b>182,769</b>	<b>48,700</b>	<b>36.3%</b>

**VOTER REGISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	106,939	100,148	100,148	0	0.0%
Services	21,196	28,109	28,109	0	0.0%
Supplies	175	2,000	2,000	0	0.0%
Other	0	1,000	1,000	0	0.0%
Capital	0	1,250	1,250	0	0.0%
<b>TOTAL</b>	<b>128,310</b>	<b>132,507</b>	<b>132,507</b>	<b>0</b>	<b>0.0%</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Town Clerk**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION		
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Town Clerk	D-4	1.00	1.00	83,017	97,790	1.00	97,790	1.00	97,790	
	Assistant Town Clerk	T-10	1.00	1.00	71,420	80,808	1.00	79,395	1.00	80,808	
	Administrative Assistant	C-8	0.00	0.00	44,167	46,037	1.00	46,037	1.00	46,037	
	Principal Clerk	C-7	1.00	1.00	42,391	44,246	1.00	44,246	1.00	44,246	
	Senior Clerk Typist (ZBA)	C-6	1.00	1.00	41,266	43,108	1.00	43,108	1.00	43,108	
	Senior Clerk Typist	C-6	0.00	1.00	41,266	43,108	1.00	42,318	1.00	42,500	
	Senior Clerk Typist	C-4	1.00	0.00	37,739	39,546	0.00	0	0.00	0	
	Clerk/Typist	C-4	1.00	1.00	37,739	39,546	0.00	0	0.00	0	
	Subtotal		6.00	6.00			6.00	352,894	6.00	354,489	
510102	Permanent Part Time Salaries										
	Registrar (3)					3,000		3,000		3,000	
	Registrar, Ex Officio (1)					1,500		1,500		1,500	
	Chair Board of Appeals (1)					\$140/mtg.		3,550		3,550	
	Members Board of Appeals (2)					\$50/mtg.		7,550		7,550	
	Members Board of Examiners (3)					\$30/mtg.		300		300	
	Subtotal							15,900		15,900	
510201	Temporary Full Time Salaries										
	Election Workers							94,000		141,000	
	Census Workers							3,500		3,500	
	Subtotal							97,500		144,500	
510901	Temporary Part Time Salaries										
	Town Meeting							2,500		2,500	
	Subtotal							2,500		2,500	
	Other										
510300	Regular Overtime							4,088		4,088	
513044	Longevity Pay							4,400		4,550	
514501	Town Clerk Zoning Board of Appeals (Stipend)							2,000		2,000	
515501	Clothing/Uniform Allowance (In lieu of boots)							1,400		1,400	
	Subtotal							11,888		12,038	
	<b>Total</b>		<b>6.00</b>	<b>6.00</b>				<b>6.00</b>	<b>480,681</b>	<b>6.00</b>	<b>529,427</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, housing, historic preservation, and CDBG/HOME grant programs. The Department also provides support to the Planning Board, Zoning Board of Appeals, Housing Advisory Board, Preservation Commission, and other appointed committees and task forces.</p> <p>The Department consists of the following four sub-programs:</p> <p>The <b>Planning and Administration Sub-program</b> focuses on improving the quality of life of all residents through: administration of the Zoning By-Law and design review requirements; assistance in the preparation of the Capital Improvement Program (CIP); preparation of state and federal grant applications; participation in regional planning (MAPC) and monitoring and coordination of significant developments in nearby municipalities; support of Town boards, commissions, and committees; provision of technical assistance to Town agencies, citizens, and groups, as well as developers, attorneys, and architects on potential development applications; preparation of Zoning By-Law amendments; preparation and implementation of the Comprehensive Plan; preparation and management of design and related improvement plans; and management of Planning Board and Zoning Board of Appeals records and development applications and decisions, including the on-going monitoring of associated conditions of approval. This sub-program is also responsible for the administration of the federally-funded Community Development Block Grant (CDBG) and HOME programs.</p> <p>The <b>Housing Sub-program</b> works to increase the supply of affordable housing in town through the administration of all housing programs, including affordable housing preservation, development, and financing.</p> <p>The <b>Economic Development Sub-program</b> focuses on the encouragement of appropriate economic growth, fostering the prosperity of businesses in the Town's commercial areas, enhancing the Town's appearance by promoting design excellence in new development, and preserving and enhancing the character of neighborhoods.</p> <p>The <b>Preservation Sub-program</b> assists the Preservation Commission with the promotion, protection, restoration, and preservation of the Town's historical and cultural assets. Major functions include the preparation and implementation of policies, programs, and plans to guide development, the conservation of open space, and the preservation of historic and cultural resources. The Division also administers the Historic Districts and Demolition By-Laws.</p>	<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget represents a \$10,161 (1.7%) decrease. Personnel decreases \$9,833 (1.7%) for a combination of the elimination of the vacant Commercial Areas Coordinator (\$72,298), replaced by an Economic Development Planner (\$58,789), Steps (\$4,624), and the adjustments made to account for a reduction to the CD budget (\$40,061 of the CD charge-off was reduced, and the vacant CD Fiscal Agent was eliminated to offset the reduced funding).</p> <p>Services decrease \$144 (0.9%) due to a reduction in Subscriptions (\$440) coupled with an increase in the Copier Lease (\$296). Supplies decrease \$220 (2.3%) in Photographic Supplies, and the increase in Other (\$37, 0.8%) reflects an increase in Education/Training/Conferences (\$837) combined with a decrease in Dues and Memberships (\$800).</p> <p><b><u>FY2013 OBJECTIVES</u></b></p> <p><b><u>Planning and Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To create, modify and educate stakeholders on the land use plans of the Town.</li> <li>2. To continue to provide reports, plans and minutes on the Town's website, thereby increasing transparency.</li> <li>3. To help shape the planning and design of proposed developments and commercial signage and facades by providing guidance to developers, business owners, architects and sign makers.</li> <li>4. To facilitate the Planning Board, Board of Appeals and Preservation Commission approval processes by providing administrative and technical support, including written and oral reports and review of compliance with conditions of permits.</li> <li>5. To provide information to citizens and developers about the Zoning By-Law, Demolition Delay By-Law and the Local Historic District approval processes, regulations, and other Town requirements in a user-friendly fashion.</li> <li>6. To develop possible updates of the Zoning By-Law to address the current needs and vision of the community.</li> <li>7. To provide technical and administrative support to committees established by the Selectmen.</li> <li>8. To aid in formulating design guidelines and other technical reports to guide physical change of the Town, including the Town's Capital Improvement Program.</li> <li>9. To foster interdepartmental communication through meetings and written information on issues that cross departmental lines.</li> <li>10. To continue to persue membership in Hubway, the regional bicycle sharing system, in Brookline.</li> <li>11. To begin to implement the Neighborhood Conservation District (NCD) by-law through the establishment of procedures and regulations for NCD Commissions.</li> <li>12. To represent the Town on regional and statewide planning issues.</li> <li>13. To continue to implement streamlined grantee reporting methods.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Planning and Administration (con't.)</u></b></p> <p>14. To provide continued administration and oversight of \$436,000 in CDBG-R recovery funds.</p> <p>15. To participate and coordinate with members of the Brookline-Newton-Waltham-Watertown Continuum of Care to ensure that housing and service activity programs funded achieve maximum efficiency and success for the communities of Brookline, Newton, Waltham, and Watertown.</p> <p>16. To provide insightful direction and recommendations to the Board of Selectmen and the CDBG Advisory Committee concerning the use of CDBG funding.</p> <p>17. To provide counsel, opportunities for participation, and technical assistance to individuals, organizations and, for- and non-profits on the requirements of the formula grants awarded to the Town from eligibility to award through project completion.</p> <p>18. To maintain and implement on-going upgrades in the Integrated Disbursement Information System (IDIS) to ensure accuracy of data required by the Department of Housing and Urban Development for the CDBG formula grant and ARRA funded grants the Town receives.</p> <p>19. To administer and provide grant and fiscal oversight of CDBG funds received by the Town. This includes development of the One-Year Action Plan, Environmental Review, year-end performance and evaluation review through the CAPER; and consistent reporting throughout the year in open CDBG funded activities.</p> <p>20. To continue to work with the Continuum of Care to develop and promulgate a Homeless Management Information System (HMIS).</p> <p><b><u>Housing</u></b></p> <p>1. To work with the Housing Advisory Board, Board of Selectmen and others to continue to implement the Town's affordable housing goals, policies, strategies, and programs; and to respond to changing statutory and regulatory requirements, market opportunities and resident needs.</p> <p>2. To work with affordable housing developers and market rate developers proposing projects under the Affordable Housing Requirements of the Zoning By-Law (Section 4.08) to maximize appropriate affordable housing outcomes. Activities include, as appropriate, assistance during the regulatory process; design and financial review; coordination of proposals and documentation related to financial assistance; and project oversight.</p> <p>3. To work with developers making cash payments in lieu of units and assist the Housing Advisory Board with the administration of the Housing Trust.</p> <p>4. To identify appropriate private properties for acquisition and redevelopment as affordable and mixed-income housing, and to recruit and engage non- and for-profit developers to create affordable and mixed-income housing. Also, to work collaboratively with such developers to secure required funding and to provide project oversight.</p>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Housing (con't.)</u></b></p> <p>5. To promote first-time homeownership by assisting income-eligible households with technical assistance and financial resources for home purchase; and by working with developers of new housing, as well as sellers of existing units under deed restrictions, to select new buyers through marketing, holding of lotteries, determining eligibility and final selection of residents.</p> <p>6. To act as an authorized Get-Out-the Lead Agency for owners referred from the Childhood Lead Poisoning Prevention Program (CLPP) and, on a very limited basis, to offer rehab assistance to lower-income homeowners at risk of displacement.</p> <p>7. To assist owners of affordable housing to preserve affordability through capital improvement loans, based upon funding availability.</p> <p>8. To monitor state and federal legislation and funding for affordable housing, as well as private opportunities; to maximize access to such funding, for example the federal homelessness funding, Massachusetts Soft Second first time homebuyer funding, and various project specific grants/loans.</p> <p>9. To maintain up-to-date information and to provide information and referral to members of the public seeking affordable housing or housing-related resources.</p> <p>10. To monitor occupancy of existing affordable housing to assure long-term preservation.</p> <p>11. To wind down the federally-supported Homelessness Prevention and Rapid Re-housing Program, working with partners to identify other resources.</p> <p><b><u>Economic Development</u></b></p> <p>1. To pursue and manage opportunities identified as appropriate places for commercial redevelopment, including, where appropriate, tax certainty agreements.</p> <p>2. To seek other funding sources in addition to CDBG to broaden the eligibility for Microenterprise small business grant/loan programs.</p> <p>3. To study the appropriateness for "Shop Local" and "Main Street" type programs to support our existing independently-owned businesses.</p> <p>4. To work with the business community and Town departments to create an information packet for new businesses.</p> <p>5. To work with the Building Commissioner to create a guide to construction-related permit requirements for commercial properties.</p> <p>6. To study whether any incentives or additional regulations may be desirable to encourage a healthy mix of business types (e.g., retail vs. service establishments) in our commercial areas.</p> <p>7. To seek alternative means to managing the kiosk program, which may include technology and/or cost offsetting for the program.</p> <p>8. To continue to manage community events in our commercial areas including the 1st Light Festival and Food Festival.</p>

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Preservation</u></b></p> <ol style="list-style-type: none"> <li>1. To aid in the preservation of the historical and cultural assets of Brookline, including buildings, sites and districts of historical and architectural significance and encourage the development of appropriate uses and settings for such buildings and places.</li> <li>2. To educate the public through outreach programs and an annual awards ceremony.</li> <li>3. To facilitate Preservation Commission review of applications for exterior design changes to buildings in the six local historic districts, and in the case of demolition requests, exploring alternatives to demolition for significant buildings.</li> <li>4. To provide professional support for Neighborhood Conservation Districts.</li> <li>5. To apply for an MHC Survey and Planning grant.</li> <li>6. To augment the Preservation Commission's historical information website.</li> <li>7. To expand the Historic Tourism program.</li> <li>8. To provide public education on the ways to achieve energy efficient solutions while still preserving historical character.</li> <li>9. To continue to research properties, build archives, review and update building inventory forms and recommend appropriate properties for eligibility for the National Register of Historic Places.</li> <li>10. To complete the 2013 Preservation Awards program.</li> <li>11. To contribute to the digitization of Town historic photographs in the Digital Commonwealth program.</li> <li>12. To work with the Massachusetts Historical Society and Building Department to continue the stewardship and renovation of Town-owned historic buildings.</li> <li>13. To review and comment on projects that affect National and State Register properties.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Planning and Administration</u></b></p> <ol style="list-style-type: none"> <li>1. Continued detailed feasibility analysis and engineering design of improvements recommended in the Gateway East Public Realm Plan.</li> <li>2. Provided technical and administrative assistance to Design Advisory Teams working with development teams for the commercial development at 111 Boylston Street and the residential development at 1842 Beacon Street.</li> <li>3. Developed potential zoning changes for submission to Town Meeting.</li> <li>4. Staffed committees established by the Selectmen, such as the Climate Action Committee and the Parking Management Committee.</li> <li>5. Provided professional and technical support to the Planning Board, Board of Appeals, and other Town boards and commissions.</li> </ol>	<p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Planning and Administration (con't.)</u></b></p> <ol style="list-style-type: none"> <li>6. Continued to increase public access to Planning and Community Development Department information through posting of Planning Board minutes and reports.</li> <li>7. Continued to improve public notification of zoning cases through electronic notification.</li> <li>8. Continued implementation of the Brookline Plan 2005 – 2015 and supporting Action Plan.</li> <li>9. Worked with the Town Administrator's Office and the Planning Board on the timely preparation of the FY12-17 Capital Improvements Program within the financial guidelines established by the Selectmen.</li> <li>10. Continued efforts to improve the management and monitoring of Planning Board and Board of Appeals decisions records, including using GeoTMS, the Town's permitting program.</li> <li>11. Monitored major development projects in Boston and Newton, including the Chestnut Hill Square development, and negotiated with stakeholders to protect the Town's interests as these projects move forward.</li> <li>12. Served on the Urban Ring Citizen's Advisory Committee and negotiated improvements in the proposed routing of the Urban Ring in the Cottage Farm neighborhood.</li> <li>13. Published "Update" on a bi-monthly basis.</li> <li>14. Worked with the cities of Boston, Cambridge, and Somerville and MAPC to establish a regional bicycle sharing system at no net cost to the Town budget.</li> <li>15. Worked with the neighborhood, the Board of Selectmen, and other stakeholders to develop a Neighborhood Conservation District (NCD) enabling by-law and the first NCD district at Hancock Village.</li> <li>16. Successfully ensured compliance of Town's Community Development Block Grant (CDBG) with federal requirements.</li> <li>17. Provided citizens and prospective participants of grant information relative to all aspects of eligibility, performance, compliance, and participation in the funding process.</li> <li>18. Worked with CDBG Advisory Committee in review of requests for CDBG funding; formulated Committee recommendation to the Board of Selectmen, providing technical support to members as programs were reviewed for eligibility, past performance and worthiness.</li> <li>19. Performed monitoring of on-going and previously funded activities as required under requirements of the One Year Action Plan.</li> <li>20. Worked with the Brookline Improvement Coalition and the Brookline Housing Authority to initiate contracts to utilize funding under the American Recovery and Reinvestment Act of 2009 (ARRA) and followed through throughout the year to assure compliance.</li> <li>21. Successfully performed federal reporting each quarter as required under ARRA, which also included posting information on Town's website for the public to monitor progress with funding.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Planning and Administration (con't.)</u></b></p> <p>22. Successfully completed an audit of federally funded grants.</p> <p>23. Prepared the Town's One Year Action Plan and accompanying documentation for funding and received HUD approval per the Consolidated Plan Strategy.</p> <p>24. Successfully instituted a Point-in-Time Survey for Continuum of Care (C of C). Information derived was used in the C of C application for Homeless Funds, which was approved for funding by HUD.</p> <p>25. Actively participated as a liaison for the Town of Brookline in the Brookline-Newton-Waltham-Watertown Continuum of Care to balance needs of homeless given limited resources available to the Continuum.</p> <p>26. Actively represented the Town as a regional and national board member of the National Community Development Association (NCDA). Participation in NCDA allowed the Town to directly advocate with members of Congress for continued funding as part of federal grant programs such as CDBG.</p> <p>27. Continued to utilize information gained from regional and national forums to better help the Town achieve goals set forth in strategic planning or policy.</p> <p>28. Ensured compliance of the Town's CDBG program with federal requirements including successful completion of federal audit of the program.</p> <p>29. Received a grant agreement from HUD for FFY2008 (FY 2009) CDBG and HOME program funds that allowed the Town to address identified needs and provide oversight of the programs accordingly.</p> <p>30. Prepared and submitted the Consolidated Annual Performance and Evaluation Report (CAPER) and other mandated reports required during the fiscal year relative to the CDBG Program.</p> <p>31. Successfully provided regulatory compliance direction and enforcement of HUD regulations relative to administering the CDBG and Continuum of Care grants.</p> <p>32. Prepared successful application for McKinney-Vento Homeless funds with Newton for the Brookline-Newton-Watertown Continuum of Care.</p> <p>33. Successfully incorporated draft HUD regulatory changes proposed for measuring performance of the CDBG entitlement grant and the Town's subsequent grantees into administration of the grant.</p> <p>34. Collaborated with the Preservation Commission on a federally-funded project affecting National register and/or historic properties.</p> <p><b><u>Housing</u></b></p> <p>1. Worked with New Atlantic Development Corporation to complete the construction of the Olmsted Hill subdivision in accordance with Land Disposition Agreement, including oversight of distribution of revenues from the sale of the last seven of 10 single-family house lots and payments for the completion of the infrastructure; oversight of the construction /funding requisitions for the 24-unit affordable Olmsted Hills Condominium; design and implementation of a marketing /applicant selection and qualification program; and preparation of 24 first-time homebuyers for unit purchase.</p>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Housing (con't.)</u></b></p> <p>2. Worked with the Brookline Housing Authority to advance its proposal to add 32 low-income rental units in a new building on the site of Trustman Apartments, including the financing of over \$300,000 in predevelopment work from the Housing Trust.</p> <p>3. Worked with the developer of 109 Sewall Avenue to market, select and qualify buyers for two affordable units permitted under Section 4.08 of the Zoning By-Law.</p> <p>4. Completed the close-out of the St. Aidan's project, which completed 36 affordable units.</p> <p>5. Encouraged preservation of affordable housing by providing CDBG-R funding and facilitating capital improvements at 154-156 Boylston Street, a six-family property owned by the Brookline Improvement Coalition.</p> <p>6. Supported affordable homeownership by hosting first-time homebuyer training sessions; providing funding/technical assistance to income-eligible first-time homebuyers; and, through exercise of the Town's right of first refusal, assisting owners of several deed restricted units seeking to sell, by marketing, selecting by lottery, and completing property transfer to eligible buyers.</p> <p>7. Administered a three-year grant for a Homelessness Prevention and Rapid Re-Housing Program, funded under the American Recovery and Reinvestment Act of 2009 and carried out by the Brookline Mental Health Center, providing technical and/or financial assistance to some 100 households to prevent homelessness.</p> <p>8. Carried out annual monitoring of affordable rental housing projects and condominium units assisted through Town-controlled resources (CDBG, HOME and Housing Trust) or required under Section 4.08; worked on loan defaults to preserve unit affordability.</p> <p>9. Worked with the Town's Human Relations staff and members of the WestMetro HOME Consortium on assessment of and strategies to further fair housing in Brookline.</p> <p>10. Provided telephone and in-person counseling to hundreds of households seeking to rent or purchase in Brookline, or seeking other housing-related information.</p> <p>11. Continued outreach to owners of rental properties and properties in transition, seeking to connect sellers to developers/operators of affordable housing.</p> <p>12. Staffed the Housing Advisory Board as it reviewed Town policies, programs and budget priorities; made recommendations with regard to the administration of the Affordable Housing Requirements of the Zoning By-Law; and reviewed proposals for and made recommendations regarding expenditure of Housing Trust and the Town's federal housing funds, in particular the Olmsted Hill and Dummer Street projects.</p> <p><b><u>Economic Development</u></b></p> <p>1. Managed opportunities identified as appropriate places for commercial redevelopment, including 10 Brookline Place expansion, Circle Cinema Theatre Site, Red Cab Site (111 Boylston Street), and Durgin Garage (10-18 Pleasant Street).</p>

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Economic Development (con't.)</u></b></p> <p>2. Maintained regular communication between the Town and various business interest groups, including Pilot Food Truck Program, Parking Meters, Shop Local campaigns, construction work at St. Mary's and Town festivals.</p> <p>3. Managed three small business assistance programs: CDBG-funded Microenterprise technical assistance, CDBG-R funded Microenterprise capital grant, and Town-funded facade loan programs.</p> <p>4. Developed a five-year Economic Development Plan for the Town, including the implementation of specific projects identified in the Comprehensive Plan 2005-2015, capital improvements in commercial areas, and a targeted tourism program.</p> <p>5. Managed the annual 1st Light Festival and Food Festival.</p> <p>6. Expanded the Division's website and BrookOnline tools for use by residents, commercial property owners, potential developers, existing and prospective businesses, and visitors to Brookline.</p> <p><b><u>Preservation</u></b></p> <p>1. Completed establishment of the Lawrence Local Historic District.</p> <p>2. Continued to review and update the Local Historic District Guidelines, including incorporating renewable energy.</p> <p>3. Reviewed and processed over 100 Local Historic District cases and over 25 demolition cases including reports, design review and compliance completion.</p> <p>4. Collaborated with the Brookline Public Library to add more images of the Town's historic digitized photographs to the Digital Commonwealth Project.</p> <p>5. Initiated the process of nominating the Brookline Reservoir Gatehouse as a National Historic Landmark.</p> <p>6. Held the 2012 Preservation Award Ceremony.</p> <p>7. Worked with various neighborhoods to investigate the establishments of Local Historic Districts.</p> <p>8. Participated in and raised public awareness of energy efficiency programs, including Brookline's Green Expo, Climate Action Committee Weekend and a conference on retrofitting historic properties.</p> <p>9. Reviewed projects affecting National Register and historic properties: Larz Anderson Park, Fisher Hill reservoir sites, Widow Harris House, Putterham School, Brookline Reservoir Gatehouse, Devotion House, Putterham School, Brookline Arts Center, Carlton Street Footbridge, Boylston Street milestone, Fisher Hill Reservoirs sites, historic metal street signs, Hancock Village, Longyear Mansion, Brandegee estate, the H.H. Richardson House at 25 Cottage Street, Green Hill at 135 Warren Street, 26 Weybridge Street, Gateway East, Coolidge Corner Cinema site, and the Durgin Garage.</p> <p>10. Participated in the design review and leases of historic Town-owned buildings.</p> <p>11. Facilitated the installation of rehabilitated door and windows in the Reservoir Gatehouse.</p>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Preservation (con't.)</u></b></p> <p>12. Facilitated funding (MHC grant) for a condition assessment of the Fisher Hill Reservoir Gatehouse.</p> <p>13. Participated in several cases requiring multiple reviews with other department and divisions, including 25 and 44 Linden Street, 135 Warren Street, 447 Washington, 230 Heath Street, 245 Lee Street, 64 Naples Road, and 16 White Place.</p> <p>14. Provided technical assistance to Town departments, residents and the public, including the Brookline Housing Authority, Hidden Brookline, Brookline Arts Center, National Park Service, the Kennedy Birthplace, Frederick Law Olmsted National Site, Metropolitan Waterworks Museum, Brookline 2010, Climate Action Committee, Walk Boston, Brookline Historical Society, City of Newton, Boston University Art Department, and Society of Architectural Historians, NE Chapter.</p>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<u>Performance:</u>						<u>Workload:</u>					
CDBG Value (millions)	\$1.77	\$1.77	\$1.50	\$1.50	\$1.30	Demolition Permits	30	25	45	23	25
CDBG Programs	21	20	16	20	15	Historic District Cases	98	100	103	105	108
ARRA Funds						Technical/Hist. Inquiries	2,800	2,900	3,000	3,100	3,150
(CDBG-R, EECBG, HPRP)	\$0	\$0.80	\$0.80	\$0.80	\$0.00	Workshops, Speaker Events	3	3	3	1	2
New Housing Program Income (in millions)						Community Events	3	3	3	3	3
HOME Funds	\$0.5	\$0.5	\$0.5	\$0.5	\$0.4	# Commercial Property					
Housing Trust	<\$0.1	<\$0.1	<\$0.1	<\$0.1	<\$0.1	Assisted	14	10	7	7	7
CDBG (included in above)	\$0.3	\$0.4	\$0.3	\$0.5	\$0.5	# Potentially New Businesses					
Homelessness Prevention						Assisted	\$15	\$10	14	10	10
(HPRP)	\$0.22	\$0.21	\$0.21	\$0.22	\$0.00	Committees Staffed (ED)	7	7	8	7	7
Developer/Owner/Homebuyer Assistance Provided (in millions)						Existing Businesses					
for new or newly affordable units						Assisted	50	50	40	30	30
HOME Funds	\$0.2	\$0.1	\$0.7	\$1.5	\$0.8	EDAB Projects under					
Housing Trust	\$0.0	\$1.0	\$0.6	\$1.5	\$1.0	permitting/construction	2	3	4	3	3
CDBG	\$0.3	\$0.5	\$0.3	\$0.6	\$0.7	New Storefronts Assisted	3	5	8	5	5
New and/or Newly Affordable Units						Storefront Retail Vacancy					
HOME/Housing Trust/CDBG	37	4	0	24	21	Rates	6.1%	7.5%	5.9%	6.5%	N/A
Inclusionary zoning	1	4	2	8	7	Regional Vacancy Rates	9.6%	9.0%	6.7%	6.5%	N/A
Affordable Housing Preservation						EDAB-Sponsored Projects Tax Yield:*					
Ownership housing resales	5	4	4	4	4	Goddard House Assisted					
Rental unit renovation	0	38	38	6	0	Living	\$139,498	\$144,380	\$144,873	\$147,153	\$150,832
Households Assisted by						Kendall Crescent	\$225,224	\$233,107	\$231,788	\$236,776	\$242,695
Homelessness Prevention	130	96	96	95	0	1010 Commonwealth Ave.	\$186,647	\$193,180	\$188,737	\$204,400	\$209,510
% of Demolition						Webster Street Marriott					
Applications Processed						Hotel **	\$732,195	\$757,822	\$753,138	\$730,690	\$748,957
Within 30 Days	100%	100%	100%	100%	100%	<b>TOTAL</b>	\$1,283,564	\$1,328,489	\$1,318,536	\$1,319,019	\$1,351,995
% of Local Historic Dist. Appl.											
Processed w/in 30 Days	100%	100%	100%	100%	100%						
<u>Workload:</u>											
Zoning Caseload	167	160	163	160	160						
Board of Appeals	82	85	86	85	84						
Signs, Facades,											
Antennas	85	75	77	75	76						

\*FY13 figures assume a 2.5% growth in the tax bill.

\*\* Does not include approximately \$575,000 from additional state hotel excise tax.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Planning and Community Development**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	608,324	580,001	570,168	-9,833	-1.7%
Services	14,597	16,817	16,673	-144	-0.9%
Supplies	8,979	9,432	9,212	-220	-2.3%
Other	3,934	4,513	4,550	37	0.8%
Capital	6,317	5,000	5,000	0	0.0%
<b>TOTAL</b>	<b>642,150</b>	<b>615,763</b>	<b>605,603</b>	<b>-10,160</b>	<b>-1.7%</b>
BENEFITS			494,469		
REVENUE	14,510	6,000	6,000	0	0.0%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Planning	365,808	357,375	378,177	20,801	5.8%
Housing	65,176	35,523	15,690	-19,834	-55.8%
Economic Development	167,910	173,705	160,994	-12,711	-7.3%
Preservation	43,256	49,159	50,743	1,583	3.2%
<b>TOTAL EXPENSES</b>	<b>642,150</b>	<b>615,763</b>	<b>605,603</b>	<b>-10,160</b>	<b>-1.7%</b>

**PLANNING & ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	344,678	337,521	358,150	20,628	6.1%
Services	7,436	6,709	6,815	106	1.6%
Supplies	7,529	7,132	6,912	-220	-3.1%
Other	3,479	3,713	4,000	287	7.7%
Capital	2,686	2,300	2,300	0	0.0%
<b>TOTAL</b>	<b>365,808</b>	<b>357,375</b>	<b>378,177</b>	<b>20,801</b>	<b>5.82%</b>

**HOUSING**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	61,842	30,576	11,043	-19,534	-63.9%
Services	552	1,257	1,107	-150	-11.9%
Supplies	152	1,790	1,790	0	0.0%
Other	75	350	200	-150	-42.9%
Capital	2,555	1,550	1,550	0	0.0%
<b>TOTAL</b>	<b>65,176</b>	<b>35,523</b>	<b>15,690</b>	<b>-19,834</b>	<b>-55.8%</b>

**PRESERVATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	42,116	47,826	49,410	1,583	3.3%
Services	72	543	543	0	0.0%
Supplies	382	0	0	0	0.0%
Other	130	200	200	0	0.0%
Capital	556	590	590	0	0.0%
<b>TOTAL</b>	<b>43,256</b>	<b>49,159</b>	<b>50,743</b>	<b>1,583</b>	<b>3.2%</b>

**ECONOMIC DEVELOPMENT**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	159,688	164,077	151,566	-12,511	-7.6%
Services	6,537	8,308	8,208	-100	-1.2%
Supplies	915	510	510	0	0.0%
Other	250	250	150	-100	-40.0%
Capital	520	560	560	0	0.0%
<b>TOTAL</b>	<b>167,910</b>	<b>173,705</b>	<b>160,994</b>	<b>-12,711</b>	<b>-7.3%</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Planning and Community Development**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Planning & Community Devel. Dir.	D-7	1.00	1.00	105,546	124,328	1.00	118,897	1.00	120,681
	Economic Development Officer	T-13	1.00	1.00	83,457	94,428	1.00	91,154	1.00	92,777
	Assistant Director-Community Planning	T-11	1.00	1.00	74,277	84,041	1.00	84,041	1.00	84,041
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	74,277	84,041	1.00	84,041	1.00	84,041
	Commercial Areas Coordinator <sup>1</sup>		1.00	1.00		72,298	1.00	72,298	0.00	0
	Economic Development Planner	TBD	0.00	0.00	58,789	66,517	0.00	0	1.00	58,789
	Housing Development Manager	T-9	1.00	1.00	68,673	77,700	1.00	77,700	1.00	77,700
	CD Administrator	T-8	1.00	1.00	66,032	74,712	1.00	74,712	1.00	74,712
	Preservation Planner	T-6	1.00	1.00	58,789	66,517	1.00	60,900	1.00	61,985
	Housing Project Planner	GN-11	1.80	1.80	62,709	65,865	1.80	118,557	1.80	118,557
	Senior Planner	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Planner	GN-10	1.00	1.00	57,532	60,427	1.00	60,427	1.00	60,427
	Administrative Head Clerk	C-10	1.00	1.00	49,894	52,020	1.00	52,020	1.00	52,020
	CD Secretary	C-4	1.00	1.00	37,739	39,546	1.00	39,546	1.00	39,546
	Subtotal		13.80	13.80			13.80	1,005,019	13.80	996,000
	CD Admin Reimbursement							(162,968)		(164,306)
	CD Programs Reimbursement							(253,041)		(253,040)
	EECBG Reimbursement							(5,000)		(5,000)
	HOME Funds Reimbursement							(31,614)		(31,614)
	<b>Net Subtotal</b>		<b>13.80</b>	<b>13.80</b>			<b>13.80</b>	<b>552,397</b>	<b>13.80</b>	<b>542,040</b>
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.59	0.59	58,789	66,517	0.59	38,559	0.59	39,245
	CD Intern		0.40	0.40			0.40	8,500	0.40	8,500
	CD Fiscal Assistant	C-10	0.00	0.80	49,894	52,020	0.80	41,010	0.00	0
	CD Fiscal Assistant	C-9	0.50	0.00	45,548	47,431	0.00	0	0.00	0
	Subtotal							88,069		47,745
	CD Admin Reimbursement							(70,192)		(29,300)
	EECBG Reimbursement									
	<b>Net Subtotal</b>		<b>1.49</b>	<b>1.79</b>			<b>1.79</b>	<b>17,877</b>	<b>0.99</b>	<b>18,445</b>
510300	Other									
	Regular Overtime							5,761		5,761
513044	Longevity Pay							7,284		6,732
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							14,445		13,893
	CD Admin Reimbursement							(2,667)		(2,160)
	CD Programs Reimbursement							(2,050)		(2,050)
	<b>Net Subtotal</b>							<b>9,728</b>		<b>9,683</b>
	<sup>1</sup> In FY10, 77% of the position was funded in the General Fund and 23% funded in the CDBG budget.									
	<b>Total</b>		<b>15.29</b>	<b>15.59</b>			<b>15.59</b>	<b>580,002</b>	<b>14.79</b>	<b>570,168</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Police</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p><u>The Police Mission:</u> To work in partnership with citizens to ensure that all people enjoy a high quality of life without fear of crime. To work together to solve problems and provide the most responsive and highest quality police service. To proactively prevent crime, maintain order, and apprehend offenders in a manner consistent with the law.</p> <p><u>Our Values:</u> The Department subscribes to the following set of governing values that state its beliefs as a police organization:</p> <ol style="list-style-type: none"> <li>1. The most important asset of a Police organization is its personnel.</li> <li>2. Excellence for the members of the Brookline Police Department is based upon fairness, integrity, hard work, and professionalism in the performance of their duties.</li> <li>3. Commitment to providing the highest quality of professional law enforcement with the goal of enhancing the quality of life within the community.</li> <li>4. Build partnerships with citizens in order to ensure personal safety, protect individual rights, protect property, and promote individual responsibility and community commitment.</li> <li>5. Secure and maintain public respect in order to fulfill the Department's duties by acknowledging that the quality of life in the community is affected by not only the absence of fear of crime, but also by the absence of crime itself.</li> </ol> <p><u>The Department consists of the following seven subprograms:</u></p> <ol style="list-style-type: none"> <li>1. <b>The Administration and Support Division</b> provides overall control of the functions of the Department. It maintains records, provides communication and technology equipment and trains personnel in its uses, and distributes weapons and supplies. It also includes the Public Safety Business Office, a group responsible for all financial and budgetary matters for both the Police Department and the Fire Department.</li> <li>2. <b>The Patrol Division</b> continuously patrols all sectors of town looking for criminal activity and serves as a deterrent by its presence. The Patrol function is vital and, for that reason, the Chief has directed that there be a minimum staffing policy maintained daily: during the day 17 officers are on duty; during the evening there are 14 officers; and during the late-night and early-morning shift there are 13 officers.</li> <li>3. The <b>Criminal Investigation Unit</b> is responsible for the investigation of all violent crimes, including murder, rape, armed robbery, assault, and narcotic violations, and maintains the safety of all evidence.</li> </ol>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <ol style="list-style-type: none"> <li>4. The <b>Community Relations Division</b> is charged with facilitating a spirit of cooperation between the public and the Department that helps to enhance the quality of life for all citizens.</li> <li>5. The <b>Traffic and Parking Division</b> is responsible for enforcing all laws and regulations relating to traffic within town.</li> <li>6. The <b>Public Safety Dispatch Division</b> is responsible for handling all police, fire, and ambulance calls, including E-911.</li> <li>7. One patrol officer functions as the Town's <b>Animal Control</b> officer. The Animal Control officer normally works five days a week. All Brookline Police Officers are responsible for enforcing the Town's animal control laws, and will continue to do so when the Animal Control officer is off duty.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects an increase of \$146,738 (1.0%). Personnel increases \$28,592 (0.2%) for Steps (\$53,895), Enhanced Longevity (\$25,000), Longevity (\$8,275), Clothing Allowance (\$5,100), Career Incentive Pay (\$4,350), and Holiday Pay (\$759), partially offset by decreases in Quinn Payments (\$35,641) and Shift Differential (\$33,147).</p> <p>Services increase \$9,900 (2.7%) for Computer Software Repair and Maintenance (\$17,000), Communications Equipment Repair (\$5,000), and Postage (\$2,000), partially offset by decreases in Wireless Communications (\$11,000), Subscriptions (\$1,000), Office Equipment Repair and Maintenance (\$1,000), Office Equipment Rental/Lease (\$600), and Bottled Water (\$500).</p> <p>The increase in Supplies (\$20,450, 10.2%) is primarily due to Uniforms and Protective Clothing (\$25,000) and Photographic Supplies (\$3,000). These increases are partially offset by decreases in Books and Periodicals (\$3,550), Data Processing Supplies (\$3,000) and Food for Prisoners (\$1,000).</p> <p>Utilities increase \$37,075 (9.5%) primarily due to an increase in the cost of Gasoline (\$31,699), combined with increases in Electricity (\$8,612), Water and Sewer charges for the Public Safety Building (\$1,490), Generator Fuel (\$512) and Diesel Fuel (\$286). These are slightly offset by a decrease in Natural Gas (\$5,525).</p> <p>Capital increases \$50,721 (12.6%) and funds the equipment detailed in the Capital Outlay Summary (Section II), including existing desktop computers, in-car laptops and cruiser replacements.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Police</b></p>
<p><b><u>FY2013 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to use the most effective police officer deployment techniques to achieve a low rate of crime and increased safety in our community.</li> <li>2. To seek ways to utilize new technologies that will allow us to make better use of our personnel; for example, utilize wireless technologies to issue Town by-law violations, thereby eliminating data entry.</li> <li>3. To streamline collections process in areas of parking fines and police details; coordinate efforts in both areas, thereby receiving collections on a more timely basis.</li> <li>4. To ensure our newly hired officers received the appropriate training necessary to succeed as Brookline Police Officers; utilize their 12 month probationary period to determine their fitness as police officers.</li> <li>5. To continue to actively pursue grant funding in all areas available.</li> <li>6. To achieve Police Department Accreditation status.</li> </ol> <p><b><u>Patrol</u></b></p> <ol style="list-style-type: none"> <li>1. To complete a review of current sector boundaries to better balance officer workloads, including reassignment of sector units and more efficient assignments for Anti Crime, Patrol Traffic and Patrol Bike Units on a daily basis.</li> <li>2. To expand the capabilities of the Patrol Warrant Unit that will enhance their ability to seek out wanted persons with other agencies.</li> <li>3. To have the Patrol Bike Unit take a more proactive leadership role in bike safety and enforcement.</li> <li>4. To continue to seek outside specialized training for Patrol Officers.</li> <li>5. To institute supervisory reporting systems that will allow for increased accountability throughout the Division.</li> <li>6. To expand upon the Walk and Talk unit by assigning it more tasks to include increased interactions with residents of housing developments and a larger role in preventing youth problems.</li> </ol> <p><b><u>Criminal Investigations</u></b></p> <ol style="list-style-type: none"> <li>1. To develop a policy for our Criminal Intelligence Operation that will meet Massachusetts Accreditation Standards and give proper legal guidance and direction for the gathering, storage and dissemination of sensitive material.</li> <li>2. To strengthen and develop our collaborative efforts and partnerships that have been created with surrounding law enforcement agencies in the areas of intelligence and information sharing, drug and gang related activities, fingerprint confirmations and informal working relationships to interdict and disrupt regional crime sprees.</li> <li>3. To further our involvement in the International Association of Chiefs of Police (IACP) state-wide task force and continue our training and periodical meetings.</li> <li>4. To have the juvenile officers and domestic violence advocate continue to advance their cooperation and collaboration with school-based programs and events.</li> </ol>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Criminal Investigations (con't.)</u></b></p> <ol style="list-style-type: none"> <li>5. Work to preserve and build community partnerships in order to bring about domestic violence awareness.</li> <li>6. To reach out to community groups (e.g. Chamber of Commerce, business associations and neighborhood groups) to inform and share with them any public information that will benefit public safety.</li> </ol> <p><b><u>Traffic and Parking</u></b></p> <ol style="list-style-type: none"> <li>1. To increase training for all traffic officers to bring them up-to-date with the latest advances in technology, black box recovery and accident reconstruction.</li> <li>2. To continue managing all aspects of the transportation system, with increased focus on bike enforcement and education and pedestrian safety.</li> <li>3. To acquire access to the RMV for parking ticket clearance in order to further digitize our traffic management system.</li> <li>4. To work with the bike community to ensure compliance under the “Same Roads, Same Rules” program. Will continue to assign an officer as a liaison.</li> <li>5. To better monitor traffic congestion through our Critical Infrastructure Monitoring System (CIMS) in order to decrease congestion, especially during commuter times, and increase safety for motorists, bicyclists, and pedestrians.</li> <li>6. To look for ways to properly manage curbside parking in the commercial and residential neighborhoods. Multiple reviews have found that voluntary compliance has significantly increased due to our two-hour enforcement strategies.</li> <li>7. To acquire shared access to the Transportation Division’s permit system, thereby increasing efficiency, decreasing errors, and assisting citizens and visitors with their parking needs.</li> <li>8. To continue to work toward the adoption of a taxi medallion system.</li> <li>9. To move toward a fully digitized records system and backload existing archives.</li> </ol> <p><b><u>Community Relations</u></b></p> <ol style="list-style-type: none"> <li>1. To expand participation in the Rape Aggression Defense (RAD) Program as well as the Advanced RAD program.</li> <li>2. To utilize the Brookline Police website, Police Blog, Police Twitter, and local media in order to reach more residents.</li> <li>3. To continue to maintain our strong relationship with the Brookline High School Peer Educators, juniors and seniors from the High School that come to the seventh and eighth grades to assist in our discussions with the middle school students.</li> <li>4. To schedule presentations for the Town's senior population including personal safety tips, identity theft awareness and ways to avoid being scammed.</li> <li>5. To continue to provide prompt referrals to the Brookline Council on Aging, Brookline Center, and the Health Department on matters involving substance abuse, mental health issues, elder neglect and hoarding.</li> <li>6. To expand our on-duty training in areas such as Range 3000, basic Defensive Tactics, cuffing, active shooter scenarios, etc.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Police</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Community Relations (con't.)</u></b></p> <p>7. To continue and improve our presence in the Schools, including the following programs:</p> <ul style="list-style-type: none"> <li>· lessons for friendship/bullying, influences on behaviors/decisions related to tobacco products, alcohol, other drugs and role plays (sixth grade).</li> <li>· internet safety (cyber-bullying, personal online safety and cyber-citizenship), substance awareness and teen dating violence (seventh grade).</li> <li>· healthy relationships with a more in-depth discussion regarding the signs of healthy/unhealthy relationships and where to find help if abuse is an issue in their lives (eighth grade).</li> </ul> <p>8. To continue the on-line training portion of the annual in-service program.</p> <p><b><u>Public Safety Dispatch</u></b></p> <p>1. To continue to seek the maximum amount of grant funding available to improve the Dispatch Center.</p> <p>2. To ensure compliance with the State mandate requiring medical dispatch call reviews. Operationalize a system to maintain these reviews on a consistent basis.</p> <p>3. To institute a system of regular call reviews in order to determine if calls are handled properly and dispatched efficiently.</p> <p>4. To certify five dispatchers as trainers so they can train new dispatchers in Dispatch operations, duties and responsibilities.</p> <p>5. To complete and implement a new Dispatch Operations manual that will continue the process of meeting accreditation standards.</p> <p>6. To seek out a variety of training options, particularly in the areas of incident command and managing major events.</p> <p><b><u>Emergency Management</u></b></p> <p>1. To continue to ensure that first responders and volunteers have been trained to the appropriate level in the National Incident Management System and Incident Command System.</p> <p>2. To work with the Mayor's Office of Emergency Management (MOEM) in Boston to upgrade the operating system of the Emergency Operations Center (EOC) using homeland security grant funds. This will streamline EOC operations and will assist in providing situational awareness during critical incidents.</p> <p>3. To seek emergency management grant funds to install several antennas at the EOC to enhance communications. Five antennas will allow fixed radio communications for Brookline Police and Fire Departments, Boston Police, MA Emergency Management Agency (MDMA) and amateur radio.</p> <p>4. To use the EOC for various types of incidents, events and trainings, including severe weather emergencies, on-line training, etc.</p>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Emergency Management (con't.)</u></b></p> <p>5. To seek grant funding for the Citizen Corp programs, made up of the Community Emergency Response Team (CERT) and the Medical Reserve Corps (MRC), in order to continue offering training on various topics including CPR/AED and First Aid, Emergency Shelter Operations, Emergency Dispensing Site Operations, Search and Rescue, Amateur Radio Operator and other training identified as necessary by the CERT and MRC coordinators and leadership committees. CERT Team will offer our ninth class for new volunteers, which should bring the total number of volunteers to approximately 150.</p> <p>6. To continue to provide "Emergency Preparedness Begins at Home" presentations to community groups, and hope to expand this program to additional groups and businesses in Brookline.</p> <p>7. To continue to work on the new "Project Buddy" initiative, which will match Citizen Corps volunteers with individuals in town who may need additional assistance during emergencies. Under this program, volunteers will check-in on their fellow residents during emergencies, such as severe snow storms or hurricanes, to ensure their well-being.</p> <p><b><u>Animal Control</u></b></p> <p>1. To continue to work with the Parks and Open Spaces Division of DPW on the Green Dog Program. Will continue enforcement of the Program's rules and focus on the parks identified as most troublesome.</p> <p>2. To work with the Town to ensure that all dogs, resident and non-resident, who are in public in Brookline are properly licensed.</p> <p>3. To provide more information for the Department's website on animal issues; for example, what to do about coyotes.</p> <p>4. To assist the Health Department in organizing and running the annual Rabies Clinic.</p> <p>5. To continue to attend the Massachusetts Certification courses provided by the Animal Control Officers Association of America.</p> <p>6. To have an increased presence in all parks.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Police</b></p>
<p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. Reduced or maintained the same crime rate in all Part A crime categories during CY2011 compared to CY2010.</li> <li>2. Hired 10 new Patrol Officers and two Dispatchers to replace vacancies created through attrition.</li> <li>3. Utilized a variety of social media outlets such as Twitter, the BPD Blog, neighborhood e-mail alerts and media releases to keep the public informed on police-related matters.</li> <li>4. Increased collections from overdue out-of-state parking fines by contracting with an outside private company to collect from outstanding tickets accumulated over the past several years.</li> <li>5. Focused training efforts to increase awareness and knowledge of the value of collecting more evidence to test for suspect DNA, which will result in more crimes prosecuted/cleared.</li> <li>6. Re-wrote the Public Safety Dispatch Center’s procedures manual to ensure the Center is operating at its full potential. Included herein is a regularly scheduled, formalized call review process to ensure the calls are handled in a timely, competent and professional fashion.</li> <li>7. Received “Police Department Certification” status, which is based on a review of our policies and procedures. This review ensured we are working under Policies and Procedures that have been accepted as state of the art.</li> </ol> <p><b><u>Patrol</u></b></p> <ol style="list-style-type: none"> <li>1. More fully utilized our computerized work tracking system (STARS) in order to direct officers to problem areas. Officers recorded their work in this system allowing for timely review by Supervisors.</li> <li>2. Continued to use Patrol Officers in non-conventional ways to address neighborhood problems. Also expanded the newly formed Patrol Bicycle Unit (PBU), which assists in the "Loud Party assignment" and in a new Bike Enforcement Program that initiated an area-wide enforcement approach that included working directly with Boston PD, BUPD and Cambridge PD.</li> <li>3. Formalized a new Patrol Warrant Unit and implemented it in an efficient and proactive manner. This included using Patrol Officers to research warrants listed, locating current addresses on wanted persons and making warrant clearances/arrests.</li> <li>4. Continued to expand the use of foot patrol in specific locales and times needed, including adding a Coolidge Corner Officer at night.</li> <li>5. Continued to expand training opportunities for officers in addition to annual In-service Training, including working with the Training Division to conduct Active Shooter training in various school buildings, thereby expanding Officers’ familiarity with the buildings in town. We also continued the use of the FATs training room and had standardized this training through the Training Division.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Patrol (con't.)</u></b></p> <ol style="list-style-type: none"> <li>6. Continued to work with the Technology Division, thereby making communication/information more accessible and user friendly for our officers. This included report review, evaluations of response times, and dispatch call reviews in a manner that increases supervisory accountability.</li> <li>7. Continued to work on updating current Patrol Unit assignments and tasks to meet current needs, including Sector changes/Unit assignments and task changes.</li> <li>8. Implemented Anti Crime Units working in unmarked cruisers and geared them to street level crime enforcement.</li> </ol> <p><b><u>Criminal Investigations</u></b></p> <ol style="list-style-type: none"> <li>1. Continued aggressive follow-up investigations in a consistent and uniform way to ensure the safety of the public. Supervisors constantly monitored this aspect of investigations and utilized intelligence-generated information in order to link crimes or criminals to similarly committed offenses.</li> <li>2. Through the use of intelligence-led policing activities, the assignment of detectives and patrol officers during crime sprees was done in a coordinated and methodical way in order to interrupt criminal activity in identified areas at the times crime was occurring.</li> <li>3. Processed all crime scenes and thoroughly interviewed all suspects and witnesses to obtain the most thorough information available.</li> <li>4. Detectives continued their associations with other police agencies, enhanced their knowledge through new training opportunities and used new technological methods of investigations to identify and interrupt emerging drug trends and violent offenders.</li> <li>5. Worked with other law enforcement agencies in joint investigations in successfully solving armed robbery and house break-ins that had plagued the town during the past year. This was done by developing partnerships, exchanging information and forming task forces to bring an end to multiple crime sprees and the arrest of the perpetrators.</li> <li>6. Added a section to our Evidence Collection policy outlining the procedure to be followed with presumptive field drug testing and the formal recording of it for court purposes.</li> <li>7. Kept domestic violence awareness in the forefront throughout the town through collaborative efforts such as the Domestic Violence Roundtable, the Jennifer Lynch Committee, and Teenage Dating Violence programs in schools.</li> <li>8. Continued to utilize ways to protect domestic violence victims, such as victim follow-ups, offering assistance in getting additional resources and safety planning through collaboration with the Brookline Center and REACH Program, identifying high risk indicators and mandatory arrest at physical domestic violence crimes.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Police</b></p>
<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Criminal Investigations (con't.)</u></b>            9. Continued to work with the schools in an effort to teach juveniles about the law and responsibilities under it. For example, the High School Diversionary program for juvenile offenders (alcohol issues) is used to educate the offenders and give counseling if needed; the bullying program continues in the middle school grades, and the high school; the juvenile officer meets with parent groups to discuss issues relative to trends we see in the schools.</p> <p><b><u>Traffic and Parking</u></b>            1. Developed a department-wide traffic management system.            2. Implemented a bike safety initiative.            3. Increased the use of data-driven enforcement decisions to maintain traffic safety in problem areas throughout town. With the extensive work done on Brookline roads over the past several years, volume, speed, and percentile data is more widely available, which has helped with deployment decisions.            4. Worked with the Transportation Division of DPW's permit system to increase efficiency and decrease errors.            5. Had our NIBRS reporting system accepted without modification by the State and Federal governments for the last 24 months.</p> <p><b><u>Community Relations</u></b>            1. Seventeen students participated in our R.A.D (Rape Aggression Defense ) program and our Advanced RAD, both seven week courses.            2. Trained Officers at Devotion School and Baker School in various scenarios. Officers utilized BeSafe and trained the "four man diamond" technique.            3. Instituted on-duty training sessions involving learning layouts of several schools, active shooter scenarios, decision-making in shoot/don't shoot situations.            4. Trained all officers in a Biased Based Policing curriculum, focused on the use of statistics and discussions between Supervisors and Patrol Officers in this critical area.            5. Conducted meetings with landlords, property managers and tenants and residents in areas of town that experienced an inordinate amount of loud parties and nuisance complaints.            6. Tracked all calls and call outcomes dealing with loud parties and house complaints and utilized this information to direct patrols to problem areas.</p> <p><b><u>Public Safety Dispatch</u></b>            1. Received a grant in the amount of \$130,471 under the State's E911 program that allowed us to complete the renovations in our Dispatch Center as well as offset personnel costs associated with Dispatch.            2. Received a grant in the amount of \$22,196 for training for dispatchers.            3. Continued to provide support and management of the Greater Boston Police Council's radio system.            4. Prepared, through an application process, background investigation and testing, a list of dispatcher candidates to consider for hiring when vacancies occur.</p>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Public Safety Dispatch (con't.)</u></b>            5. Continued to manage time off for dispatch staff to ensure the Dispatcher Center is appropriately staffed at all times.</p> <p><b><u>Emergency Management</u></b>            1. Continued to recruit and train community volunteers under our Citizen Emergency Response Team (CERT) Class. Graduated two classes this year.            2. Received grant funding for CERT Team training and supplies.            3. Conducted evacuation and lock down drills for all of the Town's educational facilities.            4. Completed the update of our Standard Operating Procedures Manual for our Emergency Operation Center.            5. Completed Brookline's comprehensive emergency management plan for emergency preparedness, which was approved by the State.</p> <p><b><u>Animal Control</u></b>            1. Continued to establish Animal Control presence in all the parks.            2. Consistently enforced Town by-laws and State laws.            3. Increased public awareness of the Town's leash and "pooper scooper" laws.            4. Worked with the Town's licensing officials in order to increase compliance among the dog community, resulting in a substantial increase in licensed dogs.            5. Worked with the Parks and Open Spaces Division of DPW in an effort to ensure that all persons taking part in the Green Dog Program are compliant.            6. Investigated and addressed all on-going animal complaints/bites reported to the police.            7. Utilized a wireless handheld device in the issuance of by-law citations, making the issuing of citations more efficient, reducing the number of appeals, and helping identify repeat offenders more quickly.</p>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Police					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<b>Department Activities:</b>						<b>Community Programs:</b>					
Total Part A Crimes	1,048	1,075	961	950	925	Neighborhood Meetings	40	50	13	15	15
Robbery	21	22	22	22	22	Students in AWARE	446	500	1,200	1,200	1,200
Breaking and Entering	127	150	140	142	134	Citizen Police Academy					
Rapes	5	5	3	2	2	Graduates	22	22	22	30	25
Motor Vehicle Theft	18	22	16	14	12	Women Participating in RAD					
Larceny	688	700	604	600	590	Classes	109	100	124	120	120
Assaults	189	200	176	170	165	Child Seats Inspected	567	800	544	550	550
Assault and Battery on a Police Officer	16	15	18	14	12	Citizens trained for CERT (Community Emergency Response Team)	85	100	26	25	25
Missing Persons Reported	105	110	110	110	110	Fingerprints Taken for Community Members	397	400	482	425	425
Arrests	189	195	195	200	200	<b>Traffic:</b>					
Warrants Cleared through						Taxi Vehicles Inspections	370	350	420	350	400
Arrest	122	125	173	130	130	Hackney Licenses Issued	524	400	579	400	450
Summons Served	274	250	273	250	250	Parking Tickets Issued	129,317	131,442	131,942	130,000	135,000
Field Interrogations	2,074	1,500	2,712	2,000	2,000	Moving Violations	19,971	19,000	25,413	19,000	20,000
Domestic Violence						Parking Ticket Hearings	9,577	9,000	11,750	9,000	10,000
Victims Served	201	175	138	140	140	<b>Grants Awarded:</b>					
Pieces of Evidence Collected	353	350	455	400	400	Police	\$224,246	\$250,000	\$287,931	\$250,000	\$250,000
Crimes Solved through						Urban Areas Security Initiatives (Funding for Multiple Town Agencies)	\$0	\$0	\$34,766	\$25,000	\$25,000
Fingerprint IDs	25	27	14	15	15	<b>Dispatch:</b>					
Rooming Houses Inspected	24	30	44	44	44	Police-related Calls	64,772	65,000	68,937	68,000	68,000
Liquor Establishments						Fire-related Calls	8,933	9,000	8,463	8,500	8,500
Inspected	175	175	72	175	175	Medical Calls	4,660	4,500	5,117	5,100	5,100
Animal Complaints	608	500	695	650	650	E-911 Calls	13,665	14,000	13,834	14,000	14,500
Humans Bitten/Scratched by Dogs	6	6	11	6	6	<b>Emergency Management:</b>					
<b>Firearms Licensing:</b>						Community education programs on emergency preparedness	-	-	8	10	12
Licenses to Carry						CERT Activations (shelters, flu clinics, storm	-	-	9	12	15
Firearms Issued	40	30	63	30	45						
Firearms Identification											
Cards (FID)	30	25	22	25	25						
FID Cards Restricted to Chemical Propellants	20	25	16	25	25						

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Police</b>
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**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	13,375,772	13,318,117	13,346,709	28,592	0.2%
Services	365,875	361,585	371,485	9,900	2.7%
Supplies	219,390	201,300	221,750	20,450	10.2%
Other	62,753	59,500	59,500	0	0.0%
Utilities	375,695	389,035	426,110	37,075	9.5%
Capital	413,473	401,563	452,284	50,721	12.6%
<b>TOTAL</b>	<b>14,812,957</b>	<b>14,731,100</b>	<b>14,877,838</b>	<b>146,738</b>	<b>1.0%</b>
<b>BENEFITS</b>			<b>6,960,032</b>		
<b>REVENUE</b>	<b>4,612,458</b>	<b>4,397,000</b>	<b>4,197,000</b>	<b>-200,000</b>	<b>-4.5%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	980,295	796,752	827,793	31,041	3.9%
Services	338,690	310,035	317,935	7,900	2.5%
Supplies	201,345	178,550	196,000	17,450	9.8%
Other	62,323	53,500	53,500	0	0.0%
Utilities	375,695	389,035	426,110	37,075	9.5%
Capital	110,380	36,018	70,867	34,849	96.8%
<b>TOTAL</b>	<b>2,068,727</b>	<b>1,763,890</b>	<b>1,892,205</b>	<b>128,315</b>	<b>7.3%</b>

**INVESTIGATIONS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,954,471	1,865,608	1,882,465	16,856	0.9%
Services	30	1,100	1,100	0	0.0%
Supplies	9,563	7,000	10,000	3,000	42.9%
Other	0	0	0	0	0.0%
Capital	51,928	0	0	0	0.0%
<b>TOTAL</b>	<b>2,015,992</b>	<b>1,873,708</b>	<b>1,893,565</b>	<b>19,856</b>	<b>1.1%</b>

**TRAFFIC CONTROL**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,734,718	1,845,904	1,869,183	23,279	1.3%
Services	18,218	43,950	45,950	2,000	4.6%
Supplies	7,154	13,000	13,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	25,964	0	0	0	0.0%
<b>TOTAL</b>	<b>1,786,054</b>	<b>1,902,854</b>	<b>1,928,133</b>	<b>25,279</b>	<b>1.3%</b>

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	2,068,727	1,763,890	1,892,205	128,315	7.3%
Patrol	7,180,484	7,466,923	7,427,996	-38,927	-0.5%
Investigations	2,015,992	1,873,708	1,893,565	19,856	1.1%
Cmty Relations	860,274	796,042	810,725	14,682	1.8%
Traffic Control	1,786,054	1,902,854	1,928,133	25,279	1.3%
Public Safety Dispatch	834,352	850,561	847,885	-2,676	-0.3%
Animal Control	67,074	77,122	77,330	208	0.3%
<b>TOTAL</b>	<b>14,812,957</b>	<b>14,731,100</b>	<b>14,877,838</b>	<b>146,738</b>	<b>1.0%</b>

**PATROL**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	6,972,968	7,095,878	7,041,079	-54,799	-0.8%
Services	8,279	5,500	5,500	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	199,237	365,545	381,417	15,872	4.3%
<b>TOTAL</b>	<b>7,180,484</b>	<b>7,466,923</b>	<b>7,427,996</b>	<b>-38,927</b>	<b>-0.5%</b>

**COMMUNITY RELATIONS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	834,310	796,042	810,725	14,682	1.8%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	25,964	0	0	0	0.0%
<b>TOTAL</b>	<b>860,274</b>	<b>796,042</b>	<b>810,725</b>	<b>14,682</b>	<b>1.8%</b>

**PUBLIC SAFETY DISPATCH**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	832,594	841,811	839,135	-2,676	-0.3%
Services	0	0	0	0	0.0%
Supplies	1,328	2,750	2,750	0	0.0%
Other	430	6,000	6,000	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>834,352</b>	<b>850,561</b>	<b>847,885</b>	<b>-2,676</b>	<b>-0.3%</b>

**ANIMAL CONTROL**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	66,416	76,122	76,330	208	0.3%
Services	658	1,000	1,000	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>67,074</b>	<b>77,122</b>	<b>77,330</b>	<b>208</b>	<b>0.3%</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Police</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION		
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Chief	D-9	1.00	1.00	121,969	143,674	1.00	139,452	1.00	143,674	
	Superintendent of Police	D-7	1.00	1.00	105,546	124,328	1.00	122,491	1.00	124,328	
	Captain	P-4	4.00	4.00		90,639	4.00	362,556	4.00	362,556	
	Lieutenant	P-3	10.00	10.00		76,813	10.00	768,130	10.00	768,130	
	Sergeant	P-2	16.00	16.00		65,096	16.00	1,041,536	16.00	1,041,536	
	Patrol Officer	P-1	104.00	104.00	45,879	53,798	104.00	5,484,143	104.00	5,529,020	
	Public Safety Business Manager*	T-9	0.50	0.50	68,673	77,700	0.50	38,850	0.50	38,850	
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	63,492	71,838	1.00	71,838	1.00	71,838	
	Office Manager / Traffic, Parking, & Records	GN-8	1.00	1.00	52,559	55,204	1.00	55,204	1.00	55,204	
	Parking Meter Collector	GN-7	2.00	2.00	48,353	50,786	2.00	98,302	2.00	99,924	
	Fire Alarm Operator/Emergency Telecomm. Dispatcher	FAO/ETD	1.00	1.00		49,121	1.00	49,121	1.00	49,121	
	Emergency Telecommunications Dispatcher	ETD	14.00	14.00	43,581	44,464	14.00	620,708	14.00	622,045	
	Executive Assistant	C-10	1.00	1.00	49,894	52,020	1.00	52,020	1.00	52,020	
	Senior Clerk Typist and Cashier	C-7	1.00	1.00	42,391	44,246	1.00	44,246	1.00	44,246	
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	42,391	44,246	0.50	22,123	0.50	22,123	
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	39,886	41,714	1.00	41,714	1.00	41,714	
	Senior Clerk Typist	C-5	2.00	2.00	39,886	41,714	2.00	83,428	2.00	83,428	
	Senior Clerk Typist	C-4	2.00	1.00	37,739	39,546	1.00	39,546	1.00	39,546	
	School Traffic Supervisor/Parking Control Officer	ST01	9.00	11.00		41,609	11.00	457,707	11.00	457,707	
	Charge Off to Grants							(6,500)		(6,500)	
	Subtotal		172.00	173.00			173.00	9,586,615	173.00	9,640,510	
510102	Permanent Part Time Salaries										
	Parking Control Officer		1.92	1.92	\$19.27/hr.	\$22.64/hr.	1.92	78,488	1.92	78,488	
	School Traffic Supervisor		1.18	1.18	\$19.83/hr.	\$22.64/hr.	1.18	54,801	1.18	54,801	
	Subtotal		3.10	3.10			3.10	133,289	3.10	133,289	
510901	Temporary Part Time Salaries										
	Park Security Officer		2.20	2.20		\$12.63/hr.	2.20	60,229	2.20	60,229	
	Subtotal		2.20	2.20			2.20	60,229	2.20	60,229	
	Full Time/Part Time Salaries-Grants										
	Violence Prevention Coordinator		1.00	1.00		\$28.59/hr.	1.00	55,965	1.00	55,965	
			1.00	1.00			1.00	55,965	1.00	55,965	
	Grants										
	State Grant							(55,965)		(55,965)	
	Net Grant-Funded Salary Total							0		0	
	Other										
510140	Shift Differential							215,523		182,376	
510143	Working-Out-Of-Classification Pay							18,338		18,338	
510300	Regular Overtime							521,053		521,053	
512031	Court Pay							158,157		158,157	
512033	Police Lag Time							141,221		141,221	
513032	In-Service Training Pay							266,267		266,267	
51304E	Enhanced Longevity							10,000		35,000	
513043	Quinn Educational Incentive							1,530,505		1,494,864	
513044	Longevity Pay							80,800		89,075	
513045	Career Incentive Pay							9,250		13,600	
514502	Specialty Pay (Retirable)							28,300		28,300	
515041	Holiday Pay							449,824		450,583	
515059	Administrative Leave Buyback							76,147		76,147	
515501	Uniform/Clothing Allowance / In Lieu of Boots							29,900		35,000	
515540	Auto Allowance							2,700		2,700	
	Subtotal							3,537,985		3,512,681	
	* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Fire Dept.										
	<b>Total</b>		<b>178.30</b>	<b>179.30</b>				<b>179.30</b>	<b>13,318,118</b>	<b>179.30</b>	<b>13,346,709</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Fire</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b>  The Fire Department's primary function is to provide fire protection and emergency services. The Department provides assistance during incidents involving hazardous materials, water rescue, and during all other emergencies requiring trained rescue personnel and equipment. The Department is a core component of the Town's Emergency Medical Services (EMS) System, with all companies (five engines and two ladders) staffed by certified Emergency Medical Technicians (EMTs) serving as first responders. Ambulance services are provided by Fallon Ambulance. Per a contract with the Town, Fallon maintains two Advanced Life Support (ALS) ambulances within town borders.</p> <p>The primary duties of the Department are to prevent the occurrence of fires; to protect lives and property should a fire occur; to provide emergency medical services; to deliver emergency services to the scene of an incident within four minutes; and to promote a climate of safety by decreasing or eliminating unreasonable threat from fire.</p> <p>The Department is broken into the following five sub-programs:</p> <ol style="list-style-type: none"> <li>1. The main function of the <b>Administration Sub-program</b> is to provide overall leadership and policy direction for the Department. The assigned staff include the Chief, the Chief of Operations (which is a re-assigned Deputy Chief), an Executive Assistant, an IT position, and the Public Safety Business Office staff, which is shared with the Police Department.</li> <li>2. The <b>Suppression Sub-program</b> prevents fires and extinguishes fires should they occur; initiates rescues when necessary; performs in-service inspections and pre-fire planning; maintains EMT-staffed fire companies; and performs other emergency services requiring trained and properly equipped personnel. To deliver these services, seven fire companies, manning five engines and two ladder trucks, each with minimum staffing of four firefighters, are housed in five fire stations. The assigned staff totals 147: four Deputy Chiefs, seven Captains, 21 Lieutenants, and 115 Firefighters.</li> <li>3. The <b>Fire Prevention Sub-program</b> enforces all laws and ordinances; issues fire safety permits; investigates all fires and forwards appropriate reports to the State Fire Marshal; educates the public on fire prevention topics and techniques; manages in-service fire company inspections; handles fire safety-related citizen complaints; and approves building plans relating to fire protection. One Deputy Chief, two Lieutenants, and a Clerk staff this Division.</li> </ol>	<ol style="list-style-type: none"> <li>4. The <b>Equipment Maintenance Sub-program</b> repairs and maintains the Department's apparatus and related equipment, such as hoses, fittings, self-contained breathing apparatus, and emergency tools. The goal of the Division is to ensure that the Department's fleet of vehicles and emergency equipment is in working condition at all times. A Chief Mechanic and a Repairman staff this division.</li> <li>5. The <b>Training Sub-program</b> promotes the uniformed personnel's development of required skills, knowledge, and abilities by providing continuous "hands on" training; instructs newly recruited firefighters in a basic seven-week training course; coordinates state-level satellite training programs; and tests new firefighting equipment and techniques. Members of this unit also serve as the Safety Officer at any fire related incident. It is staffed by a Deputy Chief and a Captain.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b>  The FY13 budget reflects an increase of \$120,029 (1%). Personnel increases \$70,311 (0.6%) for Steps (\$45,356), Education Incentive (\$30,000), EMT Pay (\$1,772), Career Incentive (\$1,500) and Holiday Pay (\$431), slightly offset by decreases in Longevity (\$4,750) and Enhanced Longevity (\$4,000).</p> <p>Services increase \$15,166 (11.7%) for Motor Vehicle/Equipment Repair (\$10,000), Communications Equipment Repair (\$1,900), Professional/Technical Services (\$1,500), Other Rentals/ Leases (\$1,100), Credit Card Service Charges (\$800), Public Safety Equipment Repair and Maintenance (\$500), and Data Processing Equipment Repair and Maintenance (\$66). These are combined with small decreases in Other Equipment Rental/Lease (\$450) and Copier Service (\$250).</p> <p>The \$12,000 (8.9%) increase in Supplies is for Motor Vehicle Supplies (\$10,000), Tires (\$1,000) and Custodial Supplies (\$1,000). The \$2,525 increase in Other (10%) is for Education/Training/Conferences. Utilities decrease \$4,966 (2%) due to lower rates for Natural Gas (\$17,143) and a decrease in Water and Sewer charges for the fire stations (\$4,757). These decreases are partially offset by increases in Diesel Fuel (\$10,444), Electricity (\$3,637), Generator Fuel (\$1,535) and Gasoline (\$1,318).</p> <p>Capital increases \$24,994 (18.5%) and funds existing and new leased computers and printers, the replacement of turnout gear, other public safety and apparatus equipment, and funding for fitness equipment for the fire stations. The listing can be found in the Capital Outlay Summary (Section II).</p>

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Safety PROGRAM: Fire</b></p>
<p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to respond to most emergencies in four minutes or less per NFPA Standard 1710.</li> <li>2. To continue to respond to all structure fires with a full first alarm assignment as outlined in NFPA 1710.</li> <li>3. To continue implementing the Student Awareness of Fire Education (SAFE) program in grades one through three.</li> <li>4. With the assistance of the HR Department, to continue to monitor sick leave and take action, when appropriate, in order to stay within the Department's budget.</li> <li>5. To implement a Fire Officer's training program aimed at current and consistent training for all company level Fire Officers.</li> <li>6. To continue with a new policy of holding bi-annual Chief Officer staff meetings.</li> <li>7. To continue to expand the use of technology in the Department, including the implementation of a new multiple family residential inspection system. This system will allow the department to more accurately capture acquired information and make it available during emergencies.</li> <li>8. To complete the federally-mandated process of converting all mobile and portable radios to narrowbanding by December 31, 2012.</li> <li>9. To update/develop several departmental Standard Operating Guidelines (SOGs).</li> <li>10. To train and certify five firefighters as Emergency Medical technicians to replace those who have retired.</li> <li>11. To continue to help develop and advance the goals and objectives of the Town's Emergency Management Team.</li> <li>12. To retrain all members in the latest methods of CPR and automatic external defibrillation (AED).</li> <li>13. To have the Department's Training Staff train the entire Department in updated pump operation procedures.</li> <li>14. To have the Fire Prevention Division oversee the inspections of all residential buildings containing six or more units for fire/safety hazards.</li> <li>15. To accomplish fire and life safety inspections in all 150 eating establishments in town.</li> <li>16. To provide the same or better level of service, within the budget provided, as compared with FY12.</li> </ol>	<p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Developed and implemented new SOG's regarding Quint operations and altered responses to fires and other emergencies.</li> <li>2. Refined and implemented plans for firefighter protection when responding to H1N1 medical calls.</li> <li>3. Kept the vast majority of Department responses to four minutes or less.</li> <li>4. Trained five new firefighters as EMT's.</li> <li>5. Completed more than 600 inspections of single and multifamily residential buildings and businesses (emergency, requested or mandatory).</li> <li>6. Applied for and received allocations for the following federal/state grants: <ol style="list-style-type: none"> <li>A. Mass Decontamination Trailer</li> <li>B. Student Awareness of Fire Education (SAFE)</li> </ol> </li> <li>7. Participant and contributor to MetroFire efforts to update and standardize mutual aid radio procedures.</li> <li>8. Implemented the new Firehouse software to replace Larimore as our records management system.</li> <li>9. Installed STRIX transmitters in all fire stations to improve wireless transmissions between dispatch and in-station companies.</li> <li>10. Upgraded PC infrastructure in all fire stations.</li> <li>11. Secured UL testing of all aerial and ground ladders.</li> <li>12. Participated in all facets of Brookline's Emergency Preparedness Team.</li> <li>13. Continued to develop, update and implement fire safety programs for Brookline's younger students.</li> <li>14. Redeveloped and extensively trained the Department's members on the Fire District's Mass Decontamination unit (MDU). The BFD is capable of providing mass decontamination services in Brookline as well as any MetroFire community.</li> <li>15. Re-certified more than 50% of Brookline Fire Department's Emergency Medical Technicians (EMTs).</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Fire					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
Box Alarms	687	700	706	700	700						
Still Alarms	2,748	2,750	2,640	2,700	2,700	Air Masks					
Medical Emergencies	4,132	4,100	5,117	5,000	5,000	Face Pieces Replaced	20	20	5	20	20
Total Responses	7,567	7,550	8,463	8,500	8,500	Breathing Apparatus					
Avg Response Time to Emergency Incidents (minutes) - Calendar Year	3:30	3:30	3:37	3:30	3:30	Cylinders Replaced	5	5	5	5	5
Large loss fire (Over \$100,000)	4	4	5	4	4	% of Apparatus Repairs Initiated within 24 Hrs	100%	100%	100%	100%	100%
Multiple Alarm Fires	3	6	3	3	3	% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
% of Investigations Started Within Two Hours	100%	100%	100%	100%	100%	% of EMTs Re-Certified	100%	100%	100%	100%	100%
Apartment Buildings with 6+ Units Inspected	386	550	528	536	536	% of Firefighters Completing: DOT Refresher Course	0%	0%	0%	0%	0%
Commercial & Retail						Haz-Mat Training	90%	100%	100%	100%	100%
Occupancy Inspections	53	53	38	40	40	% of Personnel Re-Certified in CPR	100%	100%	100%	100%	100%
Second Hand Motor Vehicle	N/A	N/A	12	12	12	Emergency Management					
Second Hand Articles License	N/A	N/A	13	13	13	Training Exercises	10	8	8	8	8
Retail Package Store	N/A	N/A	21	35	35	Training Programs - Staff	10	8	8	8	8
Health Care Facilities (15 Quarterly)	N/A	N/A	30	60	60						
Investigations resulting in Arson Arrests	0	0	0	0	0						

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Fire</b>
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**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	11,555,654	11,639,169	11,709,480	70,311	0.6%
Services	129,583	129,589	144,755	15,166	11.7%
Supplies	121,023	134,260	146,260	12,000	8.9%
Other	22,838	25,125	27,650	2,525	10.0%
Utilities	241,048	252,029	247,062	-4,966	-2.0%
Capital	122,180	135,078	160,072	24,994	18.5%
<b>TOTAL</b>	<b>12,192,327</b>	<b>12,315,249</b>	<b>12,435,279</b>	<b>120,029</b>	<b>1.0%</b>
<b>BENEFITS</b>			<b>6,970,397</b>		
<b>REVENUE</b>	<b>395,834</b>	<b>380,000</b>	<b>405,000</b>	<b>25,000</b>	<b>6.6%</b>

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	620,407	582,717	591,361	8,643	1.5%
Firefighting	10,573,232	10,846,291	10,927,923	81,632	0.8%
Fire Prevention	290,474	314,262	311,282	-2,980	-0.9%
Training	335,082	246,329	246,601	272	0.1%
Equipment Maintenance	373,133	325,650	358,112	32,461	10.0%
<b>TOTAL</b>	<b>12,192,327</b>	<b>12,315,249</b>	<b>12,435,279</b>	<b>120,029</b>	<b>1.0%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	548,129	521,617	527,152	5,534	1.1%
Services	24,062	35,894	37,646	1,752	4.9%
Supplies	15,745	15,600	16,600	1,000	6.4%
Other	5,268	5,650	7,650	2,000	35.4%
Capital	27,203	3,956	2,313	-1,643	-41.5%
<b>TOTAL</b>	<b>620,407</b>	<b>582,717</b>	<b>591,361</b>	<b>8,643</b>	<b>1.5%</b>

**FIREFIGHTING**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	10,297,448	10,462,257	10,528,296	66,039	0.6%
Services	18,809	15,941	17,491	1,550	9.7%
Supplies	8,585	52,000	52,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	177,676	190,434	173,707	-16,728	-8.8%
Capital	70,714	125,658	156,429	30,771	24.5%
<b>TOTAL</b>	<b>10,573,232</b>	<b>10,846,291</b>	<b>10,927,923</b>	<b>81,632</b>	<b>0.8%</b>

**FIRE PREVENTION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	267,438	308,204	308,912	708	0.2%
Services	36	36	0	-36	-100.0%
Supplies	0	1,700	1,700	0	0.0%
Other	0	0	0	0	0.0%
Capital	23,000	4,322	670	-3,652	-84.5%
<b>TOTAL</b>	<b>290,474</b>	<b>314,262</b>	<b>311,282</b>	<b>-2,980</b>	<b>-0.9%</b>

**TRAINING**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	317,188	223,594	223,823	229	0.1%
Services	718	718	718	0	0.0%
Supplies	85	1,400	1,400	0	0.0%
Other	16,881	19,475	20,000	525	2.7%
Capital	210	1,142	660	-482	-42.2%
<b>TOTAL</b>	<b>335,082</b>	<b>246,329</b>	<b>246,601</b>	<b>272</b>	<b>0.1%</b>

**EQUIPMENT MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	125,451	123,496	121,296	-2,200	-1.8%
Services	85,959	77,000	88,900	11,900	15.5%
Supplies	96,607	63,560	74,560	11,000	17.3%
Other	690	0	0	0	0.0%
Utilities	63,372	61,594	73,355	11,761	19.1%
Capital	1,054	0	0	0	0.0%
<b>TOTAL</b>	<b>373,133</b>	<b>325,650</b>	<b>358,112</b>	<b>32,461</b>	<b>10.0%</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET					PROGRAM GROUP: Public Safety PROGRAM: Fire						
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION		
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Chief	D-9	1.00	1.00	121,969	143,674	1.00	137,398	1.00	139,459	
	Chief of Operations	D-7	1.00	1.00	105,546	124,328	1.00	117,140	1.00	118,897	
	Deputy Chief	F-4	6.00	6.00		86,825	6.00	520,950	6.00	520,950	
	Captain	F-3	8.00	8.00		74,209	8.00	593,672	8.00	593,672	
	Lieutenant	F-2	23.00	23.00		63,427	23.00	1,458,821	23.00	1,458,821	
	Firefighter	F-1	115.00	115.00	44,928	52,855	115.00	5,993,794	115.00	6,033,432	
	Information Systems Analyst	T-10	0.00	1.00	71,420	80,808	1.00	72,691	1.00	73,985	
	Public Safety Business Manager*	T-9	0.50	0.50	68,673	77,700	0.50	38,850	0.50	38,850	
	IT Support Specialist	T-4	1.00	0.00	50,402	57,028	0.00	0	0.00	0	
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	57,532	60,427	1.00	60,427	1.00	60,427	
	Executive Assistant	G-13	1.00	1.00		55,103	1.00	55,103	1.00	55,103	
	Assistant Clerk - Fire Prevention	C-8	1.00	1.00	44,167	46,037	1.00	44,167	1.00	44,773	
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	42,391	44,246	0.50	22,123	0.50	22,123	
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	39,886	41,714	1.00	41,714	1.00	41,714	
	Fire Apparatus Repairperson	LN-7	1.00	1.00		53,198	1.00	53,198	1.00	53,198	
	Subtotal		161.00	161.00			161.00	9,210,047	161.00	9,255,404	
	Other										
510140	Shift Differential							599,684		599,684	
510143	Working-Out-Of-Classification Pay							108,669		108,669	
510300	Regular Overtime							241,851		241,850	
513007	HazMat Pay							111,177		111,177	
513042	Educational Incentive Pay							100,000		130,000	
513044	Longevity Pay							72,600		67,850	
513045	Career Incentive Pay							2,000		3,500	
51304E	Enhanced Longevity							4,000		0	
514501	Extra Compensation							750		750	
514505	Defib Pay							60,800		60,800	
514506	EMT Pay							337,172		338,945	
515041	Holiday Pay							454,417		454,849	
514502	Specialty Pay							15,600		15,600	
515058	Vacation Cash-in							126,348		126,348	
515059	Administrative Leave Buy-Back							82,163		82,163	
515501	Uniform/Clothing Allowance							111,390		111,390	
515505	Tool Allowance							500		500	
	Subtotal							2,429,122		2,454,076	
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Police Dept.											
	<b>Total</b>		<b>161.00</b>	<b>161.00</b>				<b>161.00</b>	<b>11,639,169</b>	<b>161.00</b>	<b>11,709,480</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Safety PROGRAM: Building</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Building Department was established to ensure public safety during construction, alteration, repair, and demolition of structures within town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of occupancy. Staff enforce by-laws and regulations related to zoning, building, plumbing, gas, electrical connections, fire safety, sprinklers, energy, demolition, and lodging houses. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal, and is charged with the repair and maintenance of all Town and School buildings and managing the daily operation of Town Hall, the Health Center, and the Public Safety Headquarters building.</p> <p>The Department consists of the following six sub-programs:</p> <ol style="list-style-type: none"> <li>1. The <b>Administration Sub-program</b> provides administrative and clerical support for the Department. The clerical staff performs the required office activities for the other sub-programs, including receipt of permit applications and fees, handling of citizen inquiries, preparation of permits, certificates, licenses, and payment vouchers for vendors.</li> <li>2. The <b>Code Enforcement and Inspection Sub-program</b> is responsible for the construction and maintenance of structurally sound and safe buildings, mechanical systems, and equipment as mandated by related codes, by-laws, rules, and regulations. Work is initiated as a result of the application for a permit, complaints, department initiative, or referral and involves dealing with architects, engineers, developers, contractors, lawyers, owners, and tenants.</li> <li>3. The <b>Repairs to Public Buildings Sub-program</b> preserves and maintains Town-owned buildings other than schools, which total 45 buildings with an estimated value of \$135 million. Through periodic surveys and inspections, the Department determines the necessary repairs to preserve and maintain these buildings and establishes a preventive maintenance program consistent with the need.</li> <li>4. The <b>Town Hall Maintenance Sub-program</b> provides for the operation and maintenance of the Town Hall, the Stephen Glover Train Memorial Health Center, and the Public Safety Headquarters building.</li> </ol>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <ol style="list-style-type: none"> <li>5. The <b>Construction/Renovation Sub-program</b> supports the Building Commission which, in accordance with Article 3.7 of the Town's By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, and maintains supervision of the Town's building program. The Project Administrator and his assistant serve as agents of the Building Commission, working with various Town and School agencies for the study, design, and construction of new projects and for major repairs.</li> <li>6. The <b>School Plant Sub-program</b> provides for the maintenance and upkeep of all school buildings, of which there are 16 with an estimated value of \$300 million. Through surveys and inspections and in conjunction with the principals, the custodial staff, and the Superintendent of Schools, a list of necessary repairs is established to preserve and maintain these buildings.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects an increase of \$29,926 (0.4%). Personnel increases \$5,835 (0.3%) due to Steps (\$5,785) and Longevity (\$2,650), slightly offset by decreases in Shift Differential (\$2,200) and Clothing Allowance (\$400).</p> <p>The \$226,067 (12%) increase in Services is driven by the consolidation of Craftsmen Supplies into the Repair and Maintenance accounts. Instead of transferring the money as the year progresses, \$79,500 for Schools and \$20,000 of Town Supplies were moved into Repair accounts for Town and School buildings. School Repair and Maintenance shows a \$109,247 increase while Town Repair and Maintenance increases \$45,809, both at which include the consolidation and a 2.5% increase. Other Service increases include \$60,000 for Credit Card Service Fees to allow credit cards to be accepted for building permits, \$10,000 for Building Cleaning and \$1,712 in Copier Service. There is also a small decrease in Data Processing Equipment Repair and Maintenance (\$700).</p> <p>The \$101,100 (81.7%) decrease in Supplies reflects the consolidation of accounts explained above, a reduction of \$5,000 in Custodial Supplies, and an increase in the Uniform accounts (\$3,400). The \$450 (7.8%) reduction in Other is in Auto Reimbursement.</p> <p>The \$12,846 (0.5%) decrease in Utilities is due to a combination of a reduction in Natural Gas (\$147,643), the result of a lower contract price, and increases in Electricity (\$89,242), Water and Sewer charges (\$40,475), Generator Fuel (\$2,558), and Gasoline (\$2,521). Capital decreases \$87,580 (61%) and funds existing leased desktop computers and two Ford Transits.</p>

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Safety PROGRAM: Building</b></p>
<p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To assist the Selectmen's Office and Town and School departments to develop a CIP Project list, including those required to address the school space issue.</li> <li>2. To upgrade and expand building security.</li> <li>3. To assist the School Administration in planning for the creation of additional classroom space.</li> <li>4. To secure energy conservation funds from outside sources.</li> <li>5. To improve operating controls for the buildings for improved energy usage.</li> <li>6. To use more green clean products for a healthier building environment.</li> <li>7. To assist with the completion of phase three of the Town Hall/Pierce/Main Library garage project.</li> <li>8. To continue to improve energy efficiency in all Town and School buildings.</li> <li>9. To upgrade the communications and operating systems of the energy management systems.</li> <li>10. To put all Building Department records on file/server.</li> <li>11. To work with the Fire Chief on Fire Station floor reinforcements.</li> <li>12. To complete the Runkle and Heath School projects on time and on budget.</li> <li>13. To continue to make public buildings fully accessible.</li> <li>14. To assist departments, especially Schools, with their security plans.</li> <li>15. To assist the IT Department with the intercom VOIP systems.</li> <li>16. To expand the use of Cartegraph to include more data (i.e. pictures of buildings, equipment) to make a better product.</li> <li>17. To assist the School Department with the renovation of the Pierce School Auditorium.</li> <li>18. To improve the time it takes to respond to and complete work orders, track work orders more closely and look at total allotment of time to complete jobs.</li> <li>19. To expand training for the Tradesmen and encourage more education of different skills.</li> <li>20. To provide training in equipment used by staff.</li> <li>21. To complete the feasibility plan for the Parks Division of DPW and the Building Department.</li> <li>22. To expand the permitting software to include additional public information availability on the website.</li> <li>23. To categorize and file plans in a storage facility under the Pierce School that will assure their availability.</li> <li>24. To expand the Building Department website to include frequently asked questions.</li> <li>25. To post within one week of their being filed all Zoning Board of Appeals (ZBA) decisions.</li> <li>26. To modify the way maintenance calls are performed and have staff use computers for daily reports and work order information.</li> <li>27. To create a second means of communications for the energy management systems.</li> <li>28. To enhance the capabilities of the Building Inspectors by providing training in Word, Excel and use of the internet to search new products and building processes.</li> </ol>	<p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Secured almost \$100,000 in funding from the utilities for energy efficiency projects.</li> <li>2. Modified/added three more classrooms at the Pierce School.</li> <li>3. Re-assigned the computer lab and expanded the science rooms at the Baker School.</li> <li>4. Received \$10,000 in rebates from the gas company to install condensing boilers.</li> <li>5. Worked with the Planning and Community Development Department to apply for Green Community grant funding for energy efficiency projects.</li> <li>6. Installed a new, fuel efficient condensing jockey boiler at the Health Department and Town Hall.</li> <li>7. Worked with the School Department to help organize and cut back on after-hours building usage.</li> <li>8. Installed occupancy sensors in the Soule Rec Center to shut off lights, with financial assistance from NSTAR.</li> <li>9. Painted a majority of the High School building using Town staff.</li> <li>10. Expanded the security system at the High School.</li> <li>11. Made two new classrooms at the High School for the BEEP Program.</li> <li>12. Completed Phase two of the Town Hall/Pierce/Main Library garage project.</li> <li>13. Installed a new energy management system at the Coolidge Corner Library and Senior Center.</li> <li>14. Purchased a Chevy Volt, an electric vehicle and two more hybrid vehicles.</li> <li>15. Completed the Pierce School amphitheatre project.</li> <li>16. Created three new rooms at the New Lincoln School for additional spaces for the students.</li> <li>17. Installed occupancy sensors and demand ventilation sensors in buildings to save energy.</li> <li>18. Installed a new kitchen space at the Soule Rec Center.</li> <li>19. Created new teaching and storage spaces at the Devotion School.</li> <li>20. Signed a new lease for 40 years with the Brookline Arts Center.</li> <li>21. Installed demand ventilation at the Pierce Primary, High School, Devotion School and other buildings.</li> <li>22. Installed electric hand dryers at the High School to save monies on paper towels.</li> <li>23. Recarpeted and painted the Senior Center.</li> <li>24. Improved plan review and timeliness of permit issuance.</li> <li>25. Adopted a procedure to assure review and implementation of conditions required by the Zoning Board of Appeals (ZBA) decisions.</li> <li>26. Facilitated training Building Inspectors and contractors for transition from the 6th to 7th edition of the State Building Code.</li> <li>27. Completed roof work at various fire stations.</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Building					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
Permits Issued:	5,916	5,685	5,775	5,750	5,750	School Buildings *					
Building Permits	1,947	1,850	1,825	1,825	1,825	Electricity (KWH)	7,594,806	7,742,044	7,518,978	7,251,977	7,357,504
Electrical Permits	1,313	1,300	1,346	1,335	1,335	Natural Gas (Therms)	612,434	625,960	670,666	610,169	658,618
Plumbing Permits	1,183	1,050	1,184	1,150	1,150	Oil (gallons)	22,682	0	10,947	0	0
Gas Fitting Permits	832	860	893	875	875	Water & Sewer (CCF)	N/A	N/A	N/A	12,924	12,924
Mechanical Permits	296	260	295	295	295						
Sprinkler Permits	17	16	20	20	20						
Occupancy Permits	211	225	115	150	150						
Other	117	124	97	100	100						
Certificates Issued	270	275	281	270	270						
Builders Exams	1	0	0	0	0						
Builders Licenses	50	60	44	45	45						
Inspections:											
Common Victualler	142	140	141	140	140						
Lodging House Insp.	48	50	50	50	50						
Violation Notices Issued	28	25	26	25	25						
Court Complaints Filed	9	10	7	9	8						
Board of Appeals Cases	58	50	55	55	55						
Public Building Maintenance											
Maintenance Contracts	20	25	15	15	15						
Contractor Service Orders	1,760	1,600	1,600	1,600	1,600						
In-House Work Orders	3,706	3,750	3,990	4,200	4,200						
Vouchers Processed	1,500	1,800	1,500	1,500	1,500						
Committees of Seven	4	5	5	5	7						
Utility Use											
Town Hall *											
Electricity (KWH)	692,238	707,844	694,298	707,844	693,268						
Natural Gas (Therms)	20,164	24,135	23,829	27,138	27,036						
Oil (gallons)	800	0	0	0	0						
Water & Sewer (CCF)	N/A	N/A	N/A	1,376	1,376						

\* Reflects usage at the temporary Town Hall location at the Old Lincoln School for six months in FY10.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Building**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,914,625	1,958,280	1,964,115	5,835	0.3%
Services	1,859,893	1,886,672	2,112,739	226,067	12.0%
Supplies	261,270	123,770	22,670	-101,100	-81.7%
Other	12,762	5,800	5,350	-450	-7.8%
Utilities	2,766,559	2,742,497	2,729,651	-12,846	-0.5%
Capital	53,172	143,467	55,887	-87,580	-61.0%
<b>TOTAL</b>	<b>6,868,281</b>	<b>6,860,486</b>	<b>6,890,412</b>	<b>29,926</b>	<b>0.4%</b>
<b>BENEFITS</b>			<b>1,157,363</b>		
<b>REVENUE</b>	<b>2,573,008</b>	<b>1,947,000</b>	<b>2,006,000</b>	<b>59,000</b>	<b>3.0%</b>

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	150,383	204,674	199,115	-5,560	-2.7%
Code Enforcement & Insp.	660,631	640,105	620,137	-19,968	-3.1%
Repairs to Public Buildings	977,902	974,115	972,527	-1,588	-0.2%
Town Hall Maintenance	484,189	476,840	501,605	24,765	5.2%
Construction/Renovation	9,514	55,679	55,329	-350	-0.6%
School Plant	4,585,662	4,509,072	4,541,699	32,627	0.7%
<b>TOTAL</b>	<b>6,868,281</b>	<b>6,860,486</b>	<b>6,890,412</b>	<b>29,926</b>	<b>0.4%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	145,381	183,464	185,272	1,808	1.0%
Services	3,472	9,074	10,786	1,712	18.9%
Supplies	0	135	135	0	0.0%
Other	169	788	788	0	0.0%
Capital	1,361	11,214	2,134	-9,080	-81.0%
<b>TOTAL</b>	<b>150,383</b>	<b>204,674</b>	<b>199,115</b>	<b>-5,560</b>	<b>-2.7%</b>

**CODE ENFORCEMENT AND INSPECTION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	590,048	534,443	535,715	1,271	0.2%
Services	555	0	60,000	60,000	-
Supplies	3,609	4,900	4,900	0	0.0%
Other	4,394	3,625	3,625	0	0.0%
Utilities	11,173	12,656	13,917	1,261	10.0%
Capital	50,853	84,481	1,981	-82,500	-97.7%
<b>TOTAL</b>	<b>660,631</b>	<b>640,105</b>	<b>620,137</b>	<b>-19,968</b>	<b>-3.1%</b>

**REPAIRS TO PUBLIC BUILDINGS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	266,782	246,836	247,738	903	0.4%
Services	613,056	659,536	696,344	36,809	5.6%
Supplies	89,894	21,435	3,135	-18,300	-85.4%
Other	7,599	200	200	0	0.0%
Capital	571	46,109	25,109	-21,000	-45.5%
<b>TOTAL</b>	<b>977,902</b>	<b>974,115</b>	<b>972,527</b>	<b>-1,588</b>	<b>-0.2%</b>

**TOWN HALL MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	172,838	173,271	172,319	-952	-0.5%
Services	130,171	101,340	120,250	18,910	18.7%
Supplies	3,468	13,000	8,000	-5,000	-38.5%
Other	0	0	0	0	0.0%
Utilities	177,712	189,229	201,036	11,807	6.2%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>484,189</b>	<b>476,840</b>	<b>501,605</b>	<b>24,765</b>	<b>5.2%</b>

**CONSTRUCTION/RENOVATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	9,364	54,979	55,079	100	0.2%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	150	700	250	-450	-64.3%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>9,514</b>	<b>55,679</b>	<b>55,329</b>	<b>-350</b>	<b>-0.6%</b>

**SCHOOL PLANT**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	730,212	765,287	767,992	2,705	0.4%
Services	1,112,640	1,116,722	1,225,359	108,636	9.7%
Supplies	164,300	84,300	6,500	-77,800	-92.3%
Other	450	488	488	0	0.0%
Utilities	2,577,674	2,540,612	2,514,698	-25,914	-1.0%
Capital	387	1,663	26,663	25,000	1503.2%
<b>TOTAL</b>	<b>4,585,662</b>	<b>4,509,072</b>	<b>4,541,699</b>	<b>32,627</b>	<b>0.7%</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Building</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	105,546	124,328	1.00	115,410	1.00	117,140
	Director of Public Buildings	T-15	1.00	1.00	93,773	106,100	1.00	106,100	1.00	106,100
	Building Project Administrator	T-15	1.00	1.00	93,773	106,100	1.00	106,100	1.00	106,100
	Deputy Commissioner	T-15	1.00	1.00	93,773	106,100	0.00	0	0.00	0
	Chief Building Inspector/Zoning Enf.	T-10	0.00	0.00	71,420	80,808	1.00	71,420	1.00	72,691
	Project Manager	T-10	1.00	1.00	71,420	80,808	1.00	80,808	1.00	80,808
	Operations Manager - Public Buildings	T-9	0.00	0.00	68,673	77,700	1.00	68,673	1.00	69,895
	Energy Systems Manager	T-7	1.00	1.00	63,492	71,838	1.00	71,838	1.00	71,838
	Electrical Inspector	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Plumbing and Gas Inspector	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Local Building Inspector	GN-12	4.00	4.00	64,591	67,841	4.00	281,220	4.00	281,220
	Senior Maintenance Craftsperson	MN-5	10.00	10.00	52,244	54,905	10.00	549,051	10.00	549,051
	Senior Building Custodian	MN-4	3.00	3.00	48,599	51,075	3.00	151,971	3.00	152,594
	Houseworker	MN-1	1.00	1.00	32,739	34,407	0.00	0	0.00	0
	Administrative Head Clerk	C-10	1.00	1.00	49,894	52,020	2.00	102,524	2.00	103,282
	Bookkeeper/Accountant I	C-9	2.00	2.00	45,548	47,431	1.00	47,431	1.00	47,431
	Senior Clerk Typist	C-4	1.00	1.00	37,739	39,546	1.00	38,791	1.00	38,973
	Less Charge off to Capital Projects							(106,100)		(106,100)
	Subtotal		30.00	30.00			30.00	1,826,686	30.00	1,832,471
510102	Permanent Part Time Salaries									
	Houseworkers	MN-1	1.56	0.48	32,739	34,407	0.48	15,552	0.48	15,552
	Subtotal		1.56	0.48			0.48	15,552	0.48	15,552
510901	Temporary Part Time Salaries									
	Inspectors		0.65	0.65	\$34.40/hr.	\$36.13/hr.	0.65	29,007	0.65	29,007
	Summer Workers		0.80	0.80		\$12.43/hr.	0.80	30,415	0.80	30,415
	Subtotal		1.45	1.45			1.45	59,422	1.45	59,422
	Other									
510140	Shift Differential							4,700		2,500
510300	Regular Overtime							30,344		30,344
513044	Longevity Pay							12,825		15,475
515501	Clothing/Uniform Allowance / In Lieu of Boots							8,750		8,350
	Subtotal							56,619		56,669
	<b>Total</b>		<b>33.01</b>	<b>31.93</b>			<b>31.93</b>	<b>1,958,280</b>	<b>31.93</b>	<b>1,964,115</b>

**TOWN BUILDINGS REPAIR AND MAINTENANCE LIST**

	<u><b>ESTIMATE</b></u>
Fire Station No. 1 (Upgrade toilets, meter installation)	\$14,750
Fire Station No. 4 (Upgrade bathrooms, watch area, replace refrigerator)	\$20,500
Fire Station No. 5 (Upgrade toilets, locker replacement)	\$19,000
Fire Station No. 6 (Upgrade toilets)	\$16,000
Fire Station No. 7 (Add women's shower, upgrade toilets)	\$20,550
Larz Anderson Shops (Add storage boxes)	\$2,500
Public Safety Building (Install condensing boiler, carpeting)	\$48,750
Swimming Pool (Create lobby area, replace filters)	\$8,500
Skyline Park (Automate doors)	\$3,500
Harry Downs Field (Improve ventilation)	\$750
Health Building (Install kitchen exhausts, door magnets)	\$3,000
Municipal Service Center (Paint floor)	\$750
Coolidge Corner Library (Replace lights, add oil tank high level alarm)	\$7,000
Main Library (Replace windows)	\$5,000

**REPAIRS GRAND TOTAL** **\$170,550**

**GENERAL SERVICES -- TOWN BUILDINGS\***

**BURNER/BOILER SERVICE**

PREVENTATIVE MAINTENANCE	\$3,750
BOILER/STEAMFITTING REPAIRS	\$40,000
BOILER WATER TREATMENT	\$1,850
INSULATION	\$1,500
REFRACTORY	\$1,500
ENERGY MANAGEMENT SYSTEMS	\$2,500
	<b>\$51,100</b>

**GLAZING SERVICES**

REPLACEMENT	\$10,000
WINDOW WASHING - EXTERIOR	\$10,000
SHADE REPAIR	\$2,500
	<b>\$22,500</b>

**PAINTING SERVICE**

INTERIOR/EXTERIOR	\$7,000
	<b>\$7,000</b>

**PNEUMATIC SERVICE**

PREVENTATIVE MAINTENANCE	\$20,000
REPAIRS	\$5,000
	<b>\$25,000</b>

**HVAC SERVICE**

PREVENTATIVE MAINTENANCE	\$3,500
REPAIRS	\$35,000
	<b>\$38,500</b>

**ELEVATOR SERVICE**

PREVENTATIVE MAINTENANCE/TESTING	\$7,750
STATE TESTING	\$12,500
REPAIRS	\$25,000
	<b>\$45,250</b>

**EMERGENCY GENERATOR SERVICE**

PREVENTATIVE MAINTENANCE	\$3,750
REPAIRS	\$10,000
	<b>\$13,750</b>

**FIRE SAFETY SERVICE**

PM PLYMOVENT SYSTEM - FIRE	\$5,000
FIRE ALARM/SPRINKLER TEST	\$18,500
FIRE ALARM/SPRINKLER REPAIRS	\$10,000
FIRE EXTINGUISHER TEST/REPAIRS	\$1,600
	<b>\$35,100</b>

**ELECTRICAL SERVICE**

PREVENTATIVE MAINTENANCE	\$5,000
COMMUNICATIONS	\$2,650
BURGLAR ALARM	\$15,000
REPAIRS	\$40,000
	<b>\$62,650</b>

**PLUMBING SERVICE**

SERVICE/DRAIN	\$35,000
REPAIRS	\$2,000
	<b>\$37,000</b>

**INTERIOR GENERAL**

CARPENTRY	\$2,500
LOCKERS	\$2,500
DOORS/LOCKS	\$29,000
CEILINGS	\$4,000
OTHER AND SUPPLIES	\$100,000
	<b>\$138,000</b>

**EXTERIOR GENERAL**

ROOF - GUTTERS	\$5,000
ROOF - INSPECTION/REPAIRS	\$60,000
MASONRY- PREVENTATIVE MAINTENANCE	\$2,500
MASONRY	\$7,000
PEST CONTROL	\$5,000
OTHER	\$244
	<b>\$79,744</b>

**TOTAL TOWN GENERAL SERVICES \$555,594**

<b>REPAIRS TOTAL</b>	<b>\$170,550</b>
<b>GENERAL SERVICES TOTAL</b>	<b>\$555,594</b>
<b>REPAIRS TO TOWN BLDG'S GRAND TOTAL *</b>	<b>\$726,144</b>

\* Note: The Town share here (\$726,144) is greater than the proposed Building Department R&M budget of \$698,144 because \$28,000 of R&M for Library facilities is in the Library budget.

**GENERAL SERVICES -- SCHOOL BUILDINGS\***

**BURNER/BOILER SERVICE**

PREVENTATIVE MAINTENANCE	\$12,350
BOILER/STEAMFITTING REPAIRS	\$90,000
BOILER WATER TREATMENT	\$10,350
INSULATION	\$3,000
REFRACTORY	\$12,500
ENERGY MANAGEMENT SYSTEMS	\$15,000
OIL TANK CLEANING	\$4,000
	<b>\$147,200</b>

**GLAZING SERVICES**

REPLACEMENT	\$38,125
WINDOW WASHING	\$25,350
SHADE REPAIR	\$15,700
	<b>\$79,175</b>

**PAINTING SERVICE**

INTERIOR/EXTERIOR	\$10,000
	<b>\$10,000</b>

**PNEUMATIC SERVICE**

PREVENTATIVE MAINTENANCE	\$35,000
REPAIRS	\$35,000
	<b>\$70,000</b>

**HVAC SERVICE**

PREVENTATIVE MAINTENANCE	\$32,450
REPAIRS	\$75,000
	<b>\$107,450</b>

**ELEVATOR SERVICE**

PREVENTATIVE MAINTENANCE/TESTING	\$7,000
STATE TESTING	\$32,700
REPAIRS	\$40,000
	<b>\$79,700</b>

**EMERGENCY GENERATOR SERVICE**

PREVENTATIVE MAINTENANCE	\$2,500
REPAIRS	\$5,000
	<b>\$7,500</b>

**FIRE SAFETY SERVICE**

FIRE ALARM/SPRINKLER TEST	\$41,000
FIRE ALARM/SPRINKLER REPAIRS	\$16,500
FIRE EXTINGUISHER TEST/REPAIRS	\$9,225
	<b>\$66,725</b>

**ELECTRICAL SERVICE**

PREVENTATIVE MAINTENANCE	\$12,700
COMMUNICATIONS	\$3,500
BURGLAR ALARM	\$15,850
REPAIRS	\$75,900
	<b>\$107,950</b>

**PLUMBING SERVICE**

SERVICE/DRAIN	\$7,500
REPAIRS	\$64,050
	<b>\$71,550</b>

**INTERIOR GENERAL**

CARPENTRY	\$35,000
LOCKERS	\$2,500
DOORS/LOCKS	\$16,950
CEILINGS	\$25,000
OTHER AND SUPPLIES	\$150,000
	<b>\$229,450</b>

**EXTERIOR GENERAL**

ROOF - GUTTERS	\$5,000
ROOF - INSPECTION/REPAIRS	\$95,475
MASONRY	\$15,000
PEST CONTROL	\$26,000
OTHER	\$500
	<b>\$141,975</b>

<b>TOTAL SCHOOLS GENERAL SERVICES</b>	<b>\$1,118,675</b>
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<b>REPAIRS TOTAL</b>	<b>\$100,934</b>
<b>GENERAL SERVICES TOTAL</b>	<b>\$1,118,675</b>
<b>REPAIRS TO SCHOOL BLDG'S GRAND TOTAL</b>	<b>\$1,219,609</b>

\* The spending categories for School Buildings are estimates. The allocation of the \$1,219,609 budget is determined by the School Superintendent and was not finalized when this document went to print.



<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b> The Department of Public Works is responsible for all endeavors related to planning, designing, operating, maintaining, and managing public ways, park lands, open space, public grounds, Town cemeteries, water distribution systems, sewer collection systems, the collection/disposal of solid waste, and recycling. The Department also provides engineering support services and motor equipment maintenance services to Town departments. The Department's goal is to provide efficient, effective, and economical services to the citizens at the desired level and in compliance with all applicable laws and regulations.</p> <p>The Public Works Department consists of the following sub-programs:</p> <p><b><u>Administration</u></b> - the primary goal of the Division is to provide continuous coordination of all divisions through effective leadership in order to ensure that all functions are carried out completely and efficiently. The specific functions include budget preparation and internal expenditure control; clerical and accounting activities for the processing of payrolls, purchases, billings, utility invoices; long-range planning; compliance with all federal, state, and local laws and regulations; and interacting with all boards, commissions, and departments as well as with municipal, utility, and regional authorities.</p> <p><b><u>Engineering/Transportation</u></b> - The responsibilities of the Division are centered on providing support to the construction and maintenance divisions of the Department, in addition to handling transportation issues. These responsibilities include preparation of plans, specifications, and bidding documents for various construction projects involving public ways, utilities, parks, open space, playgrounds, and the entire public infrastructure; preparation of estimates and drawings; contract administration and construction inspections; review of all street opening requests by public utilities; supervision of the maintenance of the Town's traffic signal and street lighting systems; and the review and approval of plot plans for new buildings.</p> <p>Included in these responsibilities is serving as staff for the six-member Transportation Board, which has the authority to make rules and regulations relative to pedestrian, vehicle, and bicycle movement within Town. The Division prepares regulations, traffic counts, small traffic studies, plans, and maps, and analyzes proposals. The Division also manages the overnight sticker program, the guest parking program, and the resident and commercial sticker parking programs, and oversees the taxi cab industry, bus lines, and limousine services.</p>	<p><b><u>Highway</u></b> - This Division maintains a highly visible service to the community. The goal of the Division is to maintain the physical safety and appearance of all public ways. Maintenance on all Public Works vehicles and equipment, as well as vehicles of 10 other departments, is accomplished through this Division, which consists of five elements:</p> <ol style="list-style-type: none"> <li>1. <b><u>Roadway Maintenance</u></b> - responsible for street, sidewalk, and trench repairs, asphalt overlays, granite curbing, and the replacement of Town-owned fences and walls. The School Department also receives maintenance through this element with work accomplished on walkways, school parking areas, and drainage problems.</li> <li>2. <b><u>Street Cleaning</u></b> - keeps all public ways machine-swept and free of litter. To accomplish this year-round task, 125 litter baskets must be emptied daily. Mains are swept three times per week, residential streets are swept approximately every nine to fourteen days, and leaves, grass, and common litter are removed on a daily basis.</li> <li>3. <b><u>Snow and Ice Control</u></b> - plows and sands approximately 100 miles of street, 29 miles of sidewalk, and hand clears and sands handicap accessible ramps in business and commuter areas. Public ways near churches, temples, bus stops, elderly housing, schools, and residences of paraplegics are given precedence to ensure public safety. The Town plows 29 miles of sidewalks in order to provide access to the elderly and to children along school routes. The sidewalks were selected by a 1978 Snow Committee and were confirmed by a 1983 Moderator's Snow Committee.</li> <li>4. <b><u>Traffic Control/Street Lighting</u></b> - places, repairs, and manufactures street and traffic signs, inspects street lights and traffic signals, maintains parking meters, and letters and paints pavement, crosswalks, and center lines. The street lighting portion of this element funds the operation, maintenance, and energy costs of all street lights and traffic signals in the Town. This Unit is also responsible for the maintenance of the Town's Emergency Notification System (public safety call boxes/alarms).</li> <li>5. <b><u>Motor Equipment Maintenance</u></b> - utilizing a centralized approach in order to maintain productivity and efficiency, this element maintains and repairs the bulk of the Town's fleet. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Service contracts are used for major repair items that cannot be serviced at the Municipal Service Center. The supply budget is used for the purchase of all maintenance repair parts to service more than 370 pieces of equipment for 10 departments.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>Sanitation</u></b> - This Division provides for solid waste collection and disposal/recycling of all household rubbish. The collection and disposal/recycling of this material impacts the health and welfare of the entire community. The effectiveness of this operation depends greatly on the cooperation of residents in complying with established rules and regulations. Collection and disposal of leaves and sweeper debris from public ways for disposal are also incorporated into this sub-program.</p> <p><b><u>Parks and Open Space</u></b> - This Division maintains over 600 acres of Town-owned park and recreation facilities. The goal is to provide a network of well-maintained parks and open spaces that fulfills the passive and active recreational needs of the community, preserves the culture and historic integrity of the landscape, and provides access to all. This objective is accomplished through the goals of the following six elements:</p> <p><b><u>Conservation</u></b> - The seven-member Conservation Commission and staff serve all citizens by protecting and preserving the environment. Functions and goals include the following statutory responsibilities: enforcing local, state, and federal environmental regulations; administering the Wetlands Protection Act and the United States Flood Insurance Program; and administering conservation areas and easements.</p> <p><b><u>Public Grounds</u></b> - The goals of the Public Grounds Element are to manage and maintain over 485 acres of public land, comprised of 38 parks and playgrounds, land around 15 public buildings, five parking areas, and over 41 traffic islands, for passive and active recreation purposes; provide maintenance and repair of equipment and fixtures; maintain playing fields for the programs of the Recreation and School Departments; and remove snow and ice during the Winter months. The Element also maintains 24 playing fields, 25 tot lots for older and younger children, 25.5 basketball courts, and 32 tennis court areas through weekly grass cutting, litter pick-up, marking field lines, carpentry, and fence repairs. The Public Grounds Element is also responsible for the Town's athletic facilities providing outdoor and sports recreation.</p> <p><b><u>School Grounds</u></b> - The School Grounds Element provides for the maintenance of and improvements to 32 acres of landscaped areas around 10 public schools. This element is responsible for pruning trees and shrubs, raking leaves, removing litter, cutting grass, fertilizing, and seeding. In the Winter months, functions include snow removal from walks, steps, and the drives on school grounds.</p> <p><b><u>Skating Rink</u></b> - The Skating Rink Element provides for the maintenance and operation of the Larz Anderson outdoor skating rink in coordination with the Recreation Department. The goal is to provide quality management of the outdoor</p>	<p>skating facility given the operational challenges due to varying weather conditions. While DPW employees provide these services, the costs are accounted for in the Recreation Revolving Fund via a charge-off in an amount equal to the cost of the employees.</p> <p><b><u>Forestry</u></b> - The goal of the Forestry Element is to preserve and maintain over 50,000 shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Element provides for the safety of all public ways and grounds through the removal of dead and dangerous limbs and trees and is responsible for replacing trees in areas where they have been removed.</p> <p><b><u>Cemetery</u></b> - The goals of the Cemetery Element are to maintain and improve the Walnut Hills Cemetery and the Old Burying Ground, which total 48.5 acres, and to provide properly coordinated and dignified burials. Functions include selling lots, recording deeds, constructing foundations, mowing grass areas, pruning shrubs and small trees, laying out and preparing lots, and coordinating burials.</p> <p><b><u>Water and Sewer Enterprise Fund</u></b> - The DPW is responsible for the Water and Sewer Enterprise Fund. For a description of the Enterprise Fund, please see the section immediately following this Operating Budget summary for DPW.</p> <p><b><u>BUDGET STATEMENT</u></b>  The FY13 budget reflects an increase of \$254,049 (1.9%). Personnel increases \$70,150 (1%) and includes the elimination of a Motor Equipment Operator II (\$45,228) in Street Cleaning and the reduction of a Gardner Laborer in Parks (\$43,266), which offsets the increase required to mitigate contractual increases and provide a higher level of service in the Forestry Program. The Forestry Zone Manager is upgraded to a Forestry Supervisor (cost of \$4,117) and a Park Maintenance Craftsman (\$45,228) is added to the program.</p> <p>Lastly, All expenses and associated revenue for the Green Dog program are included in the General Fund this year, resulting in a \$30,827 increase for the full-time Park Ranger (from 0.43 to 1 FTE) and the shift of part-time Park Rangers previously funded in the Recreation Revolving Fund (\$64,000). A Motor Equipment Operator II is upgraded to a Motor Equipment Operator III, with Working-Out-of-Class Pay reduced to make up the difference. Additional changes include increases for Steps (\$22,811) and Longevity (\$6,400) and decreases in Working-Out-of-Classification Pay (\$10,112), Overtime (\$5,408), and Shift Differential (\$2,422).</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>BUDGET STATEMENT (con't.)</u></b>            Services decrease \$18,569 (0.6%) due to the removal of the one-time cost for the taxi consultant contract in Professional/Technical Services (\$40,000), decreases in Motor Vehicle/Equipment Repair (\$26,500), Other Equipment Repair and Maintenance (\$2,750), Public Building Repair and Maintenance (\$1,000) and Subscriptions (\$500), combined with increases in Banking Services (\$20,000) associated with multi-space meters, Data Processing Software Maintenance (\$19,450), Landscaping Services (\$6,731), Printing Services (\$4,000), and Uniform Cleaning Service (\$2,000).</p> <p>Supplies decrease (\$935, 0.1%) due to decreases in Construction Supplies (\$13,335), Parking Meter Parts/Supplies (\$4,000), Equipment Maintenance Supplies (\$1,000), and Data Processing Software (\$1,000), partially offset by increases in Agricultural Supplies (\$12,000), Tires (\$5,000) and Custodial Supplies (\$1,400). The \$2,350 (6.1%) increase in Other is for Professional Dues and Membership (\$1,350) and Education/Training/Conferences (\$1,000).</p> <p>The increase in Utilities (\$201,052, 17.1%) is driven by the increase in Water and Sewer charges (\$112,968), which is driven primarily by more accurate data on water usage in parks, combined with increases in Gasoline (\$68,454) Diesel Fuel (\$45,387) and Heating Oil (\$692). These are slightly offset by decreases in Electricity (\$10,989) and Natural Gas (\$15,459). Capital is level-funded at \$700,000 and funds the equipment detailed in the Capital Outlay Summary (Section II).</p>	<p><b><u>FY2013 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to work with the Human Resources Office and the Payroll Unit within the Finance Department to develop and implement fully the Department's Kronos Time and Attendance System for semi-automated payroll preparation.</li> <li>2. To complete a Material Safety Data Sheet (MSDS) inventory for all DPW facilities and provide employee training on the safe use of all public works materials and equipment.</li> <li>3. To update and recommend new designs and priority ratings for commercial area crosswalks to enhance pedestrian safety.</li> <li>4. To continue to improve the "BrookOnLine" mobile reporting platform to provide timely resolution of all requests for service and repairs by integrating a seamless link to the Cartograph Work Order Management System.</li> <li>5. To explore ways to advertise the public works image and distribute information through the use of social networks.</li> </ol> <p><b><u>Engineering and Transportation</u></b></p> <ol style="list-style-type: none"> <li>1. To prepare plans, specifications and engineering for the reconstruction of Clark Road.</li> <li>2. To monitor the dredging of the brooks at the Robert T. Lynch golf course.</li> <li>3. To complete a permanent easement plan for the Carlton Street Footbridge.</li> <li>4. To complete the reconstruction of Beverly Road.</li> <li>5. To complete the Sewer Separation project on lower Beacon Street.</li> <li>6. To coordinate traffic signal improvements at the intersection of St. Mary's Street and Mountfort Street with the State's reconstruction of the St. Mary's Street bridge.</li> <li>7. To facilitate the Emerald Necklace Bike and Pedestrian crossing project with MADOT and the Town's consultant.</li> <li>8. To finalize and implement new Sewer Use Regulations.</li> <li>9. To continue to manage the Carlton Street Footbridge reconstruction project through the MADOT TIP process.</li> </ol> <p><b><u>Highway and Sanitation</u></b></p> <ol style="list-style-type: none"> <li>1. To increase recycling by 10% by using public education, town media and more accessibility.</li> <li>2. To analyze and monitor current solid waste procedures so as to improve performance in the reduction of solid waste.</li> <li>3. To implement an online Hazardous Material database.</li> <li>4. To be 100% compliant with FCC Narrowbanding regulations.</li> <li>5. To implement training for Hazardous Material handling.</li> <li>6. To continue a crosswalk pilot program to find better methods and materials for commercial area crosswalks.</li> <li>7. To continue an aggressive annual pavement marking program that includes bike lanes.</li> </ol>

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Highway and Sanitation (con't.)</u></b></p> <p>8. To continue efforts with in-house personnel to upgrade the aging fire alarm system.</p> <p>9. To increase efforts to recycle concrete and asphalt into a new product for reuse on existing projects.</p> <p>10. To continue to place public space recycling containers and solar powered litter barrels throughout town to reduce litter, fuel consumption, carbon emissions and increase recycling.</p> <p>11. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.</p> <p>12. To complete a survey of all Town-owned street lights and tagging for GIS purposes.</p> <p>13. To complete a survey of all pavement markings for a new GIS mapping layer.</p> <p>14. To continue to work with the Building Department on the feasibility study for the space needs at the Municipal Service Center and the Larz Andersen facility.</p> <p><b><u>Parks and Open Space</u></b></p> <p>1. To complete the design development process for the Emerald Necklace Bicycle and Pedestrian Crossing Project.</p> <p>2. To fully integrate and implement BrookOnline and Cartegraph with Park Division operations.</p> <p>3. To complete design development and construction bid documents for both Warren and Waldstein playground renovation projects.</p> <p>4. To complete design development and construction bid documents for the Fisher Hill Reservoir Park project.</p> <p>5. To implement new social networking opportunities.</p> <p>6. To consider opportunities for skateboarding in Brookline parks and open spaces.</p> <p>7. To rebuild the boardwalk and overlook at Lost Pond Nature Sanctuary.</p> <p>8. To develop wayfinding and interpretive signage for Skyline Park and Lost Pond Nature Sanctuary.</p> <p>9. To commence Phase II design for the Muddy River Restoration Project and continue to work with project partners, the Massachusetts Delegation, and the US Army Corps of Engineers on the full design, funding and implementation of the Muddy River Restoration Project.</p> <p>10. To continue the "Brookline in Bloom" program.</p> <p>11. To provide and support outdoor park events and cultural programming.</p> <p>12. To evaluate and stabilize the tombs at the historic Old Burying Ground.</p> <p>13. To improve service delivery and reliability with the Muddy River Maintenance and Management Collaborative.</p>	<p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <p>1. Became the first DPW in New England to receive national accreditation from the American Public Works Association (APWA) by achieving compliance through a comprehensive review and examination of 526 DPW policies and procedures measured against industry standards.</p> <p>2. Completed the design and implementation of management and administrative reports for the Cartegraph work order system for use by all department managers.</p> <p>3. Implemented a new water and sewer retail rate structure that incorporates public facility use and a new fire service charge for all fire sprinkler systems town-wide. The new structure assesses a base charge by meter size to recoup 30% of the fixed operating expenses of the enterprise and a two tiered rate for metered use.</p> <p>4. Participated in the implementation and roll-out of the new BrookOnLine mobile application that gives our citizens the ability to report deficiencies in the Town's infrastructure directly to both the Public Works Department and the Police Department.</p> <p><b><u>Engineering and Transportation</u></b></p> <p>1. Oversaw the purchase and installation of LED streetlights in a South Brookline neighborhood.</p> <p>2. Reconstructed Harvard Street, which included replacement of existing streetlights with LED fixtures.</p> <p>3. Surveyed three properties at Cottage St. and Goddard Ave., Walnut St. and Warren St. and Sargent Estates for conservation restrictions.</p> <p>4. Continued to monitor the Sewer Separation Project on lower Beacon Street.</p> <p>5. Continued mitigation work on Martha's Lane.</p> <p>6. Submitted 25% design for the rehabilitation of the Carlton Street footbridge to MADOT for funding through the TIP process.</p> <p>7. Oversaw the reconstruction of the Dean Road bridge by the MBTA.</p> <p>8. Reviewed and approved the Definitive Subdivision Plan for the Town Reservoir site on Fisher Ave.</p> <p>9. Completed construction plans for the reconstruction of Beverly Road.</p> <p>10. Completed the final draft of the updated Sewer Use Regulations.</p> <p>11. Prepared plans for submission to Federal and State agencies to secure permits for the dredging of the brooks at the Robert T. Lynch Golf Course.</p> <p><b><u>Highway and Sanitation</u></b></p> <p>1. Successfully continued the sidewalk replacement program.</p> <p>2. Continued the streetlight maintenance program with in-house personnel.</p> <p>3. Completed implementation of the Cartegraph work order system.</p> <p>4. Continued to work with the community on reducing household hazardous waste in the solid waste stream.</p> <p>5. Reduced solid waste tonnage and increased recycling tonnage.</p> <p>6. Completed the implementation of the Multi-space Parking Meter Program.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Highway and Sanitation (con't.)</u></b></p> <ol style="list-style-type: none"> <li>7. Successfully completed the reprogramming and installation of 1,800 single head parking meters.</li> <li>8. Completed technician training seminars for Motor Equipment Repairmen.</li> <li>9. Continued attempts to reduce carbon emissions through a No Idling Policy and implemented GPS tracking throughout the DPW fleet.</li> <li>10. Completed repairs on Clafin Path.</li> <li>11. Completed repairs of the concert court yard at Devotion School.</li> </ol> <p><b><u>Parks and Open Space</u></b></p> <ol style="list-style-type: none"> <li>1. Completed the design development process for the Billy Ward Playground and Clark Playground renovations.</li> <li>2. Updated the park database and GIS conversion.</li> <li>3. Commenced the design development process for Warren Playground and Waldstein Playground.</li> <li>4. Commenced construction for Phase I of the Muddy River Restoration Project.</li> <li>5. Successfully updated the Division's Standard Operating Procedures for National DPW Accreditation.</li> <li>6. Held a Supervisory Training Program for Park Division supervisors.</li> <li>7. Commenced reconstruction of the wall at Larz Anderson Park.</li> <li>8. Implemented a program to laser grade all infields.</li> <li>9. Replanted at Griggs Park.</li> <li>10. Successfully completed the reconstruction of the Riverway bicycle and pedestrian path.</li> <li>11. Implemented continuous operational improvements and partnership opportunities with the Emerald Necklace Conservancy and Muddy River Maintenance Collaborative.</li> <li>12. Provided and supported high-quality outdoor community events in the Town's Parks and Open Spaces.</li> <li>13. Drafted a Special Events Policy.</li> <li>14. Implemented the revised Green Dog Program including a new website, signage, tags, communication tools and monitoring.</li> <li>15. Marketed and sold grave lots at the new burial space created at the Walnut Hills Cemetery.</li> <li>16. Completed the Town Hall Memorial and Fire Station 5 landscape improvements.</li> <li>17. Supported the Runkle and Heath School building/playground renovation projects.</li> <li>18. Commenced a feasibility study for Park Division maintenance operations with the Building Department and Highway Division.</li> <li>19. Completed, dedicated and distributed the Open Space Plan.</li> </ol>	

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013	
<b>ENGINEERING/ TRANSPORTATION</b>						<b>HIGHWAY (con't.)</b>					
% of Roadway Rehab	1.9%	2.5%	1.3%	2.5%	2.5%	Asphalt Installed (tons)	573	600	685	600	600
Overnight Parking Spaces (average utilization)	120	120	100	100	100	Sign Installations	548	500	490	500	500
Street Permits	780	750	630	650	650	Traffic Signal Repair Calls	103	125	111	125	125
Public Utility Construction Reviews	4	5	3	4	4	Parking Meter Repairs	3,382	3,400	2,920	2,800	2,700
Traffic Counts	27	30	34	30	30	Service Calls	3,849	4,000	3,675	4,000	4,000
CATV Plan Review	1	1	0	1	1	Pavement Markings					
Taxi Cab Licenses	185	185	185	185	185	Crosswalks	235	250	265	250	300
Inspections of Town Licensed Taxi Cabs	390	390	390	390	390	Lines	325,981	380,000	334,559	380,000	380,000
Contracts Administered	21	20	29	25	25	Street Light Outages	1,588	1,000	1,216	1,200	1,200
Plot Plan Approvals/ Inspections	16	25	43	40	40	% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Parking Permits						Statutory Inspections of Town-owned Vehicles	380	380	370	370	370
Commercial	478	500	559	560	560	Scheduled Preventative Maintenance Work Orders (Vehicles)	746	750	813	750	750
Residential	1,263	1,300	1,558	1,560	1,560	Automotive Technician Training Session Hours	156	140	150	150	150
Temporary	4,250	4,250	7,163	4,500	7,100	Street Cleaning (tons)	1,255	1,250	1,555	1,400	1,400
Moving/Construction Signs	3,310	3,300	4,000	4,000	4,000	<b>SANITATION</b>					
Parking/Traffic Inquiries	5,200	5,200	5,200	5,200	5,200	Solid Waste (tons)	10,181	9,500	9,590	9,200	9,200
<b>HIGHWAY</b>						Collection/Disposal Cost per ton	\$260	\$263	\$257	\$270	\$283
Snow Accumulation	38"	60"	81"	43"	43"	Recycling (tons)					
Snow Removal By-Law Enforcement						Commingled/Paper	4,514	5,500	5,004	5,500	5,800
Warnings Issued	61	100	136	100	100	Cost per ton	\$130	\$148	\$152	\$156	\$153
Citations Issued	1	25	30	25	25	Metal	158	260	93	150	150
Concrete Sidewalks						Composting (tons)	3,449	3,500	2,719	3,500	3,500
Placed (cu. yds.)	866	1,000	844	850	850						

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>				<b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b>	
<b>PERFORMANCE / WORKLOAD INDICATORS (con't.)</b>					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<b><u>SANITATION (con't.)</u></b>					
% of Solid Waste Diverted					
Due to Recyc./Compost	44%	49%	45%	51%	51%
Commercial Refuse					
Establishments	47	50	47	50	50
<b><u>PARKS AND OPEN SPACE</u></b>					
Wetlands Permits and					
Certificates Issued	6	8	10	10	10
Requests from Citizens for					
Technical Information	650	650	625	625	625
Turf Grass Restoration					
Program in Acres	155	160	163	160	160
Graffiti Removed (# sites)	94	70	72	70	70
Landscape Improvements to					
School Grounds incl. Aeration,					
Overseeding (acres)	45	40	47	45	45
Vandalism Repairs	15	15	11	15	15
Public Shade Trees					
Removed	185	140	285	150	150
Planted	225	175	235	225	225
Dangerous Limbs and Hangers					
Removed	825	600	650	600	825
		2,250 (with Ice Storm)			
Pruning and Lifting Trees on					
Streets (# of streets)	45	45	18	20	45
Citizen Requests for Pruning					
of Town-owned Trees	460	460	425	450	450
Tree Lawns Loamed &					
Seeded	2	2	0	2	0
Cemetery:					
Burials	62	65	82	80	80
Headstones Set	25	25	35	30	30
Plots sold	56	60	30	50	50

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Department of Public Works**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Perm FT Salaries	6,186,799	6,594,281	6,603,861	9,580	0.1%
Temp/Seasonal	207,650	187,993	251,993	64,000	34.0%
Overtime	1,003,928	256,333	250,925	-5,408	-2.1%
Other	177,501	116,416	118,394	1,978	1.7%
Subtotal	7,575,878	7,155,023	7,225,173	70,150	1.0%
Services	3,740,289	3,255,440	3,236,871	-18,569	-0.6%
Supplies	1,236,319	884,010	883,075	-935	-0.1%
Other	56,386	38,550	40,900	2,350	6.1%
Utilities	1,054,628	1,177,394	1,378,447	201,052	17.1%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	685,687	700,000	700,000	0	0.0%
TOTAL	14,369,185	13,230,417	13,484,466	254,049	1.9%
BENEFITS			4,218,944		
REVENUE	5,983,669	7,042,000	7,205,000	163,000	2.3%
Water and Sewer Enterprise	23,802,073	24,687,605	25,736,622	1,049,017	4.2%

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	687,362	672,212	680,204	7,992	1.2%
Services	63,259	76,124	90,274	14,150	18.6%
Supplies	8,756	4,500	4,500	0	0.0%
Other	16,553	16,300	17,300	1,000	6.1%
Capital	8,954	2,205	2,205	0	0.0%
TOTAL	784,885	771,340	794,483	23,143	3.0%

**HIGHWAY**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	3,342,456	2,915,822	2,866,566	-49,256	-1.7%
Services	1,273,635	446,712	427,012	-19,700	-4.4%
Supplies	1,014,217	571,982	559,647	-12,335	-2.2%
Other	30,536	2,000	2,000	0	0.0%
Utilities	994,159	859,794	944,984	85,190	9.9%
Capital	399,439	473,480	396,019	-77,461	-16.4%
TOTAL	7,054,441	5,269,790	5,196,228	-73,561	-1.4%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	784,885	771,340	794,483	23,143	3.0%
Engineering/Transportation	904,244	1,065,803	1,077,201	11,398	1.1%
Highway	7,054,441	5,269,790	5,196,228	-73,561	-1.4%
Sanitation	2,668,210	2,940,905	2,938,452	-2,453	-0.1%
Parks and Open Space	2,957,405	3,182,580	3,478,101	295,521	9.3%
TOTAL	14,369,185	13,230,417	13,484,466	254,049	1.9%
Water and Sewer Enterprise	23,802,073	24,687,605	25,736,622	1,049,017	4.2%

**ENGINEERING/TRANSPORTATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	803,851	810,244	821,542	11,298	1.4%
Services	65,544	221,074	203,074	-18,000	-8.1%
Supplies	11,689	19,130	18,330	-800	-4.2%
Other	1,977	10,000	10,000	0	0.0%
Capital	21,184	5,355	24,255	18,900	352.9%
TOTAL	904,244	1,065,803	1,077,201	11,398	1.1%

**SANITATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	831,727	842,086	842,086	0	0.0%
Services	1,706,356	1,867,471	1,864,721	-2,750	-0.1%
Supplies	14,826	115,640	115,640	0	0.0%
Other	0	0	0	0	0.0%
Utilities	9,227	16,764	17,060	297	1.8%
Capital	106,074	98,945	98,945	0	0.0%
TOTAL	2,668,210	2,940,905	2,938,452	-2,453	-0.1%

**PARKS AND OPEN SPACE**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,910,481	1,914,661	2,014,775	100,114	5.2%
Services	631,495	644,059	651,790	7,731	1.2%
Supplies	186,832	172,758	184,958	12,200	7.1%
Other	7,320	10,250	11,600	1,350	13.2%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Utilities	51,242	300,836	416,402	115,565	38.4%
Capital	150,036	120,015	178,576	58,561	48.8%
TOTAL	2,957,405	3,182,580	3,478,101	295,521	9.3%

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works					
<b>ENGINEERING/TRANSPORTATION SUB-PROGRAM</b>						<b>HIGHWAY SUB-PROGRAM</b>					
<b>SUMMARY OF ELEMENTS</b>						<b>SUMMARY OF ELEMENTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		ELEMENTS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Engineering	653,532	657,700	679,859	22,159	3.4%	Road Maintenance	1,064,933	1,357,037	1,216,875	-140,162	-10.3%
Transportation	250,713	408,103	397,342	-10,761	-2.6%	Street Cleaning	820,010	782,466	819,263	36,796	4.7%
<b>TOTAL</b>	<b>904,244</b>	<b>1,065,803</b>	<b>1,077,201</b>	<b>11,398</b>	<b>1.1%</b>	Snow and Ice Control	2,293,867	414,977	419,777	4,800	1.2%
<b>ENGINEERING</b>						<b>TRAFFIC CONTROL/STREETLIGHTING</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	599,966	605,901	614,960	9,059	1.5%	Personnel	548,925	513,948	493,282	-20,666	-4.0%
Services	23,003	24,574	24,574	0	0.0%	Services	132,994	162,776	162,776	0	0.0%
Supplies	8,607	13,130	12,330	-800	-6.1%	Supplies	59,460	63,990	58,990	-5,000	-7.8%
Other	1,977	10,000	10,000	0	0.0%	Other	0	0	0	0	0.0%
Capital	19,979	4,095	17,995	13,900	339.4%	Utilities	511,383	472,221	458,769	-13,452	-2.8%
<b>TOTAL</b>	<b>653,532</b>	<b>657,700</b>	<b>679,859</b>	<b>22,159</b>	<b>3.4%</b>	Capital	402	315	315	0	0.0%
<b>TRANSPORTATION</b>						<b>MOTOR EQUIPMENT MAINTENANCE</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	203,885	204,343	206,582	2,239	1.1%	Personnel	722,338	713,046	707,026	-6,020	-0.8%
Services	42,541	196,500	178,500	-18,000	-9.2%	Services	140,430	157,572	133,072	-24,500	-15.5%
Supplies	3,081	6,000	6,000	0	0.0%	Supplies	275,925	233,554	239,554	6,000	2.6%
Other	0	0	0	0	0.0%	Other	0	0	0	0	0.0%
Capital	1,205	1,260	6,260	5,000	396.8%	Utilities	482,776	387,574	486,215	98,642	25.5%
<b>TOTAL</b>	<b>250,713</b>	<b>408,103</b>	<b>397,342</b>	<b>-10,761</b>	<b>-2.6%</b>	Capital	997	10,315	315	-10,000	-96.9%
<b>STREET CLEANING</b>						<b>SNOW AND ICE CONTROL</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	637,238	620,057	608,321	-11,737	-1.9%	Personnel	634,954	86,157	86,157	0	0.0%
Services	3,461	776	776	0	0.0%	Services	996,079	124,386	129,186	4,800	3.9%
Supplies	23,442	6,900	6,900	0	0.0%	Supplies	589,704	158,268	158,268	0	0.0%
Other	0	0	0	0	0.0%	Other	30,536	2,000	2,000	0	0.0%
Capital	155,869	154,733	203,266	48,533	31.4%	Utilities	0	0	0	0	0.0%
<b>TOTAL</b>	<b>820,010</b>	<b>782,466</b>	<b>819,263</b>	<b>36,796</b>	<b>4.7%</b>	Capital	42,596	44,167	44,167	0	0.0%
<b>ROADWAY MAINTENANCE</b>						<b>TOTAL</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		ELEMENTS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	799,001	982,614	971,780	-10,833	-1.1%	Road Maintenance	1,064,933	1,357,037	1,216,875	-140,162	-10.3%
Services	671	1,204	1,204	0	0.0%	Street Cleaning	820,010	782,466	819,263	36,796	4.7%
Supplies	65,685	109,270	95,935	-13,335	-12.2%	Snow and Ice Control	2,293,867	414,977	419,777	4,800	1.2%
Other	0	0	0	0	0.0%	Traffic Control/Street Lighting	1,253,165	1,213,249	1,174,132	-39,118	-3.2%
Capital	199,576	263,950	147,956	-115,994	-43.9%	Motor Equipment Maintenance	1,622,467	1,502,060	1,566,182	64,122	4.3%
<b>TOTAL</b>	<b>1,064,933</b>	<b>1,357,037</b>	<b>1,216,875</b>	<b>-140,162</b>	<b>-10.3%</b>	<b>TOTAL</b>	<b>7,054,441</b>	<b>5,269,790</b>	<b>5,196,228</b>	<b>-73,561</b>	<b>-1.4%</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Department of Public Works**

**PARKS AND OPEN SPACE SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

ELEMENTS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Conservation	185,482	131,529	132,559	1,031	0.8%
Public Grounds	1,315,361	1,757,801	1,990,083	232,282	13.2%
School Grounds	850,999	803,232	768,669	-34,563	-4.3%
Skating Rink	73,772	0	0	0	0.0%
Forestry	253,580	298,052	392,737	94,685	31.8%
Cemetery	278,210	191,966	194,053	2,086	1.1%
<b>TOTAL</b>	<b>2,957,405</b>	<b>3,182,580</b>	<b>3,478,101</b>	<b>295,521</b>	<b>9.3%</b>

**CONSERVATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	153,911	100,634	101,214	581	0.6%
Services	7,179	6,800	6,800	0	0.0%
Supplies	1,594	1,500	1,500	0	0.0%
Other	1,963	1,650	2,100	450	27.3%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	835	945	945	0	0.0%
<b>TOTAL</b>	<b>185,482</b>	<b>131,529</b>	<b>132,559</b>	<b>1,031</b>	<b>0.8%</b>

**SCHOOL GROUNDS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	677,755	579,908	583,352	3,444	0.6%
Services	97,714	105,175	105,175	0	0.0%
Supplies	44,787	43,698	43,698	0	0.0%
Other	0	0	0	0	0.0%
Utilities	0	17,322	25,343	8,021	46.3%
Capital	30,742	57,130	11,102	-46,028	-80.6%
<b>TOTAL</b>	<b>850,999</b>	<b>803,232</b>	<b>768,669</b>	<b>-34,563</b>	<b>-4.3%</b>

**FORESTRY**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	116,589	164,122	214,307	50,185	30.6%
Services	129,240	127,015	127,015	0	0.0%
Supplies	7,752	6,600	6,600	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	315	44,815	44,500	14127.0%
<b>TOTAL</b>	<b>253,580</b>	<b>298,052</b>	<b>392,737</b>	<b>94,685</b>	<b>31.8%</b>

**PUBLIC GROUNDS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	647,716	899,047	943,284	44,237	4.9%
Services	375,819	391,034	398,765	7,731	2.0%
Supplies	126,144	117,380	129,780	12,400	10.6%
Other	5,297	8,000	9,000	1,000	12.5%
Utilities	48,054	281,031	387,855	106,824	38.0%
Capital	112,331	61,310	121,399	60,089	98.0%
<b>TOTAL</b>	<b>1,315,361</b>	<b>1,757,801</b>	<b>1,990,083</b>	<b>232,282</b>	<b>13.2%</b>

**SKATING RINK**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	64,096	0	0	0	0.0%
Services	8,853	0	0	0	0.0%
Supplies	823	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>73,772</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

**CEMETERY**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	250,414	170,952	172,618	1,666	1.0%
Services	12,689	14,036	14,036	0	0.0%
Supplies	5,731	3,580	3,380	-200	-5.6%
Other	60	600	500	-100	-16.7%
Utilities	3,188	2,484	3,204	720	29.0%
Capital	6,128	315	315	0	0.0%
<b>TOTAL</b>	<b>278,210</b>	<b>191,966</b>	<b>194,053</b>	<b>2,086</b>	<b>1.1%</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Public Works Administration</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	121,969	143,674	1.00	141,551	1.00	143,674
	Deputy Commissioner/Director Water&Sewer	D-7	1.00	0.00	105,546	124,328	0.00	0	0.00	0
	Director of Engineering/Transportation	D-6	1.00	1.00	97,728	115,119	1.00	115,119	1.00	115,119
	Director Highway/Sanitation	D-5	1.00	1.00	90,489	106,591	1.00	98,944	1.00	100,429
	Director of Parks and Open Space	D-5	1.00	1.00	90,489	106,591	1.00	105,016	1.00	106,591
	Administrative Manager	T-8	1.00	1.00	66,032	74,712	1.00	69,621	1.00	70,860
	Systems Administrator	T-7	1.00	0.00	63,492	71,838	0.00	0	0.00	0
	Accounting/Systems Assistant	C-10	1.00	1.00	49,894	52,020	1.00	52,020	1.00	52,020
	Senior Office Assistant	C-5	0.00	0.00	39,886	41,714	0.00	0	2.00	84,986
	Senior Clerk Typist	C-4	2.00	2.00	37,739	39,546	2.00	84,041	0.00	0
	Subtotal		10.00	8.00			8.00	666,312	8.00	673,679
	Other									
513044	Longevity Pay							4,850		5,475
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
	Subtotal							5,900		6,525
	Total		10.00	8.00			8.00	672,212	8.00	680,204

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Engineering/Transportation**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	78,733	89,083	1.00	84,491	1.00	85,995
	Civil Engineer V	EN-5	2.00	2.00	74,377	84,106	2.00	157,230	2.00	159,632
	Project Coordinator	EN-5	1.00	1.00	74,377	84,106	1.00	83,897	1.00	84,106
	Environmental Engineer	EN-5	1.00	1.00	74,377	84,106	1.00	83,897	1.00	84,106
	Transportation Engineer	EN-4	1.00	1.00	69,511	78,604	1.00	69,338	1.00	70,748
	Civil Engineer IV	EN-4	3.00	3.00	69,511	78,604	3.00	219,344	3.00	223,761
	Civil Engineer III	EN-3	2.00	2.00	61,875	70,034	2.00	126,821	2.00	129,422
	Permit Inspector	EN-2	1.00	1.00	58,360	66,031	1.00	58,360	1.00	59,398
	Administrative Assistant	C-8	1.00	1.00	44,167	46,037	1.00	46,037	1.00	46,037
	Subtotal		13.00	13.00			13.00	929,414	13.00	943,205
	Less Charge Off to Wastewater Projects (CIP Funds)							(73,290)		(74,594)
	Less Charge Off to Street Construction Projects (CIP Funds)							(58,360)		(59,398)
	Net Total		13.00	13.00			13.00	797,765	13.00	809,213
	Other									
510300	Overtime							6,904		6,904
513044	Longevity Pay							3,975		3,825
514501	Extra Comp. (In Lieu of Boots)							1,600		1,600
	Subtotal							12,479		12,329
	Total		13.00	13.00			13.00	810,244	13.00	821,542

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Highway</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	68,673	77,700	1.00	77,700	1.00	77,700
	Operations Manager	T-9	1.00	1.00	68,673	77,700	1.00	73,695	1.00	75,006
	General Foreman	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Traffic and Fire Alarm System Supervisor	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	62,709	65,865	1.00	65,865	1.00	65,865
	Superintendent of Fire Alarm	GN-11	1.00	1.00	62,709	65,865	1.00	65,498	1.00	65,498
	Signal Maintainer	GN-8	1.00	1.00	52,559	55,204	1.00	55,205	1.00	55,205
	Traffic System Technician	LN-7	1.00	1.00		53,198	1.00	53,198	1.00	53,198
	Building Custodian	MN-2	1.00	0.00	42,970	45,159	0.00	0	0.00	0
	Administrative Assistant	C-8	1.00	1.00	44,167	46,037	1.00	46,037	1.00	46,037
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		53,198	2.00	106,396	2.00	106,396
	Welder/Metal Fabricator	LN-7	1.00	1.00		53,198	1.00	53,198	1.00	53,198
	Supervisor of Construction Trades	LN-7	1.00	1.00		53,198	1.00	53,198	1.00	53,198
	Working Foreman Highway	LN-6	6.00	6.00		51,357	6.00	308,140	6.00	308,140
	Motor Equipment Repairperson	LN-6	6.00	6.00		51,357	5.00	256,784	5.00	256,784
	Storekeeper	LN-6	1.00	1.00		51,357	1.00	51,357	1.00	51,357
	MEO III	LN-5	3.00	3.00		50,340	3.00	151,020	4.00	201,360
	Mason	LN-3	1.00	1.00		45,228	1.00	45,228	1.00	45,228
	Highway Maintenance Craftsperson	LN-3	2.00	2.00		45,228	2.00	90,456	2.00	90,456
	Carpenter Laborer Craftsperson	LN-3	1.00	1.00		45,228	1.00	45,228	1.00	45,228
	MEO II	LN-3	15.00	15.00		45,228	15.00	678,419	13.00	587,964
	Painter and Laborer	LN-2	2.00	2.00		43,266	2.00	86,533	2.00	86,533
	MEO I	LN-2	2.00	2.00		43,266	2.00	86,533	2.00	86,533
	Laborer	LN-1	2.00	2.00		41,013	2.00	82,026	2.00	82,026
	Subtotal		55.00	54.00			53.00	2,673,161	52.00	2,634,359
	Other									
510140	Shift Differential							20,802		19,194
510143	Working-Out-of-Classification Pay							19,269		13,157
	Overtime Total							164,464		159,056
510300	Snow							82,549		82,549
510343	Emergency							18,551		18,551
510344	Scheduled							35,200		35,200
510345	Special Events							6,756		6,756
510346	Taxi Cab Inspections							21,408		16,000
513044	Longevity Pay							17,175		19,850
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							18,600		18,600
515505	Tool Allowance							2,000		2,000
	Subtotal							242,660		232,207
	Total		55.00	54.00			53.00	2,915,821	52.00	2,866,566

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Sanitation**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	Environmental Health Supervisor	T-8	1.00	1.00	66,032	74,712	1.00	74,712	1.00	74,712
	Sanitation Foreman	GN-9	1.00	1.00	54,662	57,413	1.00	57,413	1.00	57,413
	Environmental Health Specialist	GN-8	1.00	1.00	52,559	55,204	1.00	55,204	1.00	55,204
	Sanitation Truck Supervisor	LN-5	4.00	4.00		50,340	4.00	201,360	4.00	201,360
	MEO II	LN-3	4.00	4.00		45,228	4.00	180,912	4.00	180,912
	Transfer Station Scale Operator	LN-3	1.00	1.00		45,228	1.00	45,228	1.00	45,228
	Laborer	LN-1	3.00	3.00		41,013	3.00	123,040	3.00	123,040
	Subtotal		15.00	15.00			15.00	737,869	15.00	737,869
510901	Temporary Part Time Salaries									
	Laborer (18 weeks)		2.07	2.07		\$12.74/hr.	2.07	56,729	2.07	56,729
	Subtotal		2.07	2.07			2.07	56,729	2.07	56,729
	Other									
510143	Working-Out-of-Classification Pay							6,382		6,382
510300	Overtime							26,380		26,380
513044	Longevity Pay							7,575		7,575
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							47,487		47,487
	Total		17.07	17.07			17.07	842,086	17.07	842,086

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Parks and Open Space**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	68,673	77,700	1.00	77,700	1.00	77,700
	Conservation Administrator	T-9	1.00	1.00	68,673	77,700	1.00	77,700	1.00	77,700
	Landscape Planner/Architect	T-9	1.00	1.00	68,673	77,700	1.00	77,700	1.00	77,700
	General Foreman	GN-13	1.00	1.00	67,336	70,724	1.00	68,447	1.00	69,576
	Landscape Architect	T-6	1.00	1.00	58,789	66,517	1.00	66,517	1.00	66,517
	Cemetery Supervisor	GN-9	1.00	1.00	54,662	57,413	1.00	55,564	1.00	56,481
	Forestry Supervisor	GN-9	0.00	0.00	54,662	57,413	0.00	0	1.00	55,564
	Senior Garage Clerk	C-8	1.00	0.00	44,167	46,037	0.00	0	0.00	0
	Administrative Assistant	C-8	0.00	1.00	44,167	46,037	1.00	45,218	1.00	45,399
	Conservation Assistant	C-8	1.00	1.00	44,167	46,037	1.00	45,581	1.00	46,037
	Athletic Fields Supervisor	GN-9	1.00	1.00	54,662	57,413	1.00	57,412	1.00	57,412
	Park Ranger	GN-8	0.00	0.00	52,559	55,204	0.43	22,600	1.00	53,427
	Zone Manager	LN-6	4.00	4.00		51,357	4.00	205,427	4.00	205,427
	MEO III	LN-5	1.00	1.00		50,340	1.00	50,340	1.00	50,340
	Forestry Zone Manager	LN-6	1.00	1.00		51,357	1.00	51,357	0.00	0
	Park Maintenance Craftsman	LN-3	7.00	7.00		45,228	7.00	316,595	8.00	361,823
	Gardener Laborer	LN-2	13.00	13.00		43,266	13.00	562,463	12.00	519,197
	Subtotal		35.00	35.00			35.43	1,780,622	36.00	1,820,300
	Park Project Charge Off (CIP Funds)							(51,597)		(51,597)
	Recreation Revolving Fund Charge Off (Skating Rink)							(43,266)		(43,266)
	Subtotal							1,685,759		1,725,437
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		4.79	4.79		\$12.74/hr	4.79	131,264	4.79	131,264
	Park Ranger		0.00	0.00			0.00	0	1.22	64,000
	Subtotal		4.79	4.79			4.79	131,264	6.01	195,264
510140	Other							1,814		1,000
510143	Shift Differential							7,765		3,765
	Working-Out-of-Classification Pay									
	Overtime Total							58,584		58,584
510300	Regular							52,266		52,266
510345	Special Events							6,318		6,318
513044	Longevity Pay							9,275		12,525
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							6,200		6,200
515501	Uniform/Clothing Allowance							14,000		12,000
	Subtotal							97,638		94,074
	Total		39.79	39.79			40.22	1,914,661	42.01	2,014,775

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b> The Water and Sewer Division is responsible for operating and maintaining the municipal water distribution system, the sanitary sewer system, and the stormwater collection system in accordance with industry standards and all applicable federal, state, and local regulations, including those promulgated by the Massachusetts Water Resources Authority (MWRA). The goals of the Division are to provide adequate and reliable water for domestic use and fire protection and to safely collect and convey wastewater from homes, businesses, institutions, and roadways. The specific functions are outlined under the Water and Sewer Sub-programs below.</p> <p>The finances are handled via an Enterprise Fund, which was established by Town Meeting in 2001 when the provisions of Chapter 44, Section 53F1/2 were accepted. Prior to that vote, the Water and Sewer operations were accounted for in the General Fund. Treating the Water and Sewer operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including fringe benefits.</p> <p>The <b>Water Sub-program</b> is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations. The goals of the Division are to provide adequate and reliable water for domestic use and fire protection while promoting the health, safety, and welfare of the community. The specific functions of the Sub-program are:</p> <ol style="list-style-type: none"> <li>1. Maintenance and repair of 135 miles of water mains, 10,770 service connections, 1,500 hydrants, and 2,000 valves;</li> <li>2. Maintenance of 10,380 water meters;</li> <li>3. Investigation of customer complaints for high bills, poor pressure, and leaks;</li> <li>4. Maintenance of public water supply services, reservoirs, and grounds;</li> <li>5. Snow removal from fire hydrants;</li> <li>6. Processing of water and sewer utility invoices;</li> <li>7. Inspection of public and private plumbing systems in compliance with state regulations for cross-connection control; and,</li> <li>8. Administration of programs to promote water conservation.</li> </ol>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b> The <b>Sewer Sub-program</b> is responsible for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater. The specific functions of the Sub-program are:</p> <ol style="list-style-type: none"> <li>1. Operate, maintain, and repair 111 miles of sewer mains and 117 miles of surface water drains;</li> <li>2. Clean, maintain, and repair 3,296 catch basins and 1,675 manhole structures;</li> <li>3. Remove snow from catch basins to provide for roadway drainage during storms;</li> <li>4. Investigate customer complaints for sewer backups and drainage problems;</li> <li>5. Perform investigations and analyses to determine system capacity and structural deficiencies.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b> The FY13 budget reflects an increase of \$1,049,016 (4.2%), driven largely by MWRA Assessments. Personnel increases \$49,995 (2.2%) for Steps (\$2,808), Longevity (\$2,500), and a collective bargaining increase of \$44,688 that represents a 2% wage increase assumption for FY13.</p> <p>The \$3,000 (0.9%) decrease in Services is in E-Commerce, and the \$1,863 (1.2%) increase in Utilities is the result of increases in Diesel Fuel (\$15,254), Heating Oil (\$1,997), and Water and Sewer charges for the Netherlands Road facility (\$593), partially offset by decreases in Gasoline (\$9,398), Natural Gas (\$6,202) and Electricity (\$380).</p> <p>Capital increases \$416,000 (163.4%) and funds the rehabilitation of the Singletree Tank (\$300,000) as well as the equipment detailed in the Capital Outlay Summary (Section II).</p> <p>Intergovernmental increases \$512,538 (3%) for the MWRA and DEP Assessment. (It should be noted that these are estimates and the final figures will be know in the Spring.) Intragovernmental (Overhead Reimbursement) decreases \$11,660 (0.6%). Debt Service increases \$49,242 (2.1%) and the Reserve increases \$34,038 (15.4%).</p>

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund</b></p>																																																																																																																												
<p><b><u>FY2013 OBJECTIVES</u></b></p> <p>1. To continue the purchase and installation of large size water meters with fixed network radio frequency reading system, with concentration on public buildings and schools.</p> <p>2. To begin the first phase of the system-wide Water Audit using Tata and Howard Water and Wastewater Consultants. A Water Audit will provide benefits in key areas of our system such as water resource management, financial performance, operational performance, and system integrity.</p> <p>3. To update the online billing system by giving customers access to their water and sewer accounts for payment history, consumption history and historic use comparison.</p> <p>4. To continue the water main and service pipe Leak Detection Program in cooperation with the MWRA community service program.</p> <p>5. To continue the Lead Service Line Replacement Program by replacing all lead service pipes within the public way and notifying and educating the public in the hazards of lead water pipes and fixtures.</p> <p>6. To continue the Infiltration and Inflow Removal Program to reduce sanitary sewage flows to the MWRA Deer Island Treatment Plant.</p> <p>7. To continue the Fire Hydrant Replacement Program by replacing out-of-date hydrants with modern compression type hydrants.</p> <p>8. To continue to increase the Backflow/Cross Connection Device testing program to comply with 310CMR22.00 - Massachusetts Drinking Water Regulations for cross connection control.</p>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p>8. Continued the Fire Hydrant Replacement Program by replacing old style hydrants with new compression style hydrants.</p> <p>9. Continued eliminating infiltration and inflow in the sanitary sewer system in order to reduce wastewater flows to MWRA Deer Island Treatment Plant.</p>																																																																																																																												
<p><b><u>ACCOMPLISHMENTS</u></b></p> <p>1. Completed the conversion of the sewer and drain video inspection system from VHS to DVD, including the process of cataloging and setting up an indexed video library.</p> <p>2. Implemented a new water and sewer rate structure that included a base charge to recover 30% of the fixed operating costs and a two-tier step rate for water conservation.</p> <p>3. Successfully relocated all construction supplies from the former water storage yard at the Fisher Hill Reservoir to the new location at the Transfer Station at 815 Newton St.</p> <p>4. Completed the relocation of the two 12-inch water mains in the newly constructed Dean Road Bridge, including the installation of new control valves and hydrants.</p> <p>5. Upgraded the Cross Connection Control Program into the Cartegraph work order system and a new mobile computer module, allowing for the increase of Backflow/Cross Connection device testing.</p> <p>6. Continued working toward the reduction of unaccounted for water in the distribution system and the further reduction of the average daily usage of 65 gallons per capita per day as mandated by the Water Management Act.</p> <p>7. Continued the system wide uni-directional flushing of the distribution system.</p>	<p><b><u>PERFORMANCE / WORKLOAD INDICATORS</u></b></p> <table border="1" data-bbox="1050 454 1978 1494"> <thead> <tr> <th></th> <th>ACTUAL FY2010</th> <th>ESTIMATE FY2011</th> <th>ACTUAL FY2011</th> <th>ESTIMATE FY2012</th> <th>ESTIMATE FY2013</th> </tr> </thead> <tbody> <tr> <td colspan="6"><u>Performance:</u></td> </tr> <tr> <td>Water Demand - MGD</td> <td>5.10</td> <td>5.30</td> <td>5.07</td> <td>5.10</td> <td>5.25</td> </tr> <tr> <td>Avg. Daily Sanitary Flow - MGD</td> <td>11.73</td> <td>10.50</td> <td>9.69</td> <td>9.70</td> <td>9.70</td> </tr> <tr> <td>Unaccounted Water - %</td> <td>10.9%</td> <td>10.8%</td> <td>9.6%</td> <td>9.8%</td> <td>9.8%</td> </tr> <tr> <td colspan="6"><u>Catch Basin Cleaning:</u></td> </tr> <tr> <td>Number of Basins</td> <td>2,068</td> <td>2,000</td> <td>1,495</td> <td>1,650</td> <td>1,650</td> </tr> <tr> <td>% of Total Basins</td> <td>88.3%</td> <td>85.5%</td> <td>63.7%</td> <td>68.0%</td> <td>68.0%</td> </tr> <tr> <td>Total Sediments (tons)</td> <td>2,137</td> <td>2,000</td> <td>1,303</td> <td>1,700</td> <td>1,700</td> </tr> <tr> <td colspan="6"><u>Cross Connection</u></td> </tr> <tr> <td>Revenue</td> <td>\$73,385</td> <td>\$75,000</td> <td>\$94,900</td> <td>\$94,000</td> <td>\$94,000</td> </tr> <tr> <td colspan="6"><u>Workload:</u></td> </tr> <tr> <td colspan="6"><u>Complaint Responses:</u></td> </tr> <tr> <td>Water</td> <td>418</td> <td>350</td> <td>425</td> <td>425</td> <td>425</td> </tr> <tr> <td>Sewer</td> <td>172</td> <td>125</td> <td>175</td> <td>175</td> <td>175</td> </tr> <tr> <td>Service Responses</td> <td>721</td> <td>600</td> <td>750</td> <td>725</td> <td>725</td> </tr> <tr> <td>Service Pipes Installed</td> <td>188</td> <td>200</td> <td>161</td> <td>170</td> <td>180</td> </tr> <tr> <td>Hydrants Repaired/ Replaced</td> <td>52</td> <td>50</td> <td>89</td> <td>75</td> <td>75</td> </tr> <tr> <td>Sewer Structures Repaired</td> <td>76</td> <td>75</td> <td>299</td> <td>200</td> <td>200</td> </tr> <tr> <td>Sewerage Blockages Repaired</td> <td>28</td> <td>20</td> <td>49</td> <td>40</td> <td>40</td> </tr> </tbody> </table>						ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013	<u>Performance:</u>						Water Demand - MGD	5.10	5.30	5.07	5.10	5.25	Avg. Daily Sanitary Flow - MGD	11.73	10.50	9.69	9.70	9.70	Unaccounted Water - %	10.9%	10.8%	9.6%	9.8%	9.8%	<u>Catch Basin Cleaning:</u>						Number of Basins	2,068	2,000	1,495	1,650	1,650	% of Total Basins	88.3%	85.5%	63.7%	68.0%	68.0%	Total Sediments (tons)	2,137	2,000	1,303	1,700	1,700	<u>Cross Connection</u>						Revenue	\$73,385	\$75,000	\$94,900	\$94,000	\$94,000	<u>Workload:</u>						<u>Complaint Responses:</u>						Water	418	350	425	425	425	Sewer	172	125	175	175	175	Service Responses	721	600	750	725	725	Service Pipes Installed	188	200	161	170	180	Hydrants Repaired/ Replaced	52	50	89	75	75	Sewer Structures Repaired	76	75	299	200	200	Sewerage Blockages Repaired	28	20	49	40	40
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<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund</b>
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**SUB-PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	2,198,119	2,289,749	2,339,744	49,995	2.2%
Services	254,252	319,089	316,089	-3,000	-0.9%
Supplies	108,421	123,020	123,020	0	0.0%
Other	4,878	6,400	6,400	0	0.0%
Utilities	141,109	160,625	162,488	1,863	1.2%
Capital	124,214	254,650	670,650	416,000	163.4%
Intergovernmental	16,606,543	17,109,942	17,622,480	512,538	3.0%
Intragovernmental Reimbursement	1,869,338	1,867,647	1,855,987	-11,660	-0.6%
Debt Service	2,495,198	2,335,704	2,384,946	49,242	2.1%
Reserve	0	220,780	254,818	34,038	15.4%
<b>TOTAL</b>	<b>23,802,073</b>	<b>24,687,605</b>	<b>25,736,622</b>	<b>1,049,016</b>	<b>4.2%</b>
BENEFITS			1,274,665		
REVENUE	24,266,429	24,687,605	25,736,622	1,049,017	4.2%

**SUMMARY OF SUB-PROGRAMS**

ELEMENTS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Water	10,531,922	10,801,151	11,378,743	577,592	5.3%
Sewer	13,270,151	13,886,454	14,357,879	471,425	3.4%
<b>TOTAL</b>	<b>23,802,073</b>	<b>24,687,605</b>	<b>25,736,622</b>	<b>1,049,016</b>	<b>4.2%</b>

**WATER**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,892,169	1,955,739	1,998,413	42,674	2.2%
Services	111,529	167,889	166,389	-1,500	-0.9%
Supplies	92,046	102,020	102,020	0	0.0%
Other	1,729	6,400	6,400	0	0.0%
Utilities	141,109	160,625	162,488	1,863	1.2%
Capital	72,253	112,150	490,150	378,000	337.0%
Intergovernmental	5,327,531	5,495,536	5,659,642	164,106	3.0%
Intragovernmental Reimbursement	1,530,393	1,522,985	1,504,188	-18,798	-1.2%
Debt Service	1,363,162	1,190,779	1,176,392	-14,387	-1.2%
Reserve	0	87,027	112,661	25,634	29.5%
<b>TOTAL</b>	<b>10,531,922</b>	<b>10,801,151</b>	<b>11,378,743</b>	<b>577,592</b>	<b>5.3%</b>

**SEWER**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	305,950	334,009	341,331	7,321	2.2%
Services	142,723	151,200	149,700	-1,500	-1.0%
Supplies	16,375	21,000	21,000	0	0.0%
Other	3,149	0	0	0	0.0%
Capital	51,961	142,500	180,500	38,000	26.7%
Intergovernmental	11,279,012	11,614,406	11,962,838	348,432	3.0%
Intragovernmental Reimb.	338,945	344,661	351,799	7,138	2.1%
Debt Service	1,132,036	1,144,925	1,208,554	63,629	5.6%
Reserve	0	133,753	142,157	8,405	6.3%
<b>TOTAL</b>	<b>13,270,151</b>	<b>13,886,454</b>	<b>14,357,879</b>	<b>471,425</b>	<b>3.4%</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Water and Sewer</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	0.00	1.00	97,728	115,119	1.00	100,682	1.00	102,192
	Operations Manager - Water and Sewer	T-9	1.00	1.00	68,673	77,700	1.00	72,691	1.00	73,985
	Water Works Division Foreman	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Business Manager	G-14	1.00	1.00		57,109	1.00	57,109	1.00	57,109
	Utilities Foreman	GN-9	1.00	1.00	54,662	57,413	1.00	57,413	1.00	57,413
	Water Service Inspector	GN-9	1.00	1.00	54,662	57,413	1.00	57,413	1.00	57,413
	Backflow Preventer Technician	GN-8	1.00	1.00	52,559	55,204	1.00	55,204	1.00	55,204
	Water Meter Foreman	GN-8	1.00	1.00	52,559	55,204	1.00	55,204	1.00	55,204
	Senior Clerk Typist	C-8	1.00	1.00	44,167	46,037	1.00	46,037	1.00	46,037
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		53,198	1.00	53,198	1.00	53,198
	Working Foreman Utilities	LN-6	6.00	6.00		51,357	6.00	308,140	6.00	308,142
	Motor Equipment Repairperson	LN-6	1.00	1.00		51,357	1.00	51,357	1.00	51,357
	MEO III	LN-5	3.00	3.00		50,340	3.00	151,020	3.00	151,020
	MEO II	LN-3	4.00	4.00		45,228	4.00	180,912	4.00	180,912
	Water Meter Serviceperson	LN-3	3.00	3.00		45,228	3.00	135,684	3.00	135,684
	Water Works Serviceperson	LN-3	4.00	4.00		45,228	4.00	180,912	4.00	180,912
	Carpenter & Laborer	LN-3	1.00	1.00		45,228	1.00	45,228	1.00	45,228
	Utility Craftsperson	LN-3	6.00	6.00		45,228	6.00	271,367	6.00	271,368
	Pipe Layer Laborer	LN-2	3.00	3.00		43,266	3.00	129,799	3.00	129,798
	Subtotal		40.00	41.00			41.00	2,080,092	41.00	2,082,899
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.50			0.50	15,000	0.50	15,000
	Subtotal		0.50	0.50			0.50	15,000	0.50	15,000
	Other									
510140	Shift Differential							16,731		16,731
510143	Working-Out-of-Classification Pay							6,402		6,402
	Overtime Total							128,374		128,374
510300	Overtime							32,322		32,322
510343	Emergencies							80,446		80,446
510344	Scheduled							15,605		15,605
513044	Longevity Pay							26,450		28,950
514501	Extra Comp. (In Lieu of Boots)							700		700
515501	Uniform/Clothing Allowance							15,600		15,600
515505	Tool Allowance							400		400
	Subtotal							194,656		197,156
	FY13 Collective Bargaining									44,688
	Total		40.50	41.50			41.50	2,289,748	41.50	2,339,744



<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Cultural Services PROGRAM: Library</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Library Trustees and staff are responsible for providing a full spectrum of high quality library services for the education, cultural enrichment, and reading pleasure of all residents of Brookline. Library service is provided from the Main Library at 361 Washington Street and from two community branch libraries: Coolidge Corner (31 Pleasant Street) and Putterham (959 West Roxbury Parkway). The Library's on-line catalog can be accessed via the Internet at <a href="http://BrooklineMa.gov/library">BrooklineMa.gov/library</a>.</p> <p>Library holdings include more than 350,000 books, extensive back-files of periodicals and newspapers, current subscriptions to over 700 magazines, audiocassettes, videotapes, and compact discs. The Library also makes available electronic access to a growing number of information sources and to the Internet. Since 1997, the Library has been a member of the Minuteman Library Network (MLN), a cooperative on-line circulation, catalog, and information network that makes the circulating collections of 40 libraries in Eastern Massachusetts conveniently available for Brookline residents.</p> <p>The Library consists of the following six sub-programs:</p> <p>The <b>Administrative and Support Sub-program</b> is responsible for the organization and management of the libraries. The staff keeps informed of current developments in the library field, initiates appropriate programs to best serve the public, evaluates existing library services based on community needs, and prepares long- and short-range plans for review by the Board of Library Trustees.</p> <p>The <b>Central Library Services Sub-program</b> is responsible for the selection of new books and other materials for the library's collections; answering information and reference questions in person and by telephone; maintaining general reference, fiction, and non-fiction collections; and managing several special collections including local history, periodicals, business information services, indexes, recordings, DVDs, CDs, books-on-tape, large print and foreign language books, and young adult materials. Staff assists the public in the use of electronic information sources and provides Internet access.</p> <p>The <b>Branch Services Sub-program</b>, comprised of the Coolidge Corner and Putterham Branch Libraries, provides a broad range of library services for adults and children. Branch collections, hours of service, and programs are designed to reflect the demographics and information needs of their respective neighborhoods.</p>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <p>The <b>Children's Services Sub-program</b> provides library and information services for children below the seventh grade. Staff aid children in the selection of appropriate material for school assignments and in choosing books for leisure reading. Books, CDs, DVDs, and tapes are checked out for home use. In addition, a growing number of electronic information sources are also available for use.</p> <p>The <b>Circulation and Support Services Sub-program</b> is responsible for the acquisition, preparation, and circulation control of all library books and other materials for all Brookline libraries.</p> <p>The <b>Plant Maintenance Sub-program</b> is responsible for cleaning the three libraries, including floors, furnishings, shelves, and books; monitors the proper functioning of the lighting, heating, and air conditioning systems, including emergency repairs; makes routine repairs to buildings and equipment; cooperates with other staff in the maintenance of security within the buildings; and informs the administration and Building Department of emergency and other repair needs.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects an increase of \$76,743 (2.1%). Personnel increases \$8,446 (0.3%) for Steps (\$8,805) and Longevity (\$141), slightly offset by a decrease in Extra Compensation (\$500). Services decrease \$6,300 (3.6%) and include reductions to Data Processing Equipment Repair and Maintenance (\$4,500), Data Processing Software Maintenance (\$3,000), and Printing Services (\$1,000), slightly offset by increases in Cataloging Services (MLN) (\$2,000), and Wireless Communications (\$200).</p> <p>The \$15,701 (3%) increase in Supplies is driven primarily by an increase for Library Materials (\$12,121). There is also a \$6,000 increase in Custodial Supplies and a \$2,420 decrease in Office Supplies. The \$802 (17.8%) decrease in Other is in Education/Training/Conferences (\$500) and Professional Dues and Membership (\$302). Utilities increase \$29,698 (9.6%), which reflects increases in Electricity (\$37,104) and Water and Sewer (\$10,273), slightly offset by a decrease in Natural Gas (\$17,678).</p> <p>Capital increases \$30,000 (57.6%) for furniture replacement and includes funding for existing leased PC's in the three libraries and for administration.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Cultural Services PROGRAM: Library</b></p>
<p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to adapt services to meet the changing needs of library users.</li> <li>2. To continue to work with the Brookline Library Foundation and the Friends of the Brookline Public library to enhance library service.</li> <li>3. To continue to place the highest priority on customer service.</li> <li>4. To increase by 3% the number of persons attending library-sponsored programs and activities.</li> <li>5. To continue to work with the Brookline School and Recreation Departments and Steps to Success to increase the number of low-income children participating in the summer reading program.</li> <li>6. To maintain the percentage of circulation transactions taking place at a self-checkout station at no less than 80%.</li> <li>7. To provide in-person and web-based instruction in the use of various electronic services offered by the library.</li> <li>8. To increase by 60% the number of e-books and audio-books borrowed.</li> <li>9. To provide at least six staff development presentations on new developments in library services.</li> <li>10. To make more effective use of technology to inform the public about library programs and services, including social media (Facebook, Twitter).</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Improved service by utilizing more than 3,000 hours of work study students' time and more than 5,000 hours of volunteer assistance.</li> <li>2. Achieved at least an 80% usage rate of self-check transactions at all three libraries.</li> <li>3. Provided 3,194 kWh of electricity to the Putterham Branch Library from solar energy.</li> <li>4. Added Value Line Research Center and the Naxos Video Library to our growing list of electronic resources.</li> <li>5. Established a core collection of Spanish language materials at the Main Library and a monthly Spanish language story hour at the Coolidge Corner Library.</li> <li>6. Worked with the Building Department as part of completing the second phase of a three-year project to repair the library, Town Hall, and Pierce School garages.</li> <li>7. 420 children read 2,306 books as part of "Go Green at the Library", the statewide summer reading program.</li> <li>8. Continued the trend of replacing paper reference resources with electronic formats, which are available to our users 24/7.</li> <li>9. Initiated a voluntary staff development program with the help of the Friends of the Library.</li> <li>10. In cooperation with the Recreation Department, hosted almost 140 teens for a night of indoor mini-golf, games, food and prizes.</li> <li>11. Utilized the Town's "BrookOnLine" program to better inform residents of the programs and services being offered by the library.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <ol style="list-style-type: none"> <li>12. Circulation at the Putterham Branch increased 35% and the usage of e-books and audiobooks more than doubled.</li> <li>13. Automated scheduling methods at all three libraries. Changes can now be made once and accessed from any computer in any of the three libraries.</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Cultural Services PROGRAM: Library					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
Total Circulation	1,445,120	1,500,000	1,432,913	1,482,700	1,518,900	<u>Programs</u>					
Total Attendance	707,803	730,000	680,088	682,507	696,484	Program Attendance (All)	22,799	23,000	23,266	23,963	24,682
Volumes Added	31,436	30,000	29,478	30,000	30,000	Children's Attendance	368 15,723	400 16,000	457 19,150	475 19,500	475 19,500
Volumes Withdrawn	33,874	25,000	21,272	25,000	25,000	Young Adult Attendance	58 421	40 500	28 674	40 800	40 875
Interlibrary Loan:						Adult Attendance	178 6,655	200 6,500	167 3,442	175 3,663	175 4,307
Borrowed	162,747	164,000	169,684	170,600	174,000	Patrons Added to Database	5,173	7,000	5,458	5,500	5,500
Loaned	127,001	130,000	124,257	126,700	129,000						
Non-MLN items borrowed	1,262	1,375	783	700	650						
Non-MLN items loaned	3,149	3,200	3,089	3,000	2,900						
Items Loaned Electronically	1,016	1,500	2,084	3,000	4,000						
<u>Main Library</u>											
Circulation	733,044	750,000	692,821	700,000	714,000						
Attendance	383,287	400,000	368,013	360,653	368,013						
Volumes Added	17,854	17,600	15,773	18,000	18,500						
Volumes Withdrawn	12,378	15,000	10,510	15,000	16,000						
<u>Coolidge Corner</u>											
Circulation	457,227	466,500	441,639	450,000	459,000						
Attendance	255,036	257,000	230,854	230,854	235,000						
Volumes Added	9,512	9,000	9,415	9,000	9,500						
Withdrawn volumes	10,539	7,000	8,147	7,500	8,000						
<u>Putterham</u>											
Circulation	126,832	160,000	172,112	200,000	210,000						
Attendance	69,480	73,000	81,221	91,000	93,000						
Volumes Added	4,070	3,400	4,290	3,000	3,400						
Withdrawn volumes	2,693	3,000	2,620	2,250	2,500						
<i>Note: In FY10 Putterham Library was closed for approx. 8 months to complete HVAC repairs.</i>											
<u>Children's</u>											
Circulation	288,257	304,000	307,728	307,800	313,850						
Main	154,770	160,300	158,085	163,500	165,550						
Coolidge	93,672	95,000	92,927	95,500	94,500						
Putterham	39,815	48,700	56,716	48,800	53,800						
% of Total Materials											
Budget for Children	17%	17%	17%	17%	17%						
Volumes Added (All)	8,024	8,000	8,317	8,000	8,000						
Withdrawn Volumes (All)	7,264	8,000	4,675	8,000	5,000						

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Cultural Services  
PROGRAM: Library**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	2,545,841	2,526,906	2,535,352	8,446	0.3%
Services	129,892	173,696	167,396	-6,300	-3.6%
Supplies	521,933	526,819	542,520	15,701	3.0%
Other	3,246	4,502	3,700	-802	-17.8%
Utilities	324,590	308,224	337,922	29,698	9.6%
Capital	25,156	52,101	82,101	30,000	57.6%
<b>TOTAL</b>	<b>3,550,657</b>	<b>3,592,249</b>	<b>3,668,992</b>	<b>76,743</b>	<b>2.1%</b>
BENEFITS			1,027,913		
REVENUE	98,699	105,000	100,000	-5,000	-4.8%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	320,740	367,680	366,586	-1,094	-0.3%
Central Library Services	849,557	1,005,538	1,039,279	33,741	3.4%
Branch Library Services	855,514	884,281	890,826	6,545	0.7%
Children's Services	254,615	251,470	253,415	1,945	0.8%
Circulation/Support Services	797,740	643,716	643,968	251	0.0%
Plant Maintenance	472,490	439,564	474,917	35,354	8.0%
<b>TOTAL</b>	<b>3,550,657</b>	<b>3,592,249</b>	<b>3,668,992</b>	<b>76,743</b>	<b>2.1%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	288,282	352,344	353,462	1,118	0.3%
Services	4,222	7,792	6,382	-1,410	-18.1%
Supplies	643	1,141	1,141	0	0.0%
Other	2,437	3,502	2,700	-802	-22.9%
Capital	25,156	2,901	2,901	0	0.0%
<b>TOTAL</b>	<b>320,740</b>	<b>367,680</b>	<b>366,586</b>	<b>-1,094</b>	<b>-0.3%</b>

**CENTRAL LIBRARY SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	561,676	665,707	666,324	617	0.1%
Services	4,172	11,454	8,434	-3,020	-26.4%
Supplies	283,709	296,576	302,721	6,145	2.1%
Other	0	0	0	0	0.0%
Capital	0	31,800	61,800	30,000	0.0%
<b>TOTAL</b>	<b>849,557</b>	<b>1,005,538</b>	<b>1,039,279</b>	<b>33,741</b>	<b>3.4%</b>

**BRANCH LIBRARY SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	636,562	577,691	582,410	4,719	0.8%
Services	10,927	48,562	47,482	-1,080	-2.2%
Supplies	120,776	124,517	127,079	2,562	2.1%
Other	32	250	250	0	0.0%
Utilities	87,217	115,861	116,205	344	0.3%
Capital	0	17,400	17,400	0	0.0%
<b>TOTAL</b>	<b>855,514</b>	<b>884,281</b>	<b>890,826</b>	<b>6,545</b>	<b>0.7%</b>

**CHILDREN'S SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	176,143	167,676	167,627	-49	0.0%
Services	500	1,455	1,455	0	0.0%
Supplies	77,793	82,139	84,133	1,994	2.4%
Other	178	200	200	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>254,615</b>	<b>251,470</b>	<b>253,415</b>	<b>1,945</b>	<b>0.8%</b>

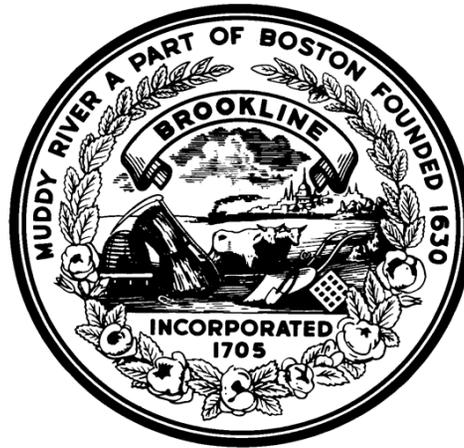
**CIRCULATION / SUPPORT SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	684,594	537,217	539,259	2,041	0.4%
Services	95,143	95,803	95,013	-790	-0.8%
Supplies	17,598	10,446	9,446	-1,000	-9.6%
Other	405	250	250	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>797,740</b>	<b>643,716</b>	<b>643,968</b>	<b>251</b>	<b>0.0%</b>

**PLANT MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	198,583	226,270	226,270	0	0.0%
Services	14,928	8,630	8,630	0	0.0%
Supplies	21,414	12,000	18,000	6,000	50.0%
Other	193	300	300	0	0.0%
Utilities	237,373	192,363	221,717	29,354	15.3%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>472,490</b>	<b>439,564</b>	<b>474,917</b>	<b>35,354</b>	<b>8.0%</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET					PROGRAM GROUP: Cultural Services PROGRAM: Library					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	D-6	1.00	1.00	97,728	115,119	1.00	115,119	1.00	115,119
	Assistant Library Director for Admin	T-10	1.00	1.00	71,420	80,808	1.00	72,691	1.00	73,985
	Assistant Library Director for Tech.	T-10	1.00	1.00	71,420	80,808	1.00	80,808	1.00	80,808
	Librarian IV	K-9	0.00	1.00	62,218	71,263	1.00	68,997	1.00	70,125
	Librarian III	K-8	4.00	2.00	56,589	64,947	2.00	121,536	2.00	122,587
	Librarian II	K-7	7.00	8.00	50,318	57,929	8.00	449,322	8.00	449,703
	Librarian I	K-6	7.00	7.00	44,865	51,557	7.00	350,114	7.00	350,864
	Circulation Supervisor	KA-6	1.00	1.00	44,865	49,047	1.00	49,047	1.00	49,047
	Library Secretary	K-5	1.00	1.00	43,755	46,197	1.00	46,197	1.00	46,197
	Assistant to Town Librarian/Bookkeeper	K-5	1.00	1.00	43,755	46,197	1.00	46,197	1.00	46,197
	Library Assistant III	K-3	4.00	4.00	36,148	41,904	4.00	162,945	4.00	164,062
	Library Assistant II	K-2	9.00	8.00	33,941	39,347	8.00	299,577	8.00	302,662
	Library Assistant I	K-1	1.00	1.00	30,856	35,770	1.00	35,770	1.00	35,770
	Senior Building Custodian	MN-4	1.00	1.00	48,599	51,075	1.00	51,075	1.00	51,075
	Junior Building Custodian	MN-2	2.00	2.00	42,970	45,159	2.00	90,317	2.00	90,317
	Subtotal		41.00	40.00			40.00	2,039,713	40.00	2,048,518
510901	Temporary Part Time Salaries (1)									
	Junior Library Page	LP	4.55	4.55	\$9.62/hr	\$10.86/hr	4.55	106,869	4.55	106,869
	Senior Library Page	LPS	0.56	0.56		\$12.43/hr	0.56	13,204	0.56	13,204
	Library Monitor	LPM	0.52	0.52		\$12.43/hr	0.52	12,893	0.52	12,893
	Librarians	I	0.80	0.80		\$23.23/hr	0.80	36,473	0.80	36,473
	Library Assistants I and II		3.15	3.15		\$15.98/hr	3.15	98,591	3.15	98,591
	Houseworkers	MN-1	2.16	2.16	32,739	34,407	2.16	78,502	2.16	78,502
	Subtotal		11.75	11.75			11.75	346,532	11.75	346,532
	Other									
510140	Shift Differential							14,140		14,140
510300	Regular Overtime							48,470		48,470
513044	Longevity Pay							26,213		26,354
514501	Extra Comp							2,500		2,000
515501	Uniform/Clothing Allowance / In Lieu of Boots							14,339		14,339
515059	Administrative Leave Buyback							35,000		35,000
	Subtotal							140,662		140,302
	<b>Total</b>		<b>52.75</b>	<b>51.75</b>			<b>51.75</b>	<b>2,526,906</b>	<b>51.75</b>	<b>2,535,352</b>



<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Human Services PROGRAM: Health</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Brookline Health Department provides a range of environmental, community, and clinical health services to monitor and improve the health status and quality of life of persons who live in, work in, or visit Brookline. Among the steps taken by the Department in seeking this goal are the control of existing and potential environmental hazards; the provision of health education and clinical health services, with emphasis on the prevention and early detection of chronic diseases and the improved management of lifestyle issues affecting health; the delivery of services dealing with conditions resulting from the abuse of drugs or alcohol; the control of communicable diseases; and the preparation for all hazardous emergencies. The Department consists of the following six sub-programs:</p> <p>The <b>Administration Sub-program</b> provides resources and administrative support to the Department, housing a broad range of programs and services offered by the Health Department. The Director of Public Health and Human Services, with advice and policy guidance from the Advisory Council of Public Health, provides overall management and program direction to the Department. This Sub-program has primary responsibility for emergency preparedness activities within the Department.</p> <p>The <b>Environmental Health Sub-program</b> combines a wide range of programs and services. Most of the services are mandated by State law and include the following services: licensing and inspection of food establishments; housing code inspections and enforcement actions; swimming pool inspections; solid waste handling practices; animal, insect, and rodent control; the abatement of general health nuisances; and the testing and sealing of all weighing and measuring devices. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local smoking control requirements, including the issuance of permits for tobacco retailers and monitoring the sale of tobacco products.</p> <p>The <b>Child Health Sub-program</b> is concerned with those communicable diseases that are vaccine-preventable and plays a key role in preventing outbreaks of infectious diseases. A monthly Immunization Clinic has been established to provide necessary immunizations for children and at-risk adults in the community. This Sub-program serves as the Department's liaison to the School Health program and the nursing and health education staff in the schools.</p> <p>The <b>Community Health Services Sub-program</b> provides a range of educational, clinical, and screening services addressing a broad range of health conditions and concerns. The focus of these activities is early detection of disease conditions, the elimination or control of risk factors for adverse health conditions, and the application of available preventive measures such as flu immunization, appropriate screening, and blood pressure monitoring.</p>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <p>The Brookline Community Mental Health Center, with financial support furnished by the Town through the <b>Mental Health Sub-program</b>, seeks to maintain and improve the mental health of Brookline residents through a range of psychiatric, social service, and educational interventions. The program provides diagnostic and therapeutic services to medically needy residents. The program also provides assistance and consultation to other Town departments and agencies, as well as community outreach to high risk children and youths, adolescents, families, adults, and seniors. The Center operates a residential facility for persons with long-term mental illness in order to prevent homelessness, an emergency foster care program for local teenagers, and a program to assist students successfully transition back to school following psychiatric substance abuse and medical hospitalization.</p> <p>The <b>Substance Abuse Prevention and Services Sub-program</b> consists of community-based and school-based components. The former provides prevention and intervention activities serving Town employees and others in both individual and group settings. The Sub-program provides counseling to Brookline youths and their families with substance abuse problems; prevention education; peer leadership training for the high school and elementary schools; consultation, trainings, and presentations to community members and service providers; and updated materials, information, and resources.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects a decrease of \$19,059 (1.7%). Personnel increases \$2,237 (0.3%) for Steps (\$1,189), the reclassification of the Assistant Director (\$1,919), and Longevity (\$305), partially offset by a decrease in Clothing Allowance (\$1,175).</p> <p>Services increase \$4,150 (2.2%) for the Mental Health Contract (\$2,381) and Professional/Technical Services (\$1,869), slightly offset by a \$100 decrease in Subscriptions. The decrease in Supplies (\$2,000, 11.7%) is in Office Supplies (\$1,000) and Special Program Supplies (\$1,000).</p> <p>Utilities decrease \$447 (1.2%) due to a reduction in Natural Gas (\$1,231) partially offset by increases in Generator Fuel (\$512), Gasoline (\$119), Electricity (\$129), and Water and Sewer (\$23). Capital decreases \$23,000 (82%) due to the removal of funding for a vehicle that was purchased in FY12.</p>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Human Services PROGRAM: Health</b></p>
<p><b><u>FY2013 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To maximize the coordination of Public Health matters among all human services and community-based agencies in town, implementing a set of shared goals and objectives.</li> <li>2. To seek opportunities for grant funding from non-Town sources, with the goal being to secure at least eight grants and/or public-private partnerships worth \$100,000.</li> <li>3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-13 of Healthy Brookline.</li> <li>4. To produce Volume 14 of Healthy Brookline (Youth Behavior Risk Factors).</li> <li>5. To promote the renovated Train Health Center, the first “Green” municipal building in Brookline and support "Brookline Tomorrow: Climate Change Today".</li> <li>6. To work closely with the Police and Fire Chiefs and the Town’s Emergency Management Team to prepare for emergencies, including possible Avian Flu Epidemic and bio-terrorist attacks.</li> <li>7. To maintain a Medical Reserve Corps in Brookline and field at least 10 trainings for members and the leadership council.</li> <li>8. To recruit at least five graduate students to work with division directors on a variety of projects.</li> <li>9. To work with the Information Technology Department on the migration to a next generation of tablet technology.</li> <li>10. To upgrade our website and Facebook page and provide citizen access to our restaurant inspection reports.</li> <li>11. To maintain the Friends of Brookline Public Health membership organization and offer the 16th Annual Public Health Policy Forum.</li> </ol> <p><b><u>Environmental Health</u></b></p> <ol style="list-style-type: none"> <li>1. To protect public health by maintaining a comprehensive program of environmental health services, including inspections, compliance and enforcement activities. In addition, monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.</li> <li>2. To provide educational initiatives for all regulated programs. Annual workshops include lodging houses, children’s camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments.</li> <li>3. To implement the adopted town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis to include integrated pest management, surveillance, education and control.</li> <li>4. To continue to address the growing concerns related to bed bugs.</li> <li>5. To maintain the certification requirements of the weights and measures inspector and carry out all weights and measures inspections.</li> <li>6. To participate in emergency management planning on issues related to environmental health.</li> </ol>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Environmental Health (con't.)</u></b></p> <ol style="list-style-type: none"> <li>7. To continue to work with other Town departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, noise and rubbish enforcement, lodging inspections, liquor license training, licensing board issues, and mobile food trucks.</li> <li>8. To assess the Division’s programs by determining the level of compliance with the 10 essential services for environmental health (from CDC’s strategy for enhancing environmental health practice in the 21st century).</li> <li>9. To expand the sharps disposal kiosk program and promote safe mercury waste and pharmaceuticals disposal (with DPW and Police, respectively).</li> <li>10. To continue to implement hand-held tablets for inspections with the Information Technology Department and enhance GIS applications using updated software for all inspections, with a goal of providing on-line access to inspectional information and permit renewals.</li> </ol> <p><b><u>Child Health</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to implement and evaluate the outreach campaign to enroll uninsured youth in the Commonwealth Care Insurance Plan working with partners in the Brookline Community Health Network and with school nurses.</li> <li>2. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.</li> <li>3. To promote health, nutrition and fitness activities among school age children, and participate in the School/Community Wellness Committee.</li> <li>4. To continue to promote backpack safety.</li> <li>5. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention and programs to counter bullying.</li> <li>6. To maintain immunization clinics as needed, adding a pediatric component to seasonal flu clinics, maximize the use of private providers for immunizations, and serve as a focal point for outreach for pediatric health issues and information and referral. Continue to provide extra clinics as needed for school entry required immunizations.</li> <li>7. To inspect all group day care centers and after school day care programs and provide consultation services to them, and convene at least two meetings/educational events for them, including one on playground safety.</li> <li>8. To work with the Park Division of DPW and the Recreation Department to monitor and evaluate the voluntary playground schedule for compliance.</li> <li>9. To continue in-services with school nurses and day care providers on issues of current importance, including emergency preparedness.</li> <li>10. To continue active participation in classroom activities and curriculum development related to health.</li> <li>11. To educate Brookline families about health programs at annual kindergarten registrations, health fairs, and other venues.</li> </ol>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Human Services PROGRAM: Health</b></p>
<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Community Health</u></b></p> <ol style="list-style-type: none"> <li>1. To update the annual inventory of physical fitness and physical activity opportunities in Brookline, develop a broad coalition to roll out a campaign to promote "Passport to Health &amp; Fitness", physical activity and good nutrition, and publicize and promote town-wide fitness programs.</li> <li>2. To continue programs linking public health and climate change, such as the annual Car-Free School Day in K – 8 schools.</li> <li>3. To continue to recruit and train volunteer auxiliary medical personnel (Medical Reserve Corps) to be able to respond in the event of a public health emergency.</li> <li>4. To continue to work on the Pandemic Flu task force and other regional issues, including epidemiology and disease surveillance.</li> <li>5. To offer the community at least three health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.</li> <li>6. To organize regular blood drives open to Town employees and residents.</li> <li>7. To work with the local media to provide pertinent public health alerts/education on emerging public health issues and to expand use of social media.</li> <li>8. To work collaboratively with the Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors. Offer flu shots and blood pressure screenings for residents, targeting those at high risk, and offer a "Matter of Balance" series.</li> <li>9. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term care settings.</li> <li>10. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign.</li> <li>11. To coordinate with Brookline Public Schools to promote physical activity and physical fitness as part of staff professional development.</li> </ol> <p><b><u>Mental Health</u></b></p> <ol style="list-style-type: none"> <li>1. To serve 3,300 Brookline residents, primarily low-and moderate-income, providing 30,250 hours of individual, family, group counseling and mediation; 7,400 hours of community outreach and education to children, teens, families, adults and seniors; and 2,800 hours of case management for homeless or seriously ill children, adults and families.</li> <li>2. To respond to requests from residents and Town/School staff for crisis intervention, short-term emergency shelter, and consultations.</li> <li>3. To continue to serve as Brookline's lead agency for assisting families and individuals facing eviction or homelessness. With the termination of Brookline's Homeless Prevention and Rapid Re-housing federally-funded program in June 2012, the Center anticipates helping 120 individuals and families to find or maintain safe housing or secure shelter and providing case management services.</li> </ol>	<p><b><u>FY2013 OBJECTIVES (Con't.)</u></b></p> <p><b><u>Mental Health (con't.)</u></b></p> <ol style="list-style-type: none"> <li>4. To work on-site at all Brookline elementary schools and the high school to address crises, provide individual and group counseling, psycho-educational groups, and staff consultation serving up to 600 Brookline children and families.</li> <li>5. At the Center, to provide 10 social skills groups for 50 Brookline children ages 4-10 with autism spectrum disorders.</li> <li>6. Through the Brookline Resilient Youth Team (BRYT) Program, to assist 80 Brookline teens returning to the High School following a medical, psychiatric or substance abuse hospitalization to successfully transition back to school and graduate with their class.</li> <li>7. To continue to attract \$30.00 for every \$1.00 provided by the Town (\$4,850,000 total budget) to fund mental health, substance abuse, crisis/violence prevention, social and educational services to maintain the safety and health of lower and moderate income Brookline residents. Health insurance and client fees pay for only 50% of services provided by the Center.</li> </ol> <p><b><u>Substance Abuse and Violence Prevention</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to provide individual, family, and group substance abuse and smoking cessation information, counseling including assessment, referral, and after care.</li> <li>2. To provide a youth diversionary program in cooperation with the Police, Brookline Court, and Brookline Public Schools.</li> <li>3. To publish Healthy Brookline Volume 14 (Youth Risk Survey) and track a set of measurable performance-based objectives based on it.</li> <li>4. To implement research-based substance abuse prevention strategies through the B-CASA Coalition, including the Brookline High School Peer Leaders and B-Pen, the Brookline Parent Education Network. Focus attention on eating disorders among at risk youth.</li> <li>5. To maintain and enhance collaboration with the Brookline Schools, Police, and Court to address youth substance abuse and violence prevention issues; serve on the Juvenile Roundtable.</li> <li>6. To monitor the effectiveness of the Town's bartender trainer program in cooperation with the Police.</li> <li>7. To work to encourage the use of the Town's Employee Assistance Program (EAP) by those who require the services they offer.</li> <li>8. To continue to work to reduce the number of residents at risk of homelessness via the Newton-Brookline Consortium and agencies like Pine Street.</li> <li>9. To serve on the Domestic Violence Roundtable, Disability Commission, and help lead the Community Health Network Area (CHNA) and Jennifer A. Lynch Committee. Help plan "Safety Net", our award winning TV show.</li> <li>10. To maintain the Hoarding Advisory Committee and seek outside funding to advance their goals.</li> <li>11. To continue to assist families and individuals to secure health insurance.</li> </ol>

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<p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. Built the Medical Reserve Corps (MRC) and recruited 200 members to back up the Health Department in the event of an emergency. Prepared for a potential pandemic.</li> <li>2. Conducted 10 MRC/CERT trainings and provided over 400 hours of volunteer services, worth approximately \$11,000.</li> <li>3. Secured \$250,000 in grant funding from non-Town sources, including a dozen public-private partnerships.</li> <li>4. Published Volume 13, Healthy Brookline, Community Health indicators.</li> <li>5. Built the Friends of Brookline Public Health, recruiting 150 members.</li> <li>6. Held the 15th Annual Public Health Policy Forum entitled "Health Care Reform: "Are Quality and Affordability Compatible?" that attracted 200 people.</li> <li>7. Transitioned the Public Health Nursing/Epidemiology Services from the VNA of Boston to the Brookline Health Department.</li> <li>8. Planned, implemented, and evaluated a multi-faceted program of surveillance, education, and control to address the emergence of West Nile Virus and Eastern Equine Encephalitis (EEE) in Brookline.</li> <li>9. Led Community Health Network (CHNA) efforts.</li> <li>10. Enhanced outreach to linguistic and ethnic minorities via a joint health series targeting Russian-speaking residents and a project to translate department materials.</li> <li>11. Working closely with the Chiefs of Police and Fire and the Town's Emergency Preparedness Committee, led the Town's response to the threats of bio-terrorism and maintained an Emergency Preparedness Coordinator with grant funding.</li> <li>12. Recruited six graduate students to work on a broad array of public health projects.</li> </ol> <p><b><u>Environmental Health</u></b></p> <ol style="list-style-type: none"> <li>1. Continued to implement the GeoTMS permitting software system that addresses permitting, licensing and field inspections. Began performing inspections using handheld devices for food, housing, children's camps, swimming pools and lodging homes.</li> <li>2. Worked with Police Department (Animal Control Division) and Conservation Department to address community wild life control issues (wild turkeys, coyotes, geese, bats and foxes). Coordinated monthly animal control meetings.</li> <li>3. Assisted the School and Building Departments on issues including pest control and pesticides use, Green products, hazardous material handling, incident response, indoor air quality, and lead.</li> <li>4. Continued to operate the sharps (medical waste) disposal kiosk with assistance from DPW and added mercury disposal.</li> <li>5. Continued training and certification in food safety, housing, emergency management, incident response and incident command.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Environmental Health (con't.)</u></b></p> <ol style="list-style-type: none"> <li>6. Held a Rabies Clinic in Brookline and three additional clinics in Newton.</li> <li>7. Implemented mosquito control and education activities within the community focusing on EEE and WNV. Issued advisory notices on bats, Lyme disease and bed bugs.</li> <li>8. Continued to serve on State-appointed committees for bio-terrorism and environmental health code revisions.</li> <li>9. Assisted in implementing the Town's Noise Control By-Law.</li> <li>10. Assisted the Public Health Director on various environmental health policy issues related to revised tobacco control regulations, Keeping of Animals regulations, Mobile Food Trucks and other issues.</li> <li>11. Continued to expand, with assistance of the IT Department, a new automated billing and payment system for the Weights and Measures program.</li> <li>12. Obtained grant funding for tobacco control activities and performed a compliance check of retailers to prevent sales to minors, achieving 100% compliance rate.</li> <li>13. Continued to promote Environmental Health issues via the Web-based Health Quiz and various fact sheets and advisories posted on the Department's web page and on Facebook.</li> </ol> <p><b><u>Child Health</u></b></p> <ol style="list-style-type: none"> <li>1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 200 children and youth.</li> <li>2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including measles, pertussis, varicella and pneumonia.</li> <li>3. Inspected, certified, and monitored 33 group Day Care and Extended Day programs in Brookline.</li> <li>4. Collaborated in emergency response for school-related safety incidents.</li> <li>5. Participated in regular meetings of the Early Childhood Advisory Council.</li> <li>6. Initiated backpack safety awareness in schools.</li> <li>7. Continued to offer educational programs on rabies and hand-washing to all day care centers in Brookline.</li> <li>8. Continued to provide day care centers with trainings in curriculum development, behavior management, optional space design for children, and conflict resolution for parents and staff.</li> <li>9. Implemented playground schedules for programs.</li> <li>10. Maintained the Dating Violence Intervention Program in the High School, reaching several hundred students with counseling and educational sessions.</li> <li>11. Participated in health and wellness programs and curriculum development in schools, as well as membership on the Public Schools Wellness Committee.</li> </ol>

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<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Community Health Services</u></b></p> <ol style="list-style-type: none"> <li>1. Organized and participated in various health education programs, including "Brookline on the Move", programs linking public health and climate change, health education series and exercise classes at the Brookline Senior Center, and Car-Free School Day activities at K – 8 schools.</li> <li>2. Implemented control measures within 24 hours for 100% of communicable disease investigations. Tracked and controlled communicable disease outbreaks.</li> <li>3. Became fully functional in MAVEN (electronic disease surveillance system), including TB surveillance and case management, and developed a rabies control database to track outcomes of human exposure to animals.</li> <li>4. Conducted a Lyme disease education campaign.</li> <li>5. Maintained our Partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women's Hospital (Women's Health).</li> <li>6. Participated in "Bountiful Brookline" events supporting local food efforts.</li> <li>7. Promoted and enrolled over 50 Brookline residents in Massachusetts health insurance programs.</li> <li>8. Offered monthly blood drives at the Brookline Main Library.</li> <li>9. During National Public Health Week, conducted free CPR/AED training for 100 Brookline residents.</li> <li>10. Participated in several health promotion events at Brookline Housing ESL classes, local colleges employee health fairs and Adult Day Health programs, and initiated monthly sessions at the Brookline Food Pantry.</li> <li>11. Updated and distributed the Brookline Fitness Directory, listing all Brookline physical fitness dance, sports camps, and related organizations.</li> <li>12. Provided information and referral on issues including head lice, bed bugs, tick exposure, etc.</li> </ol> <p><b><u>Mental Health</u></b></p> <ol style="list-style-type: none"> <li>1. Served 3,250 Brookline residents providing 29,800 hours of mental health counseling services and 7,350 hours of community outreach and education to children, teens, families, adults and seniors, and 2,700 hours of case management service to homeless or seriously ill adults and children. 30% of services were delivered in the home, school or other community settings.</li> <li>2. Provided 1,650 hours of consultation, crisis intervention, education and information to staff of Brookline schools, police, courts and other Town departments and community agencies.</li> <li>3. Through the Brookline Resilient Youth Team (BRYT) Program, assisted 80 Brookline High School students and their families to successfully return to school following medical, psychiatric, or substance abuse hospitalizations. 95% of youth returned to and stayed in school throughout the year.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Mental Health (con't.)</u></b></p> <ol style="list-style-type: none"> <li>4. Sponsored 25 school- and Center-based education support groups serving 450 parents, helping to improve parenting skills, improving family communication and reducing family conflict.</li> <li>5. Provided emergency shelter or diversion to 25 Brookline teenagers for up to 21 days; 85% return to live with their families. Offered five homeless Brookline youth men, ages 16-19 years, a safe and supportive home in the Transition to Independent Living Program for up to 18 months, in collaboration with Brookline Housing Authority.</li> <li>6. Provided emergency food assistance to 160 individuals and families.</li> <li>7. Worked with 140 individuals and families to prevent evictions by providing case management and rental assistance.</li> <li>8. Worked with 40 homeless families in Brookline's homeless family shelter.</li> </ol> <p><b><u>Substance Abuse and Violence Prevention</u></b></p> <ol style="list-style-type: none"> <li>1. Applied for and was awarded a fourth year of funding (\$125,000) for the Drug Free Communities (DFC) grant to support B-CASA, the Brookline Coalition Against Substance Abuse.</li> <li>2. Trained over 40 peer leaders who implemented prevention strategies, including the BHS 1200 Social Norms Campaign, health class presentations to Brookline Elementary Schools, 8th and 9th grade SADD serving over 100 students, and the "Kick Butts" Campaign.</li> <li>3. Continued the STARS Program (Students Talking About Respect), a summer youth mentoring basketball program serving over 80 youth, with outings including college visits and field trips.</li> <li>4. Continued substance abuse prevention strategies for Brookline parents, including publishing the B-CASA Newsletter bi-monthly, presentations at PTO meetings, community forums, parent discussion groups, and the B-PEN.org parent education website and Facebook page.</li> <li>5. Implemented the Brookline Substance Abuse Prevention Program (BSAP) for Brookline youth and their families, providing substance abuse assessments and individual, group, and family counseling.</li> <li>6. Coordinated the Domestic Violence Prevention display in the Library and posters for community kiosks.</li> <li>7. Provided substance abuse assessment, consultation, and referral to 50 adults and continued to maintain the substance abuse program online database.</li> <li>8. Co-chaired the Hoarding Advisory Committee and provided case management to clients served by the Homeless Prevention Program.</li> <li>9. Provided insurance consultation and application assistance to 100 individuals and families.</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Human Services PROGRAM: Health					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<b><u>ENVIRONMENTAL HEALTH</u></b>						<b><u>CHILD HEALTH</u></b>					
% of Consumers Complaints Handled in 3 Days	90%	90%	90%	90%	90%	% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Tobacco Retail Sales: Compliance Rate (avg.)	100%	90%	95%	90%	90%	Lead Poisoned Children	0	N/A	0	0	0
Reported Rabies Exposure	112	110	112	110	110	Child Immunizations (Indvs)	342	350	329	300	300
Positive Rabid Animals	2	2	2	2	2	Day Care Inspections	170	170	160	160	160
Human Receiving Rabies Post-exposure Prophylaxis	11	15	37	35	35	Day Care Licenses Issued	32	38	33	34	34
Animal Control Quarantines	35	35	35	35	35	Day Care Ed. Programs	15	15	15	15	15
Keeping of Animal Permits	8	10	8	8	8	<b><u>COMMUNITY HEALTH</u></b>					
Mosquitoes Pos. for WNV	3	N/A	3	N/A	N/A	Disease Outbreaks Tracked	1	N/A	6	N/A	N/A
% Food Outlets Inspected	100%	100%	100%	100%	100%	Disease Cases Confirmed	141	N/A	128	N/A	N/A
% of Restaurants with Critical Violations	15%	10%	10%	10%	10%	Animal Bites to Humans	101	100	117	100	100
% Restaurants requiring Enforcement Actions	2%	2%	2%	2%	2%	Total Flu Shots	6,005	2,000	2,230	2,000	1,800
% Restaurants receiving formal orientation	100%	100%	100%	100%	100%	Town Employee Flu Shots	400	400	525	450	450
% Order Letter issued w/i 3 days	90%	90%	90%	90%	90%	<i>* Does not include 777 doses given @ Regional B Clinic</i>					
Court Actions	2	5	5	5	5	TB Screening (Mantoux)	26		25	25	25
No. Tickets issued*	708	700	634	650	650	TB Infected Persons	90	90	88	90	90
Solid Waste Inspections*	810	810	635	630	630	Active TB Cases	3	3	4	4	4
<i>*An inter-departmental program (Health &amp; DPW). Tickets figure includes warnings.</i>						Blood Press. Screenings	264	260	229	220	220
Swimming Pool Inspections	64	64	69	65	65	Pneumonia Immunizations	12	12	6	6	6
Lead Paint Inspections	12	10	6	10	10	Tetanus/Diphtheria	62	60	10	10	10
Lead Paint Removal Notices	16	20	10	10	10	<b><u>MENTAL HEALTH</u></b>					
Asbestos Inspections	15	15	20	20	20	Residents Served	3,225	3,250	3,250	3,300	3,300
Asbestos Removal Notices	121	125	139	135	135	Counseling Services	29,300	29,500	29,800	29,800	29,800
Food Inspections	675	675	852	800	800	Outreach services	7,350	7,400	7,400	7,400	7,400
Food Permits Issued	358	350	325	350	350	% of Clients with Symptom Improvements					
Housing Inspections	610	610	650	650	650	within 3 months of care	90%	90%	90%	91%	91%
Order Letters	215	215	311	300	300	Consultation to Town & Community agency staff hours	1,635	1,650	1,650	1,700	1,700
Tanning Salon Inspections	10	10	6	6	6	Family/individual eviction & homelessness prevented	340	350	340	210	120
Weighing/Measuring Devices Tested for Accuracy Scales	138	138	232	230	230	High School students successfully return to and stay in school following hospitalization. (BRYT)	78	80	80	80	80
Gasoline/Fuel Oil	157	157	157	157	157	Parent education workshops	25	25	25	10	10
Taxi Meter	192	192	210	210	210						
Scanner Inspections	12	12	12	12	12						

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET			PROGRAM GROUP: Human Services PROGRAM: Health		
PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<b><u>SUBSTANCE ABUSE</u></b>					
Students using marijuana >100x*	N/A	7%	9.7%	N/A	N/A
Students using alcohol before age 14*	N/A	20%	19%	N/A	N/A
<i>*These data are collected every two years.</i>					
Counseling Svcs.					
Adults	75	75	80	80	80
Youths	2,200	2,200	2,620	2,600	2,600
Class Presentations	150	150	180	180	180
Community Presentations	5	6	10	10	10
School Violation Referrals	33	35	20	20	20
Police/Youth Diversion Referrals	60	60	52	50	50
Youth Smoking Cessation Referrals	20	20	12	10	10

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Health**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	815,411	866,624	868,861	2,237	0.3%
Services	219,349	187,086	191,237	4,150	2.2%
Supplies	15,406	17,100	15,100	-2,000	-11.7%
Other	4,092	4,120	4,120	0	0.0%
Utilities	41,967	38,133	37,686	-447	-1.2%
Capital	4,071	28,055	5,055	-23,000	-82.0%
<b>TOTAL</b>	<b>1,100,297</b>	<b>1,141,118</b>	<b>1,122,059</b>	<b>-19,059</b>	<b>-1.7%</b>
BENEFITS			597,122		
REVENUE	145,738	158,000	149,000	-9,000	-5.7%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	288,268	269,339	273,153	3,814	1.4%
Environmental Health	320,669	397,384	373,486	-23,899	-6.0%
Child Health	64,679	36,108	36,004	-104	-0.3%
Community Health	198,285	204,864	203,814	-1,050	-0.5%
Mental Health	154,833	159,609	161,990	2,381	1.5%
Substance Abuse	73,564	73,814	73,614	-200	-0.3%
<b>TOTAL</b>	<b>1,100,297</b>	<b>1,141,118</b>	<b>1,122,059</b>	<b>-19,059</b>	<b>-1.7%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	220,510	210,803	209,995	-808	-0.4%
Services	6,538	6,927	11,096	4,169	60.2%
Supplies	11,384	5,600	5,600	0	0.0%
Other	3,797	2,820	3,720	900	31.9%
Utilities	41,967	38,133	37,686	-447	-1.2%
Capital	4,071	5,055	5,055	0	0.0%
<b>TOTAL</b>	<b>288,268</b>	<b>269,339</b>	<b>273,153</b>	<b>3,814</b>	<b>1.4%</b>

**ENVIRONMENTAL HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	298,813	347,534	350,336	2,801	0.8%
Services	17,873	21,400	19,000	-2,400	-11.2%
Supplies	3,688	4,900	3,900	-1,000	-20.4%
Other	295	550	250	-300	-54.5%
Utilities	0	0	0	0	0.0%
Capital	0	23,000	0	-23,000	-100.0%
<b>TOTAL</b>	<b>320,669</b>	<b>397,384</b>	<b>373,486</b>	<b>-23,899</b>	<b>-6.0%</b>

**CHILD HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	64,679	34,358	34,454	96	0.3%
Services	0	0	0	0	0.0%
Supplies	0	1,500	1,500	0	0.0%
Other	0	250	50	-200	-80.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>64,679</b>	<b>36,108</b>	<b>36,004</b>	<b>-104</b>	<b>-0.3%</b>

**COMMUNITY HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	157,846	200,764	200,914	150	0.1%
Services	40,439	0	0	0	0.0%
Supplies	0	3,850	2,850	-1,000	-26.0%
Other	0	250	50	-200	-80.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>198,285</b>	<b>204,864</b>	<b>203,814</b>	<b>-1,050</b>	<b>-0.5%</b>

**MENTAL HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	0	0	0	0	0.0%
Services	154,500	158,759	161,140	2,381	1.5%
Supplies	333	850	850	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>154,833</b>	<b>159,609</b>	<b>161,990</b>	<b>2,381</b>	<b>1.5%</b>

**SUBSTANCE ABUSE**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	73,564	73,164	73,164	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	400	400	0	0.0%
Other	0	250	50	-200	-80.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>73,564</b>	<b>73,814</b>	<b>73,614</b>	<b>-200</b>	<b>-0.3%</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Health**

**ENVIRONMENTAL HEALTH SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

ELEMENTS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
General	128,662	172,225	147,439	-24,786	-14.4%
Food Inspection	105,261	111,703	112,185	481	0.4%
Housing Inspection	68,073	93,820	94,376	556	0.6%
Weights & Measures	18,672	19,636	19,486	-150	-0.8%
<b>TOTAL</b>	<b>320,669</b>	<b>397,384</b>	<b>373,486</b>	<b>-23,899</b>	<b>-6.0%</b>

**GENERAL**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	107,964	123,775	125,589	1,814	1.5%
Services	17,873	21,400	19,000	-2,400	-11.2%
Supplies	2,531	3,700	2,700	-1,000	-27.0%
Other	295	350	150	-200	-57.1%
Utilities	0	0	0	0	0.0%
Capital	0	23,000	0	-23,000	-100.0%
<b>TOTAL</b>	<b>128,662</b>	<b>172,225</b>	<b>147,439</b>	<b>-24,786</b>	<b>-14.4%</b>

**FOOD INSPECTION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	104,602	111,203	111,785	581	0.5%
Services	0	0	0	0	0.0%
Supplies	660	400	400	0	0.0%
Other	0	100	0	-100	-100.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>105,261</b>	<b>111,703</b>	<b>112,185</b>	<b>481</b>	<b>0.4%</b>

**HOUSING INSPECTION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	67,576	93,420	93,976	556	0.6%
Services	0	0	0	0	0.0%
Supplies	498	400	400	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>68,073</b>	<b>93,820</b>	<b>94,376</b>	<b>556</b>	<b>0.6%</b>

**WEIGHTS AND MEASURES**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	18,672	19,136	18,986	-150	-0.8%
Services	0	0	0	0	0.0%
Supplies	0	400	400	0	0.0%
Other	0	100	100	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>18,672</b>	<b>19,636</b>	<b>19,486</b>	<b>-150</b>	<b>-0.8%</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Human Services PROGRAM: Health</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Pub. Health/Human Ser.	D-6	1.00	1.00	97,728	115,119	1.00	115,119	1.00	115,119
	Chief Sanitarian/Asst. Dir. of Health	T-12	0.00	0.00	78,733	89,083	0.00	0	1.00	84,490
	Chief Sanitarian/Asst. Dir. of Health	T-11	1.00	1.00	74,277	84,041	1.00	82,571	0.00	0
	Public Health Nurse		0.00	0.00		87,422	1.00	87,422	1.00	87,422
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	63,492	71,838	1.00	71,839	1.00	71,838
	Human Services Coordinator	T-7	1.00	1.00	63,492	71,838	1.00	71,839	1.00	71,838
	Public Health Sanitarian	GN-11	1.00	1.00	62,709	65,865	1.00	65,865	1.00	65,865
	Senior Public Health Inspector	GN-10	3.00	3.00	57,532	60,427	3.00	178,386	3.00	179,335
	Principal Clerk	C-10	0.00	1.00	49,894	52,020	1.00	51,020	1.00	51,262
	Principal Clerk	C-9	1.00	0.00	45,548	47,431	0.00	0	0.00	0
	Senior Clerk Stenographer	C-5	1.00	1.00	39,886	41,714	1.00	41,714	1.00	41,714
	Subtotal		10.00	10.00			11.00	765,775	11.00	768,883
510102	Permanent Part Time Salaries									
	Sealer of Weights/Measures	GN-5	0.43	0.43	42,039	44,154	0.43	18,986	0.43	18,986
	Day Care Inspector		0.60	0.60			0.60	23,378	0.60	23,378
	Community Health Manager <sup>1</sup>	T-7	0.80	0.80	63,492	71,838	0.80	57,471	0.80	57,471
	<i>Offset from private grant</i>							(17,241)		(17,241)
	Subtotal		1.83	1.83			1.83	82,593	1.83	82,594
510901	Temporary Part Time Salaries									
	ADA Intern		0.32	0.32			0.32	12,907	0.32	12,907
	<i>Offset from Handicapped Parking Fines Fund</i>							(12,907)		(12,907)
	Subtotal		0.32	0.32			0.32	0	0.32	0
	<i>Full Time/Part Time Salaries-Grants</i>									
	Substance Abuse Counselor	T-4	1.00	1.00	50,402	57,028	1.00	57,028	1.00	57,028
	Senior Clerk-Typist	C-4	0.67	0.67	37,739	39,546	0.67	26,496	0.67	26,496
	CASA Parent Educator		0.27	0.27		\$28.00 / hr.	0.27	13,982	0.27	13,982
	Parent Outreach Liaison		0.27	0.27		\$28.00 / hr.	0.27	13,982	0.27	13,982
	Outreach Worker		1.00	1.00		\$25.25 / hr.	1.00	49,427	1.00	50,910
	Graduate Student Interns (5)		1.50	1.50		\$2,000 / yr.	1.50	10,000	1.50	10,000
	Emergency Preparation Coordinator		0.59	0.59		\$33.89/hr.	0.71	46,878	0.71	46,878
	Grants		5.30	5.30			5.42	217,793	5.42	219,276
	<i>Private Grants</i>							(55,893)		(56,192)
	<i>School Dept. Reimb.</i>							(57,027)		(57,848)
	<i>Federal Grants (HHS)</i>							(89,649)		(90,236)
	<i>State Grant</i>							(15,225)		(15,000)
	Net Grant-Funded Salary Total							0		0
	<i>Other</i>									
510300	Regular Overtime							7,384		7,384
513044	Longevity Pay							5,320		5,625
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							3,550		2,375
	Subtotal							18,254		17,384
	<b>Total</b>		<b>12.15</b>	<b>12.15</b>			<b>13.15</b>	<b>866,622</b>	<b>13.15</b>	<b>868,861</b>
	<sup>1</sup> 30% of this position is funded via a private grant									

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans																																																													
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Department of Veterans' Services, as mandated by Massachusetts General Laws, Chapter 115, assists eligible Veterans and/or their dependents. The Department provides direct financial aid and assistance in paying medical bills to those who meet specific eligibility requirements. The Department receives reimbursement from the State for 75% of benefit expenditures and assists Veterans in obtaining benefits from the Veterans Administration (VA) and from other programs funded 100% by the Federal government.</p> <p>The Director also serves as the Emergency Management Coordinator assisting Police, Fire, Public Health, Public Works, and other Town agencies in preparing to protect the residents of Brookline in the event of an emergency. Responsibilities include the preparation and continual updating of the Brookline Comprehensive Emergency Management Plan (CEMP) and assisting in the management of the Town's Emergency Operations Center (EOC), which is located at the Municipal Service Center on Hammond street.</p> <p>Additional departmental responsibilities include the planning of all Memorial Day activities, the registration and decoration of Veterans' graves, organizing the Flag Day ceremonies and parade, and making arrangements for the Veterans Day Program.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects an increase of \$43,041 (17.4%). Personnel increases \$26,413 (20.7%) primarily due to a jobs program for Veterans' (\$25,000) described in more detail in the Budget Message. Steps also increase \$1,413.</p> <p>The \$357 (11.6%) decrease in Services is in Copier Service (\$230) and Data Processing Equipment Repair and Maintenance (\$137), with a small increase in Wireless Communications (\$10). Other increases \$16,985 (14.6%) for Veterans' Benefits (\$17,150) and Professional Dues/Memberships (\$85), along with a decrease in Other Travel (\$250).</p>	<p><b><u>OBJECTIVES (Con't.)</u></b></p> <p>3. To continue to maintain a high level of accuracy in reporting and filing Veteran's Benefits forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.</p> <p>4. To work with the Veteran's Administration's VASH Program, the Court Street Shelter for Veterans, Brookline Housing Authority and other social service agencies in securing housing for veterans and their dependents in crisis.</p> <p>5. To work with the Veterans of Foreign Wars, American Legion and all other veterans organizations to coordinate the Memorial Day, Veterans Day observances and the Flag Day Celebration.</p> <p>6. To coordinate with VA Social Workers and Case Managers to help assist with the transition of returning veterans from conflicts throughout the world, by aiding them in applying for benefits such as medical, financial, educational, employment opportunities and outreach counseling.</p> <p>7. To refer veterans in need of legal advice to the Mass. Bar Association, which offers pro bono legal counsel.</p> <p>8. To continue to update our community Emergency Management Plans (CEMP).</p> <p>9. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions.</p> <p>10. To increase outreach to our veterans who are seniors who may have never used our VA healthcare system before, but due to the economic downturn may be in need of additional medical or pharmacy care at lower costs.</p> <p>11. To manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans. With the increase of returning veterans living in our community, it is important to assist these veterans in not only obtaining all their benefits, but in readjusting to civilian life.</p> <p>12. To continue to develop Mass Communications Systems to facilitate communications between Town leadership and the public during an emergency.</p>																																																													
<p><b><u>FY2013 OBJECTIVES</u></b></p> <p>1. To continue to provide to Brookline residents and their families the highest level of service in the most professional manner possible and to advocate for them as aggressively as possible, ensuring that these brave men and women are treated with the highest level of dignity and respect.</p> <p>2. To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare Medicare/Medicaid, Mass. Health, Springwell) and housing.</p>	<p><b><u>PROGRAM COSTS</u></b></p> <table border="1"> <thead> <tr> <th rowspan="2">CLASS OF EXPENDITURES</th> <th rowspan="2">ACTUAL FY2011</th> <th rowspan="2">BUDGET FY2012</th> <th rowspan="2">REQUEST FY2013</th> <th colspan="2">FY13 vs. FY12</th> </tr> <tr> <th>\$ CHANGE</th> <th>% CHANGE</th> </tr> </thead> <tbody> <tr> <td>Personnel</td> <td>126,145</td> <td>127,494</td> <td>153,907</td> <td>26,413</td> <td>20.7%</td> </tr> <tr> <td>Services</td> <td>2,718</td> <td>3,086</td> <td>2,729</td> <td>-357</td> <td>-11.6%</td> </tr> <tr> <td>Supplies</td> <td>612</td> <td>650</td> <td>650</td> <td>0</td> <td>0.0%</td> </tr> <tr> <td>Other</td> <td>151,013</td> <td>116,200</td> <td>133,185</td> <td>16,985</td> <td>14.6%</td> </tr> <tr> <td>Capital</td> <td>682</td> <td>525</td> <td>525</td> <td>0</td> <td>0.0%</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>281,170</b></td> <td><b>247,955</b></td> <td><b>290,996</b></td> <td><b>43,041</b></td> <td><b>17.4%</b></td> </tr> <tr> <td><b>BENEFITS</b></td> <td></td> <td></td> <td><b>80,699</b></td> <td></td> <td></td> </tr> <tr> <td><b>REVENUE</b></td> <td><b>76,256</b></td> <td><b>81,803</b></td> <td><b>107,470</b></td> <td><b>25,667</b></td> <td><b>31.4%</b></td> </tr> </tbody> </table>						CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		\$ CHANGE	% CHANGE	Personnel	126,145	127,494	153,907	26,413	20.7%	Services	2,718	3,086	2,729	-357	-11.6%	Supplies	612	650	650	0	0.0%	Other	151,013	116,200	133,185	16,985	14.6%	Capital	682	525	525	0	0.0%	<b>TOTAL</b>	<b>281,170</b>	<b>247,955</b>	<b>290,996</b>	<b>43,041</b>	<b>17.4%</b>	<b>BENEFITS</b>			<b>80,699</b>			<b>REVENUE</b>	<b>76,256</b>	<b>81,803</b>	<b>107,470</b>	<b>25,667</b>	<b>31.4%</b>
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TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans																																																																
<p><b>ACCOMPLISHMENTS</b></p> <ol style="list-style-type: none"> <li>Continued to achieve 100% approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department, achieving maximum reimbursement to the Town (75% of all MGL Ch. 115 costs).</li> <li>Provided financial assistance to 22 Brookline veterans and their families in their time of need and interned three indigent Brookline veterans.</li> <li>Reduced the costs to the Town by ensuring that all veterans and their dependents receiving financial assistance under Mass. General Laws Chapter 115 have health, prescription coverage and by seeking alternate sources of income for our veterans.</li> <li>Assisted veterans to obtain both VA and SSDI income and registering for VA Healthcare.</li> <li>Despite the increase in requests for assistance, was able to maintain costs by aggressively seeking alternate incomes and health coverage for our veterans and their families without impacting services to our clients.</li> <li>Realized another increase in the number of veterans seeking VA Healthcare due to the economic downturn and state requirement to have healthcare insurance.</li> <li>Assisted veterans/dependents in filing VA Claims for service-connected and non-service connected disabilities, burial allowances, widow's pensions, Aid and Attendance and educational benefits.</li> <li>Continued to maintain over 300 VA case files in-house.</li> <li>Obtained or increased veterans pensions by over \$150,000 per year in additional benefits to Brookline veterans due to the work done over the last 24 months. Again this year we saw an increase in veterans seeking VA Pensions primarily due to returning veterans and the economic downturn.</li> <li>Received and forwarded donations of clothing, furniture and medical equipment for veterans to the Veteran's Homeless Shelter in Boston, Pine Street Housing in Brookline and the VA Hospitals.</li> <li>Successfully coordinated and executed the Town's Memorial Day and Veterans' Day observances and the Town's Flag Day Celebration.</li> <li>Continued to work with Brookline Mental Health, Council on Aging and the VA Outpatient to manage more than 20 PTSD cases during the year.</li> <li>Began working with the "Home Base" program to provide additional free neurological care through Mass. General Hospital to veterans to augment their care from the VA.</li> <li>In conjunction with the Massachusetts One-Stop Career Centers and the Vocational Rehabilitation and Employment Program, assisted veterans with obtaining the necessary training and tools needed to gain employment.</li> <li>Monitored day-to-day progress of all veterans receiving benefits and ensured they are staying on track with their scheduled treatment plans (drug/alcohol counseling, psychiatrist/psychologist appointments, medications). Case managed over 60 MGL Ch. 115 cases and VA cases per month.</li> </ol>	<p><b>ACCOMPLISHMENTS (Con't.)</b></p> <p><b>Emergency Management</b></p> <ol style="list-style-type: none"> <li>Updated the Community Emergency Management Plan (CEMP), which was reviewed during a police inspection and passed without any comment or changes required.</li> <li>Wrote a user-friendly operators guide for both the EOC Activue System and the CityWatch mass notification system to facilitate operations during a crisis.</li> </ol> <p><b>PERFORMANCE / WORKLOAD INDICATORS</b></p> <table border="1" data-bbox="1050 714 1965 1429"> <thead> <tr> <th></th> <th>ACTUAL FY2010</th> <th>ESTIMATE FY2011</th> <th>ACTUAL FY2011</th> <th>ESTIMATE FY2012</th> <th>ESTIMATE FY2013</th> </tr> </thead> <tbody> <tr> <td colspan="6"><u>Performance:</u></td> </tr> <tr> <td>% of Claims Approved by the State</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Funds Raised for Flag Day</td> <td>\$12,415</td> <td>\$20,000</td> <td>\$9,595</td> <td>\$12,000</td> <td>\$12,000</td> </tr> <tr> <td>% of Flag Day Costs Covered through Private Sources</td> <td>50%</td> <td>60%</td> <td>38%</td> <td>45%</td> <td>45%</td> </tr> <tr> <td>Flag Day Volunteers</td> <td>40</td> <td>40</td> <td>40</td> <td>40</td> <td>40</td> </tr> <tr> <td colspan="6"><u>Workload:</u></td> </tr> <tr> <td>Recipients of Benefits (Monthly Average)</td> <td>17</td> <td>19</td> <td>17</td> <td>19</td> <td>19</td> </tr> <tr> <td>Service Recipients</td> <td>800 +</td> <td>1,100</td> <td>1,100+</td> <td>1,100</td> <td>1,100</td> </tr> <tr> <td>Information Requests</td> <td>1,200</td> <td>1,200</td> <td>1,200</td> <td>1,200</td> <td>1,200</td> </tr> </tbody> </table>						ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013	<u>Performance:</u>						% of Claims Approved by the State	100%	100%	100%	100%	100%	Funds Raised for Flag Day	\$12,415	\$20,000	\$9,595	\$12,000	\$12,000	% of Flag Day Costs Covered through Private Sources	50%	60%	38%	45%	45%	Flag Day Volunteers	40	40	40	40	40	<u>Workload:</u>						Recipients of Benefits (Monthly Average)	17	19	17	19	19	Service Recipients	800 +	1,100	1,100+	1,100	1,100	Information Requests	1,200	1,200	1,200	1,200	1,200
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**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Veterans**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	71,420	80,808	1.00	79,395	1.00	80,808
	Head Clerk	C-8	1.00	1.00	44,167	46,037	1.00	46,037	1.00	46,037
	Subtotal		2.00	2.00			2.00	125,432	2.00	126,845
510901	Temporary Part Time									
	Temporary Workers							0		25,000
	Other							0		25,000
510300	Overtime							762		762
513044	Longevity Pay							950		950
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,062		2,062
	<b>Total</b>		<b>2.00</b>	<b>2.00</b>			<b>2.00</b>	<b>127,494</b>	<b>2.00</b>	<b>153,907</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging																																																																			
<p><b>PROGRAM DESCRIPTION</b></p> <p>The Brookline Council on Aging (C.O.A.) is responsible for planning, coordinating, and providing comprehensive services for Brookline residents age 60 and over. We work with other Town agencies and community providers to enhance the quality of life for our elders. Our goal is to maintain independence, dignity, and connection throughout the life span.</p> <p>Membership on the C.O.A. board includes representatives of six Town departments, 11 citizens, and 15 associate member citizens. Our core services include transportation, geriatric social work, home care, advocacy, legal assistance, employment assistance, information and referral, and volunteer opportunities.</p> <p>The C.O.A. operates the Brookline Senior Center at 93 Winchester Street, a centrally located facility where those 60 and older can go for socialization, activity, and services. Programs include: breakfast, lunch, health clinics, health education programs, exercise classes, Asian outreach, Russian outreach, ESL classes, computer lab, Adult Education classes, art exhibits, and recreational opportunities.</p>	<p><b>FY2013 OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>To continue to implement the tax work off program providing 25 Brookline elders \$1,000 off property taxes for 125 hours of service.</li> <li>To fundraise private money to support transportation programs covering the full salary of a van driver, substitute bus driver and all fuel costs.</li> <li>To recruit, train, support and utilize volunteers at the Senior Center.</li> <li>To advocate for and provide jobs for vulnerable, low-income elders at risk of poverty.</li> <li>To provide geriatric assessments, counseling and case management services to Brookline elders and their families.</li> <li>To provide high quality, affordable homecare to Brookline elders and their families.</li> <li>To provide information and referral services to Brookline elders and their families.</li> <li>To provide a variety of interesting and diverse daily programs at the Senior Center.</li> <li>To collaborate with other geriatric providers to provide quality programs and services.</li> <li>To continue to explore efforts on diversity to ensure all elders are served, with particular emphasis on Spanish, Asian and Russian elders.</li> <li>To continue to provide leadership to Brookline CAN (Community Aging Network).</li> <li>To assist the non-profit in fundraising activities to cover the cost of programs, services, and supplies not covered by Town.</li> <li>To work with other Town departments and agencies on intergenerational activities.</li> <li>To conduct outreach to Brookline elders with special emphasis on increasing their access to benefit programs.</li> <li>To obtain CDBG funding for critical programs of transportation, homecare and jobs for low-income elders.</li> <li>To continue to implement the recommendations of the over 85 research project.</li> <li>To expand fitness offerings to low-income elders.</li> <li>To renovate the Senior Center second floor at no cost to the Town.</li> </ol>																																																																			
<p><b>BUDGET STATEMENT</b></p> <p>The FY13 budget reflects an \$11,870 increase (1.4%). Personnel increases \$27,532 (4.3%) primarily due to the Town making up for a reduction in the CD Charge-Off (\$15,839) anticipated in FY13. Other increases include Steps (\$6,409), making up for the loss of one-time BAA trust fund grant used to offset FY12 CD cuts (\$3,500), Longevity (\$1,434) and the Clothing Allowance (\$350).</p> <p>The \$25,500 (44.1%) decrease in Services is due to a change in the Elder Bus program from a lease to an outright purchase. Motor Vehicle/Equipment Rentals and Leases is reduced by \$22,500 and Capital increases \$44,000 (550%) for the purchase of a new Elder Bus. Building Cleaning is also reduced by \$3,000. The \$825 (4.4%) decrease in Supplies reflects decreases in Building Maintenance Supplies (\$3,000) and Custodial Supplies (\$2,000), slightly offset by an increase in Office Supplies (\$4,175). The \$33,337 decrease in Utilities is driven lower consumption in Water and Sewer charges for the Senior Center (\$25,635) and decreases in Natural Gas (\$4,508) and Electricity (\$3,193).</p>	<p><b>PROGRAM COSTS</b></p> <table border="1"> <thead> <tr> <th rowspan="2">CLASS OF EXPENDITURES</th> <th rowspan="2">ACTUAL FY2011</th> <th rowspan="2">BUDGET FY2012</th> <th rowspan="2">REQUEST FY2013</th> <th colspan="2">FY13 vs. FY12</th> </tr> <tr> <th>\$ CHANGE</th> <th>% CHANGE</th> </tr> </thead> <tbody> <tr> <td>Personnel</td> <td>628,386</td> <td>635,277</td> <td>662,809</td> <td>27,532</td> <td>4.3%</td> </tr> <tr> <td>Services</td> <td>51,117</td> <td>57,777</td> <td>32,277</td> <td>-25,500</td> <td>-44.1%</td> </tr> <tr> <td>Supplies</td> <td>17,781</td> <td>18,825</td> <td>18,000</td> <td>-825</td> <td>-4.4%</td> </tr> <tr> <td>Other</td> <td>2,062</td> <td>2,900</td> <td>2,900</td> <td>0</td> <td>0.0%</td> </tr> <tr> <td>Utilities</td> <td>69,593</td> <td>103,703</td> <td>70,366</td> <td>-33,337</td> <td>-32.1%</td> </tr> <tr> <td>Capital</td> <td>6,792</td> <td>8,000</td> <td>52,000</td> <td>44,000</td> <td>550.0%</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>775,730</b></td> <td><b>826,481</b></td> <td><b>838,351</b></td> <td><b>11,870</b></td> <td><b>1.4%</b></td> </tr> <tr> <td>BENEFITS</td> <td></td> <td></td> <td>287,688</td> <td></td> <td></td> </tr> <tr> <td>REVENUE</td> <td>4,000</td> <td>6,000</td> <td>0</td> <td>-6,000</td> <td>-100.0%</td> </tr> </tbody> </table>						CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		\$ CHANGE	% CHANGE	Personnel	628,386	635,277	662,809	27,532	4.3%	Services	51,117	57,777	32,277	-25,500	-44.1%	Supplies	17,781	18,825	18,000	-825	-4.4%	Other	2,062	2,900	2,900	0	0.0%	Utilities	69,593	103,703	70,366	-33,337	-32.1%	Capital	6,792	8,000	52,000	44,000	550.0%	<b>TOTAL</b>	<b>775,730</b>	<b>826,481</b>	<b>838,351</b>	<b>11,870</b>	<b>1.4%</b>	BENEFITS			287,688			REVENUE	4,000	6,000	0	-6,000	-100.0%
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<p><b>OBJECTIVES (con't.)</b>            19. To continue to partner with the LGBT Aging Project on training and supportive programs for gay, lesbian, bi, transgender elders.            20. To conduct the annual survey of Senior center participants.</p> <p><b>ACCOMPLISHMENTS</b>            1. Successfully raised enough private money to fund the entire Van program, substitute elder bus driver, and fuel expenses of the Van and elderbus.            2. Partnered with LGBT Aging project to provide training on diversity and successfully held a sold out Coolidge Corner Theatre showing of "GEN Silent", an important documentary on Aging /LBGT issues.            3. Assisted over 140 individuals with income tax forms with special emphasis on the Federal Stimulus Program.            4. Featured several local elder artists at the Senior Center and received a grant for an art class from the Brookline Arts Council.            5. Successfully partnered with Town Assessor to win Town Meeting approval of increased property tax relief programs for Brookline elders.            6. The HELP Program continued to provide essential home care services at an affordable rate to 330 elders.            7. Partnered with Goddard House Center Communities, and Adult Education to provide programs and educational forums for Brookline Seniors.            8. Secured over \$145,000 in grants and private money to fund over 12 different positions and programs.            9. Continued Careers in Aging Program with six teens volunteering in the summer.            10. Mailed an outreach brochure to 5,208 households with a member over 65.            11. Conducted the annual survey of Senior Center participants.            12. Published the sixth copy of the Elder Resource Guide and distributed 1,500 copies and posted it on the Council's web page.            13. Increased operation to include limited night and weekend programs at no cost to the Town.            14. Provided transportation services to over 700 different elders.            15. Provided leadership to the new community imitative Brookline CAN (Brookline Community Aging Network).</p>	<b>PERFORMANCE / WORKLOAD INDICATORS</b>																																																																																																																																																																	
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TOWN OF BROOKLINE FY2013 PROGRAM BUDGET				PROGRAM GROUP: Human Services PROGRAM: Council on Aging						
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	83,017	97,790	1.00	96,345	1.00	97,790
	Supervisor of Services	T-7	1.00	1.00	63,492	71,838	1.00	71,838	1.00	71,838
	Program Manager	T-5	1.00	1.00	54,434	61,590	1.00	59,454	1.00	60,513
	Clinical Social Worker III	T-4	0.00	0.00	50,402	57,028	1.00	50,402	1.00	51,299
	Home Care Coordinator (HELP)	T-3	1.00	1.00	46,669	52,803	1.00	50,081	1.00	50,973
	Clinical Social Worker II	T-3	0.00	0.00	46,669	52,803	2.00	94,168	2.00	95,844
	Building Custodian	MN-2	1.00	1.00	42,970	45,159	1.00	45,159	1.00	45,159
	Clinical Social Worker I	T-1	1.00	1.00	40,011	45,270	1.00	0	1.00	0
	Assistant Home Care Coordinator (HELP)	T-1	1.00	1.00	40,011	45,270	0.00	0	0.00	0
	Senior Clerk Typist	C-7	1.00	1.00	42,391	44,246	0.00	44,246	0.00	44,246
	Bus Driver	GN-3	1.00	1.00	33,663	35,357	1.00	35,357	1.00	35,357
	<i>Less CDBG Charge Off (HELP)</i>							<i>(5,000)</i>		<i>0</i>
	<i>Less grant from BAA trust fund</i>							<i>(3,500)</i>		<i>0</i>
	Subtotal		9.00	9.00			10.00	538,550	10.00	553,019
510102	Permanent Part Time Salaries (*)									
	Group Leader	GN-2	0.59	0.59	30,603	32,143	0.59	18,964	0.59	18,964
	Clinical Social Worker III	T-4	0.72	0.72	50,402	57,028	0.00	0	0.00	0
	Clinical Social Worker II	T-3	0.53	0.53	46,669	52,803	1.06	52,720	1.06	53,160
	Clinical Social Worker I	T-1	0.53	0.53	40,011	45,270	0.00	0	0.00	0
	BETS Coordinator		0.00	0.00		\$11.49/hr.	0.00	0	0.33	8,155
	Outreach Worker		0.00	0.48		21,206	0.00	0	0.00	0
	Community Aide		0.40	0.40		\$20.98/hr.	0.40	16,103	0.40	16,103
	COA Assistant		0.00	0.00	\$9.00/hr.	\$12.43/hr.	0.00	0	0.11	2,684
	Data Entry Clerk		0.11	0.11	\$9.00/hr.	\$12.43/hr.	0.11	2,464	0.11	2,464
	Subtotal		2.88	3.36			2.16	90,252	2.60	101,530
	Grant Funded Salaries (*)									
	COA Assistant		1.40	1.40	\$9.00/hr.	\$12.43/hr.	1.40	35,588	1.40	35,588
	JOBS Program Coordinator		0.45	0.45		\$19.80/hr.	0.45	18,005	0.45	18,005
	BETS Coordinator		0.33	0.33		\$11.49/hr.	0.33	8,155	0.00	0
	Community Aides		1.00	1.00	\$9.00/hr.	\$12.43/hr.	1.00	24,453	0.89	21,769
	Subtotal		3.18	3.18			3.18	86,201	2.74	75,362
	Grant Off-Sets									
	CDBG							(10,839)		0
	State Grants (JOBS Coord., COA Asst, and Cmty. Aides)							(66,332)		(66,332)
	Private donations							(9,030)		(9,030)
	Net Grant-Funded Salary Total							(86,201)		(75,362)
	Other							0		0
513044	Longevity Pay							5,375		6,809
515501	Clothing/Uniform Allowance (In lieu of boots)							1,100		1,450
	Subtotal							6,475		8,259
<b>Total</b>			<b>15.06</b>	<b>15.54</b>			<b>15.34</b>	<b>635,277</b>	<b>15.34</b>	<b>662,809</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM DESCRIPTION**

The Human Relations-Youth Resources Commission has the following general goals:

- to develop opportunities within Brookline for those who are discriminated against, eliminating barriers to their choice of jobs, education, and housing;
- to increase communication to destroy stereotypes, halt polarization, end distrust and hostility, and create common ground for efforts toward public order and social justice; and
- to increase the capacity of public and private institutions to respond to the problems of the disadvantaged so as to augment their power to deal with the problems that affect their lives.

The Department accomplishes these objectives by carrying out the directives of the Board of Selectmen and the Commission, assessing community needs, providing programs, providing information and referrals, and coordinating resources for conflict resolution and service delivery.

The Director serves as the Town's Affirmative Action Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Fair Housing Officer, Americans with Disabilities Act (ADA) Coordinator, 504 Coordinator, Ombudsman for CATV Operations, Secretary to the Broadband Monitoring Committee, and Project Administrator for the Holocaust Witness Project of the Brookline Holocaust Memorial Committee.

**BUDGET STATEMENT**

The FY13 budget represents a \$210 (0.2%) decrease. Services decrease \$10 (0.6%) to reflect a decrease in Office Equipment Rentals/Leases (\$175) partially offset by an increase in Wireless Communications (\$165). The \$200 (7.1%) decrease in Supplies is for Office Supplies.

**PROGRAM GROUP: Human Services  
PROGRAM: Human Relations - Youth Resources**

**FY2013 OBJECTIVES**

**Human Relations-Youth Resources**

1. To conduct Commission meetings in different neighborhoods to discuss issues affecting the well-being of residents and to hold discussions on inter-group relations, civil rights, and youth advocacy. To develop new programs in these areas as needed and to bring issues of importance to the attention of the public.
2. To assist residents and others in the event of discrimination complaints in employment and housing.
3. To serve on the Town's Diversity Working Group to enhance diversity within the Town's workforce.
4. To chair the Brookline Domestic Violence Roundtable to provide continuing education in this area for municipal and private domestic violence-related programming, and to provide an environment for the creation of needed services for residents.
5. To produce cable television and on-line programs such as "The Safety Net" and "Fair Housing Conversations" and stand-alone special programs, as needed.
6. To develop and produce the annual Brookline Youth Awards.
7. To work with the Massachusetts Association of Human Relations/Human Rights Commissions on regional programming.
8. To assist the Commission's Hidden Brookline Committee with its on-going efforts to educate the public about the role of Brookline residents involved with and benefitting by the trading in African-American slaves during the early history of our Town.
9. To better utilize the Internet and social media to inform the community about Commission programs.
10. To continue to serve on the Martin Luther King Celebration Committee.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	101,991	98,890	98,890	0	0.0%
Services	1,559	1,771	1,761	-10	-0.6%
Supplies	1,819	2,800	2,600	-200	-7.1%
Other	309	450	450	0	0.0%
Capital	526	550	550	0	0.0%
<b>TOTAL</b>	<b>106,203</b>	<b>104,461</b>	<b>104,251</b>	<b>-210</b>	<b>-0.2%</b>
BENEFITS			32,089		
REVENUE	0	0	0	0	0.0%

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources</b></p>
<p><b><u>OBJECTIVES (Con't.)</u></b></p> <p><b><u>Americans with Disabilities Act (ADA) Coordinator</u></b></p> <ol style="list-style-type: none"> <li>1. To work with the Commission for the Disabled, Town departments and residents and others in carrying out mandates of Section 504 and Title II of the Americans with Disabilities Act.</li> <li>2. To continue to review the Town's ADA self-evaluation and to update the ADA Transition Plan, as needed.</li> <li>3. To produce the cable television and on-line program "Disability Consumer Guide Show".</li> <li>4. To better utilize the Internet and social media to inform the community about disability-related concerns and programs.</li> </ol> <p><b><u>Broadband Monitoring Committee</u></b></p> <ol style="list-style-type: none"> <li>1. To work with residents, businesses, Town agencies, and organizations to resolve complaints regarding services provided by Comcast and RCN.</li> <li>2. To better utilize the Internet and social media to inform the community about services provided by Comcast and RCN as well as related matters.</li> </ol> <p><b><u>Emergency Management/Public Safety</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to participate on the Town's Emergency Management Team.</li> <li>2. To advise members of the Emergency Management Team and the Board of Selectmen on concerns that deal directly with changing domestic human relations and civil rights issues in our post-9/11 environment.</li> <li>3. To work with the Norfolk District Attorney's Office to address issues such as preventing and responding to hate crimes, juvenile delinquency, and domestic violence.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Human Relations-Youth Resources</u></b></p> <ol style="list-style-type: none"> <li>1. Met twice with the Chief of Police to review police/community relations issues including emphasis on the Department's on-going efforts to avoid racial/ethnic profiling, as well as discussions on police interaction with residents and others in our town.</li> <li>2. Initiated an outreach effort to area clergy to create more effective working relationships with the police, district attorney's office, the court and private agencies on domestic violence issues.</li> <li>3. Produced and co-hosted the 16th season of the Brookline Domestic Violence Roundtable's monthly cable television program "The Safety Net".</li> </ol>	<p><b><u>ACCOMPLISHMENTS (Con't.)</u></b></p> <p><b><u>Human Relations-Youth Resources (Con't.)</u></b></p> <ol style="list-style-type: none"> <li>4. Produced and co-hosted 13 ½ hour television shows including the third season of "Fair Housing Conversations".</li> <li>5. Participated on the Town's Diversity Working Group and prepared the federally mandated 2011 EEO-4 Report on the Town's workforce (excluding the schools).</li> <li>6. The Hidden Brookline Committee held walking tours for Brookline Public Schools 4th graders and for teachers and college students. Two walking tours were part of a National Endowment for the Arts conference that took place in Boston during the summer 2011.</li> <li>7. The Hidden Brookline Committee put together an exhibit "From Slavery to Freedom" at the Main and Coolidge Corner libraries.</li> <li>8. Served on the Town's 2011 Martin Luther King Celebration Committee.</li> <li>9. Sponsored the annual Brookline Youth Awards honoring 24 Brookline Public School students for their exceptional volunteer activities.</li> <li>10. Distributed a new brochure describing the Commission's responsibilities and how it may help residents and others.</li> </ol> <p><b><u>Americans with Disabilities Act (ADA) Coordinator</u></b></p> <ol style="list-style-type: none"> <li>1. Responded to 49 requests for assistance with regard to matters such as access to the public way, housing and removal of barriers to private establishments, including advocating for complainants with Town departments, landlords and management companies.</li> <li>2. Created a local access television program "Disability Consumer Guide Show".</li> <li>3. Continued to self-evaluate access to municipal programs as mandated by Title II of the ADA.</li> </ol> <p><b><u>Broadband Monitoring Committee</u></b></p> <ol style="list-style-type: none"> <li>1. Insured that Comcast and RCN adhered to their obligations under the terms of their licenses to operate cable television systems in town.</li> <li>2. Assisted residents, businesses, and Town departments in resolving problems with Comcast, RCN, NStar, Verizon, and National Grid in matters such as loss of service, questions regarding bills, damage to property, and marketing questions.</li> </ol> <p><b><u>Emergency Management/Public Safety</u></b></p> <ol style="list-style-type: none"> <li>1. Participated in meetings of the Town's Emergency Management Team and associated trainings.</li> <li>2. Participated in meetings of the Town's Vulnerable Populations Committee and the Norfolk District Attorney's Anti-Crime Council.</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET			PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources		
<b>PERFORMANCE / WORKLOAD INDICATORS</b>					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
Full-time/Part-time					
Minorities Employed	187	187	178	180	180
Women Employed	481	481	479	480	480
Youth Awards Presented	37	37	24	24	24
CATV Complaints/ Inquiries Processed	131	131	101	100	100
Events Sponsored	4	4	4	4	4
Residents with CATV					
Comcast	16,100	16,100	16,500	16,500	16,500
RCN	4,677	4,750	4,566	4,600	4,600
% Residents with Access to Digital CATV					
Comcast	99%	99%	99%	99%	99%
RCN	100%	100%	100%	100%	100%
ADA requests for Assistance	29	29	49	29	49
Television Shows Produced	8	10	13	15	15
Hidden Brookline Walking Tours					
Brookline Schools Students	40	N/A	80	80	80
College Students	N/A	N/A	25	40	40
Teachers	N/A	N/A	25	105	25

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Human Relations - Youth Resources**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	83,017	97,790	1.00	97,790	1.00	97,790
	Subtotal		1.00	1.00			1.00	97,790	1.00	97,790
513044	Longevity Pay							1,100		1,100
	Subtotal							1,100		1,100
	<b>Total</b>		<b>1.00</b>	<b>1.00</b>			<b>1.00</b>	<b>98,890</b>	<b>1.00</b>	<b>98,890</b>

<p style="text-align: center;"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p style="text-align: center;"><b>PROGRAM GROUP: Leisure Services PROGRAM: Recreation</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Recreation Department provides high quality, safe and affordable activities and services to the community year round. Our mission is to enhance the quality of life through enriching experiences, which support the Brookline Community in developing and maintaining healthy lifestyles.</p> <p>The Park and Recreation Commission consists of seven residents appointed by the Board of Selectmen and serves as the policy-making body to the Recreation Department. The Commission is responsible for providing year-round, high-quality indoor and outdoor recreation activities for children, youths, and adults. The goals of the Commission are to deliver programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The Commission is also concerned with meeting community-based needs with programs that are cost-effective and within the reach of the overall community resource base, while providing the highest level of participant satisfaction through programs that are consistently safe, supervised, and well-presented. Individuals with special conditions are entitled to full participation in any Recreation Department program.</p> <p>The Recreation Department maintains three budgets: General Fund, the Golf Course Enterprise Fund and the Recreation Revolving Fund. Please see the detail of these two separate funds that follow this General Fund budget recommendation.</p> <p>The General Fund has two categories: Administration and Aquatics.</p> <p>The <b>Administration Sub-program</b> is responsible for the overall workings of the Department in accordance with the policies established by the Park and Recreation Commission. Staff organize, maintain, and control all recreation services, either as direct departmental functions or in cooperation with other municipal agencies or volunteer groups. These individuals recruit, select, assign, supervise, and evaluate personnel, conduct in-service training sessions, and recommend new programs. The management team monitors the expenditure of funds, prepares annual estimates of financial need and master plans, and supervises the recording of receipts and expenditures.</p> <p>The <b>Aquatics Sub-program</b> funds the complex that consists of three pools: a 42' x 75' lap pool, a 30' x 36' diving pool, and a 25' x 36' teaching pool. The Evelyn Kिरrane Aquatics Center is available to the Public Schools of Brookline during the school year for high school athletics and health and wellness classes. Hundreds of summer campers enjoy the pool throughout the summer months.</p>	<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget represents a \$5,604 (0.6%) increase. Personnel increases \$7,382 (1.1%) for Steps (\$6,590), Shift Differential (\$1,882), Clothing Allowance (\$700), and Longevity (\$175), slightly offset by a decrease in Overtime (\$1,965).</p> <p>Services decrease \$69,011 (47.6%) due to shifting Building Cleaning (\$37,882), Transportation Rentals and Leases (\$26,908) and the Photocopy Service Contract (\$4,404) to the Revolving Fund. The Software Service Contract also decreases \$457 while Wireless Communications increases (\$640).</p> <p>Supplies increase \$25,650 (56.6%) due to price increases for Custodial Supplies at the pool. The increase in Utilities (\$41,583, 37%) is the result of a more accurate way to measure Electricity consumption at the Evelyn Kिरrane Aquatics Center. Previously all consumption at the pool was included in the billing for the entire Tappan Street Gym Complex. The Building Department is now able to segregate consumption that is exclusively related to usage at the pool. Other utility changes include an increase in Diesel Fuel (\$43) and decreases in Natural Gas (\$7,555) and Gasoline (\$544).</p>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation																																																																																																				
<p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>To implement succession planning goals as designed by Heller and Heller Associates.</li> <li>To implement a department-wide branding and marketing campaign.</li> <li>To work with the Parks and Open Space Division of DPW on the Waldstein Playground project, specifically on the comfort station facility.</li> <li>To implement a department-wide volunteer campaign for the community.</li> <li>To expand outreach and services to community members through additional inclusive and therapeutic programming.</li> <li>To continue to expand our presence in the community through events and social media.</li> <li>To utilize feedback obtained through service surveys (Constant Contact, Survey Monkey).</li> <li>To create a Youth Sports Parent Board to assist with the implementation and delivery of youth sports programs, both internal and non-profit.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>Continued efforts to have a presence at all community events has enhanced the Recreation visibility and provides an on-going community awareness of our programs and services.</li> <li>Hired a Certified Therapeutic Recreation Specialist to create and implement therapeutic and inclusive recreation opportunities to community members of various abilities.</li> <li>Adopted a Cost Recovery Policy to begin implementation of the cost recovery methodology.</li> <li>Assistant Director of Recreation, Melissa Battite, CPRP received the 2011 Massachusetts Recreation and Park Association Community Professional of the Year.</li> <li>Completed succession planning with a consultant.</li> <li>Began the use of needs assessment and surveys as tools to gather, review and implement consumer feedback.</li> <li>Implemented the Therapeutic Recreation Family Ice Skating Program for individuals and families.</li> <li>Moved the publication of the Activity Guide in-house.</li> <li>Piloted a community "Give Back" campaign encouraging community members to support the local food pantry by bringing items to our large events such as Concerts and the Hayride.</li> <li>Formalized a PILOT agreement with Beaver Country Day School.</li> <li>Implemented a Field Use Allocation and Field Fee Policy.</li> <li>Hired a new Lead Teacher at the Soule Early Childhood Center.</li> </ol>	<p><b>PERFORMANCE / WORKLOAD INDICATORS</b></p> <table border="1"> <thead> <tr> <th></th> <th>ACTUAL FY2010</th> <th>ESTIMATE FY2011</th> <th>ACTUAL FY2011</th> <th>ESTIMATE FY2012</th> <th>ESTIMATE FY2013</th> </tr> </thead> <tbody> <tr> <td>Registration by Telephone/ Mail</td> <td>7,794</td> <td>2,500</td> <td>10,708</td> <td>10,700</td> <td>10,700</td> </tr> <tr> <td>\$ Collected</td> <td>\$1,071,734</td> <td>\$1,000,000</td> <td>\$825,677</td> <td>\$825,000</td> <td>\$825,000</td> </tr> <tr> <td>On-Line Registration/Payment</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td># of 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<td>738</td> <td>738</td> <td>738</td> </tr> <tr> <td># of Hrs Total</td> <td>N/A</td> <td>16,297</td> <td>16,297</td> <td>16,297</td> <td>16,297</td> </tr> <tr> <td>\$ Equivalent</td> <td>N/A</td> <td>199,628</td> <td>199,628</td> <td>199,628</td> <td>203,621</td> </tr> </tbody> </table> <p><u>Note:</u> See the Performance/Workload Indicators under the Revolving Fund on Page IV-116 for program enrollment information.</p>						ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013	Registration by Telephone/ Mail	7,794	2,500	10,708	10,700	10,700	\$ Collected	\$1,071,734	\$1,000,000	\$825,677	\$825,000	\$825,000	On-Line Registration/Payment						# of Registrations	3,861	6,500	4,775	5,000	5,200	\$ Collected	\$356,341	\$250,000	\$461,688	\$483,443	\$502,781	Telephone Inquiries/month	1,200	1,000	1,292	1,300	1,300	Email Inquiries:	NA	34,100	35,000	35,000	35,000	Web-site Hits	60,363	100,000	96,000	100,000	100,000	Social Networking Inquiries						Facebook	357	714	460	500	600	Twitter	N/A	100	30	45	60	Volunteers						# of Volunteers	N/A	738	738	738	738	# of Hrs Total	N/A	16,297	16,297	16,297	16,297	\$ Equivalent	N/A	199,628	199,628	199,628	203,621
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**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Leisure Services  
PROGRAM: Recreation**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	625,032	687,166	694,548	7,382	1.1%
Services	85,039	144,908	75,897	-69,011	-47.6%
Supplies	39,585	45,330	70,980	25,650	56.6%
Other	2,400	12,400	12,400	0	0.0%
Utilities	112,468	112,495	154,079	41,583	37.0%
Capital	31,380	6,380	6,380	0	0.0%
<b>TOTAL</b>	<b>895,904</b>	<b>1,008,679</b>	<b>1,014,283</b>	<b>5,604</b>	<b>0.6%</b>
<b>BENEFITS</b>			461,275		
<b>REVENUE</b>	0	0	64,000	64,000	-
<b>GOLF ENTERPRISE</b>					
Golf Enterprise	1,162,099	1,204,000	1,204,000	0	0.0%
Revolving Fund	2,001,326	2,055,712	2,388,655	332,943	16.2%

**SUMMARY OF SUB-PROGRAMS**

ELEMENTS	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Administration	667,996	668,713	606,682	-62,031	-9.3%
Swimming Pool	227,908	339,966	407,601	67,635	19.9%
<b>TOTAL</b>	<b>895,904</b>	<b>1,008,679</b>	<b>1,014,283</b>	<b>5,604</b>	<b>0.6%</b>
<b>GOLF ENTERPRISE</b>					
Golf Enterprise	1,162,099	1,204,000	1,204,000	0	0.0%
Revolving Fund	2,001,326	2,055,712	2,388,655	332,943	16.2%

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	405,673	478,806	486,287	7,481	1.6%
Services	84,723	143,142	74,131	-69,011	-48.2%
Supplies	31,352	19,980	19,980	0	0.0%
Other	2,400	12,400	12,400	0	0.0%
Utilities	112,468	8,005	7,505	-500	-6.3%
Capital	31,380	6,380	6,380	0	0.0%
<b>TOTAL</b>	<b>667,996</b>	<b>668,713</b>	<b>606,682</b>	<b>-62,031</b>	<b>-9.3%</b>

**SWIMMING POOL**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	219,359	208,360	208,261	-99	0.0%
Services	316	1,766	1,766	0	0.0%
Supplies	8,233	25,350	51,000	25,650	101.2%
Other	0	0	0	0	0.0%
Utilities	0	104,490	146,574	42,084	40.3%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>227,908</b>	<b>339,966</b>	<b>407,601</b>	<b>67,635</b>	<b>19.9%</b>

**COST RECOVERY**

Cost Recovery measures the extent to which the cost of the Department is supported by user fees versus tax dollars. For many recreation departments across the country, a cost recovery model is used for long-range strategic financial planning. Two years ago, the Brookline Recreation Department began the first phase of implementing a cost recovery policy. The policy identifies the percentages of programs and services that are to be subsidized by tax dollars by assigning a level of community benefit, and allocating a subsidy accordingly.

For example, a program or service that provides the highest level of “community benefit” will have a smaller cost recovery than a program or service that is “highly individual.” This approach to cost recovery follows the “Pyramid Methodology” that was developed in 2009. The Park and Recreation Commission adopted the methodology that year, with a three-year implementation goal. The Commission’s fundamental purpose in implementing a cost recovery methodology is to provide accurate accounting and transparency to the community, and to achieve a clear, consistent approach to the pricing of programs and services that the Recreation Department offers in the community.

	ACTUAL	BUDGET	REQUEST
	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
<b><u>REVENUES</u></b>			
General Fund	0	0	64,000
Revolving Fund	2,154,542	2,055,712	2,388,655
<u>Golf Enterprise Fund</u>	<u>1,123,370</u>	<u>1,204,000</u>	<u>1,204,000</u>
<b>TOTAL</b>	<b>3,277,912</b>	<b>3,259,712</b>	<b>3,656,655</b>
<b><u>EXPENDITURES</u></b>			
General Fund	895,904	1,008,679	1,014,283
General Fund Benefits est. (current employees)	212,628	225,045	221,551
Revolving Fund	2,001,326	2,055,712	2,388,655
<u>Golf Enterprise Fund</u>	<u>1,162,099</u>	<u>1,204,000</u>	<u>1,204,000</u>
<b>TOTAL</b>	<b>4,271,957</b>	<b>4,493,436</b>	<b>4,828,489</b>
<b>Cost Recovery</b>	<b>76.7%</b>	<b>72.5%</b>	<b>75.7%</b>
<b>General Fund Subsidy</b>	<b>23.3%</b>	<b>27.5%</b>	<b>24.3%</b>

**FINANCIAL ASSISTANCE**

The Recreation Department will not turn away any resident from participating in any program because of financial reasons. The Department provides financial aid for program fees to all qualified Brookline families. It is the policy of the Park and Recreation Commission to reach out to all families in need to ensure that everyone has the opportunity to participate in all the Brookline Recreation Department has to offer.

<b><u>PROGRAM</u></b>	<b><u>FINANCIAL ASSISTANCE</u></b>
Soule Center	\$15,252
Soule Gym	\$350
Aquatic	\$4,230
Eliot	\$5,856
Tappan	\$409
Outdoor Rec	\$26,250
Outdoor Athletic	\$1,250
<b>TOTAL</b>	<b>\$53,597</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET					PROGRAM GROUP: Leisure Services PROGRAM: Recreation					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-5	1.00	1.00	90,489	106,591	1.00	97,483	1.00	98,945
	Assistant Director	T-10	0.00	1.00	71,420	80,808	1.00	72,691	1.00	73,985
	Recreation Supervisor II	T-7	1.00	0.00	63,492	71,838	0.00	0	0.00	0
	Therapeutic Recreation Specialist	T-4	0.00	0.00	50,402	57,028	1.00	50,402	1.00	51,299
	Area Manager / Programs	GN-10	1.00	1.00	57,532	60,427	1.00	60,427	1.00	60,427
	Area Manager / Aquatic Director	GN-10	1.00	1.00	57,532	60,427	1.00	60,427	1.00	60,427
	Director Early Learning Center	GN-10	0.00	1.00	57,532	60,427	1.00	58,481	1.00	59,446
	Business/Administrative Manager	GN-10	0.00	1.00	57,532	60,427	1.00	58,481	1.00	59,446
	Recreation Leader	GN-7	5.00	1.00	48,353	50,786	1.00	49,962	1.00	50,786
	Assistant Recreation Leader/Aquatics	GN-5	1.00	1.00	42,039	44,154	0.00	0	0.00	0
	Building Custodian	MN-4	1.00	1.00	48,599	51,075	1.00	51,075	1.00	51,075
	Senior Clerk Typist	C-4	1.00	1.00	37,739	39,546	1.00	39,546	1.00	39,546
	Recreation Receptionist	C-4	0.00	1.00	37,739	39,546	1.00	38,973	1.00	39,155
	Facilities Assistant		0.00	1.00		32,386	1.00	32,386	1.00	32,386
	Subtotal		12.00	12.00			12.00	670,333	12.00	676,923
	Other									
510140	Shift Differential							1,618		3,500
510300	Regular Overtime							9,465		7,500
513044	Longevity Pay							3,300		3,475
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,450		3,150
	Subtotal							16,833		17,625
	<b>Total</b>		<b>12.00</b>	<b>12.00</b>			<b>12.00</b>	<b>687,166</b>	<b>12.00</b>	<b>694,548</b>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund					
<p><b>PROGRAM DESCRIPTION</b></p> <p>The Robert T. Lynch Municipal Golf Course at Putterham Meadows is an 18-hole public course designed and built by Stiles and Van Kleek in 1931. The course includes a practice putting green, practice chipping green, and teaching areas. The clubhouse adjacent to the course houses an administrative office, a large foyer with tables and chairs, and a full-service restaurant with both indoor or outdoor dining available. A fully equipped pro-shop is also maintained at the course.</p> <p>Nearly \$3 million dollars in capital improvements have been implemented since FY03, including renovation of tee complexes, sand bunkers, and greens throughout the course; installation of paved cart paths; drainage improvements; renovation of the irrigation and remote control systems; and improvements to the interior of the clubhouse.</p> <p>The finances of the Golf Course are accounted for in an Enterprise Fund, as allowed under M.G.L. Ch. 44, section 53F 1/2. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf course, including fringe benefits. In addition, the Golf Course returns its budgeted year-end surplus to the Town via the "Town Fee".</p>	<p><b>BUDGET STATEMENT</b></p> <p>The FY13 budget reflects a level funding. Personnel decreases \$40,577 (9.6%) due the re-organization of staffing where the Director of Golf (\$77,700) and Head Golf Pro / Rink Manager (\$36,803) positions are eliminated and a Head Golf Pro / Operations Manager is created (\$66,032). There are also increases for a 2% Collective Bargaining assumption (\$7,428), Steps (\$616) and a decrease in Longevity (\$150).</p> <p>Services increase \$5,000 (4.3%) for Building Repair and Maintenance. The \$30,000 (25.4%) increase in Supplies is for Pro Shop Supplies (\$10,000), Equipment Maintenance Supplies (\$10,000) and Agricultural Supplies (\$10,000).</p> <p>Utilities increase \$3,567 (4%) and include increases for Diesel Fuel (\$2,228), Gasoline (\$1,354), Water and Sewer (\$1,314) and Electricity (\$1,154), slightly offset by a decrease in Natural Gas (\$2,483).</p> <p>The \$8,815 (5.4%) decrease in Intragovernmental reflects a decrease in benefit costs (\$6,452) and a decline in the Town Fee of \$2,654 to \$30,046. Debt Service increases \$6,740 (3.6%) and the Reserve increases \$4,085 (19.5%).</p>					
<b>PROGRAM COSTS</b>						
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12		
				\$ CHANGE	% CHANGE	
Personnel	400,678	420,970	380,393	-40,577	-9.6%	
Services	109,206	116,566	121,566	5,000	4.3%	
Supplies	90,967	118,200	148,200	30,000	25.4%	
Other	2,427	4,100	4,100	0	0.0%	
Utilities	84,295	89,817	93,385	3,567	4.0%	
Capital	94,235	83,900	83,900	0	0.0%	
Intragov'tal Reimbursement	191,161	163,852	155,038	-8,815	-5.4%	
Debt Service	189,130	185,679	192,419	6,740	3.6%	
Reserve	0	20,915	25,000	4,085	19.5%	
TOTAL	1,162,099	1,204,000	1,204,000	0	0.0%	
BENEFITS			87,355			
REVENUE	1,123,370	1,204,000	1,204,000	0	0.0%	

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund				
<p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>To increase rounds played.</li> <li>To increase non-golf revenue.</li> <li>To expand lesson and camp programs.</li> <li>To address drainage issues and continue to execute the capital plan.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>Completed new bunkers on holes #8 and #6, and began work on #10.</li> <li>Completed the drainage project on the front nine holes.</li> <li>Completed an assessment, with the help of the National Golf Foundation, on the management structure.</li> <li>Brian Bain, former Head Pro PGA, received the Presidents Award for Growth of the Game.</li> <li>Established a social media presence through both Facebook and Twitter.</li> <li>Mentored a PGA apprentice during the 2011 season who assisted with the Pro Shop, junior lessons, and leagues.</li> <li>Eliminated the Director of Golf position and elevated the level of Head Professional.</li> <li>Created additional Summer Junior Golf camps.</li> </ol>	<b>PERFORMANCE / WORKLOAD INDICATORS</b>				
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
# of Rounds:					
Number of Rounds	33,296	33,000	29,915	32,000	32,000
# Rounds Residents	4,994	4,950	5,755	8,000	8,000
# Rounds Non-Residents	28,302	28,050	24,160	24,000	24,000
Number of Tournaments	1,912	2,400	1,597	1,600	1,700
Summer & Fall Fourball	60	80	68	80	80
Junior Golf lessons & camps	200	240	210	230	230
Private lessons	725	1,000	600	600	650
Private school play	1,054	1,300	927	950	950
Public School Play ( BHS)	271	271	500	275	275
College/University Play	88	100	180	180	180
Online tee time reservations	8,000	8,000	5,374	5,500	5,600
Telephone Inquiries	1,773	1,773	1,300	1,300	1,300
Email Inquiries					
General	90	120	150	150	200
Web-site Hits	42,566	45,000	42,279	45,000	45,000
Social Networking Inquiries					
Facebook	357	714	516	600	700
Twitter	N/A	100	100	100	100

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Leisure Services  
PROGRAM: Golf Enterprise Fund**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION	
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Golf	T-9	1.00	1.00	68,673	77,700	1.00	77,700	0.00	0
	Head Golf Pro / Operations Manager	T-8	0.00	0.00	66,032	74,712	0.00	0	1.00	66,032
	Head Superintendent	GN-13	1.00	1.00	67,336	70,724	1.00	70,724	1.00	70,724
	Head Golf Pro / Rink Manager (1)	GN-8	0.67	0.67	52,559	55,204	0.67	36,803	0.00	0
	Assistant Superintendent	GN-7	1.00	1.00	48,353	50,786	1.00	48,535	1.00	49,151
	Subtotal		3.67	3.67			3.67	233,762	3.00	185,907
510901	Temporary Part Time Salaries									
	Seasonals		5.27	5.27		\$12.74/hr.	5.27	129,069	5.27	129,069
	Cashier/Golf		1.00	1.00	\$11.95/hr.	\$12.43/hr.	1.00	53,132	1.00	53,132
	Teachers/Instructors				\$12.43/hr.	\$20.00/hr.		3,296		3,296
	Subtotal		6.27	6.27			6.27	185,498	6.27	185,498
	Other									
513044	Longevity Pay							775		625
515501	Clothing/Uniform Allowance (In Lieu of Boots)							935		935
	Subtotal							1,710		1,560
	Collective Bargaining Increase - FY13									7,428
	<b>Total</b>		<b>9.93</b>	<b>9.93</b>			<b>9.93</b>	<b>420,970</b>	<b>9.27</b>	<b>380,393</b>
	(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund									

<p align="center"><b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Recreation Revolving Fund supports the activities that take place at Brookline's indoor and outdoor facilities including the Soule Center, Soule Gym, Kिरrane Skating Rink, Environmental Education Center, Kिरrane Aquatics Center, Eliot Center, Tappan Facility, and the many outdoor facilities and leagues. Activities are offered to community members of all age groups and include both passive and active opportunities through instruction, leagues, lessons and enrichment activities. Fees and charges that support these activities are determined according to the Cost Recovery Pyramid Methodology. Provisions for financial assistance, as required, are addressed on a case-by-case basis. See p. IV-112 for a summary of the overall cost recovery for the Recreation Department.</p> <p>Under Chapter 44, Section 53E1/2 of the Massachusetts General Laws, the Town is authorized to establish revolving funds. This specific revolving fund enables the Recreation Department to operate numerous programs on a self-supporting basis. All revenue derived from revolving fund programs is used to offset all expenses, including salaries and benefits of employees for these same programs.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY13 budget reflects an increase of \$332,943 (16.2%). Personnel increases \$153,653 (11.9%) primarily due to the increase for Temporary Part-Time Salaries (\$181,819), which is reflective of current spending levels. There are also increases for a Recreation Leader II (\$52,559), which is offset by the elimination of a Recreation Leader (\$49,987), a 2% Collective Bargaining reserve (\$28,258), an increase in the hours for the After School Director (\$8,114) and Part Time Lead Teacher (\$3,241), Steps (\$4,591) and Longevity (\$108). These are slightly offset by decreases from moving the 0.57 full-time Park Ranger (\$29,959) and part-time Park Ranger salaries (\$26,692) to the General Fund (along with the associated revenue) and the elimination of the Head Golf Pro / Rink Manager (\$18,402).</p> <p>Services increase \$119,411 (62.2%). Increases include the shift of expenses for Building Cleaning Services (\$37,710) Transportation Rentals/Leases (\$12,744) and the Copier Leases (\$4,405) from the General Fund, increases in Professional / Technical Service (\$30,350), Printing (\$27,324), General Consulting Services (\$10,000), Recreation Services (\$2,250), Printing (\$1,000), Advertising (\$200) and Copier Service (\$90). These increases are slightly offset by decreases in Entertainers/Lecturers (\$4,662) and Athletic Event Officials (\$2,000).</p> <p>Supplies increase \$51,572 (47.7%) for Recreation Supplies (\$31,159), Special Program Supplies (\$9,200), Food Service Supplies (\$8,500), Meals and Receptions (\$6,213) and Medical Supplies (\$4,500). These increases are partially offset by decreases in Food Non-Reimbursable (\$5,500) and Public Safety Supplies (\$2,500).</p> <p>The \$12,600 (31.2%) increase in Other is due to increases in Education/Training/Conferences (\$6,480), Other Travel (\$4,900) and Professional Dues and Memberships (\$1,220).</p>	<p><b><u>BUDGET STATEMENT (Con't.)</u></b></p> <p>Utilities decrease \$5,145 (4.3%) due to decreases in Natural Gas (\$5,374) and Water and Sewer (\$4,235), slightly offset by an increase in Electricity (\$4,464). The increase in Capital (\$15,000, 235.5%) is for furniture at the Elliot Rec Center, the Soule Center and the Soule Gym. The Intragovernmental Reimbursement decreases \$14,148 (4.8%) for fringe benefits.</p> <p><b><u>FY2013 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To have the Soule Early Childhood Center participate in the Massachusetts Quality Rating and Improvement System (QRIS).</li> <li>2. To expand Health and Wellness program opportunities.</li> <li>3. To further develop the "Brookline on the Move" initiative through public-private partnerships.</li> <li>4. To continue to develop individual goals and objectives and provide support for the realization of the goals.</li> <li>5. To expand the partnerships with the School Department to beyond the summer services to include school year collaborations.</li> <li>6. To expand training and professional development opportunities to staff.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Expanded summer camp services through a variety of collaborations with the School Department, including the special education, early education, transportation, metco and literacy departments.</li> <li>2. Purchased five Spinning Fitness bikes to provide community access to 20 spinning bikes for fitness classes.</li> <li>3. Installed an Ultra Violet (UV) System at the Aquatics Center.</li> <li>4. Completed installation of a family changing room at the Aquatics Center.</li> <li>5. Purchased a 14 passenger mini-bus for expanded program use.</li> <li>6. Completed renovations of the Soule Center third floor space to include an open space of art, gross motor and meeting space.</li> <li>7. Soule Early Childhood Center hosted several community-wide trainings inclusive of professional development and parent trainings.</li> <li>8. Offered free open house events and activities on a quarterly basis at the Aquatics Center.</li> <li>9. "Brookline on the Move Passport to Health and Fitness" was implemented community-wide.</li> <li>10. Expanded aquatic fitness classes for a variety of abilities.</li> <li>11. Implemented adaptive aquatics classes.</li> <li>12. Provided community-wide concussion screening services to children grades 5-12 participating in youth sports.</li> <li>13. Purchased and installed Pro Care software to improve the data collection and tracking for licensed programs.</li> <li>14. Developed and expanded parent and staff training opportunities to the community at large.</li> <li>15. Completed a staffing and organizational structure assessment within the department to address succession planning.</li> <li>16. Implemented an internship program by partnering with several local universities to off "hands-on" experience for students.</li> <li>17. Offered a community-wide teen program in partnership with the Library called "Tee Off @ the Library", transforming the library into a mini golf course.</li> </ol>

TOWN OF BROOKLINE FY2013 PROGRAM BUDGET						PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS					
	ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013		ACTUAL FY2010	ESTIMATE FY2011	ACTUAL FY2011	ESTIMATE FY2012	ESTIMATE FY2013
<b># of Participants:</b>						<b># of Participants:</b>					
Soule Center						Outdoor Facilities					
Soule Childcare	51	48	52	55	55	Summer Camp	953	725	970	890	990
						Camp PSB Partnerships	111	125	140	130	150
Soule Gym						Community Gardens	95	94	94	95	94
Indoor Play	182	175	269	200	300	Fields	308	550	445	400	450
K-2 Basketball			103		150	Larz Picnic & Shelter	32,885	45,000	41,924	43,025	43,971
Therapeutic Rec	150	175	162	200	200	Special Events					
						(Concerts/Hayride)	3,650	4,000	4,700	4,650	4,725
Kirrane Skating Rink						Tennis - Outdoor	700	700	700	700	700
Public Skate	12,606	12,034	13,587	12,500	14,402	Outdoor Athletics					
Rink Rentals	3,750	3,500	4,800	3,750	4,800	Lacrosse	275	250	346	300	400
						Soccer	1,927	1,900	2,086	2,000	2,100
Brookline Environmental Ed Center						Softball	104	100	73	120	90
Nature Explorations	124	136	133	150	152	Out Of Town Trips					
Early Release Outings	70	80	81	80	88	21+ Activities/Trips	143	150	76	160	100
Little Acorns	12	10	10	16	16	55+ Activities/Trips	427	450	341	500	375
Sprouts	8	10	10	16	16	Teen Ski	43	45	56	50	56
Junior Rangers	10	11	11	16	13	Ski/Snowboard Lessons	45	50	76	50	76
Adventurers	6	10	18	12	20						
Kirrane Aquatics Center											
Public Swim	30,153	31,000	30,674	31,150	31,100						
BHS Swim Team	85	70	85	75	85						
Rec Swim Team	235	200	193	200	200						
Swim Lessons	1,988	1,700	1,780	2,100	1,850						
Eliot Rec Center											
After School	36	40	40	40	40						
Vacation Week	81	75	72	90	90						
Tappan Main Facility											
Basketball	582	505	557	625	560						
Tennis - Indoor	40	30	33	40	40						
Public Basketball	66	300	0	70	0						
RAFT	1,053	970	985	1,000	985						

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Leisure Services  
PROGRAM: Recreation Revolving Fund**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	1,274,503	1,292,592	1,446,245	153,653	11.9%
Services	219,113	192,108	311,519	119,411	62.2%
Supplies	140,940	108,073	159,644	51,572	47.7%
Other	40,585	40,338	52,938	12,600	31.2%
Utilities	27,468	120,321	115,176	-5,145	-4.3%
Capital	41,512	6,369	21,369	15,000	235.5%
Intragovernmental Reimbursement	257,205	295,912	281,764	-14,148	-4.8%
<b>TOTAL</b>	<b>2,001,326</b>	<b>2,055,712</b>	<b>2,388,655</b>	<b>332,943</b>	<b>16.2%</b>
<b>BENEFITS</b>			278,665		
<b>REVENUE</b>	<b>2,154,542</b>	<b>2,055,712</b>	<b>2,388,655</b>	<b>332,943</b>	<b>16.2%</b>

**SUMMARY OF SUB-PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Soule Center	591,163	553,930	633,455	79,526	14.4%
Soule Gym	10,486	22,522	73,165	50,642	224.9%
Ice Skating and Rink	80,815	177,521	195,071	17,550	9.9%
Brookline Enviro. Ed. Ctr.	63,677	88,072	105,513	17,441	19.8%
Aquatic	260,909	293,670	355,001	61,332	20.9%
Eliot Rec Center	405,891	286,170	202,209	-83,961	-29.3%
Tappan Street Gym	217,756	148,067	148,813	746	0.5%
Outdoor Rec Programs	329,022	322,966	421,086	98,120	30.4%
Outdoor Athletics	41,607	162,795	169,491	6,696	4.1%
Off Site	0	0	84,852	84,852	-
<b>TOTAL</b>	<b>2,001,326</b>	<b>2,055,712</b>	<b>2,388,655</b>	<b>332,943</b>	<b>16.2%</b>

**SOULE CENTER**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	399,220	355,293	378,448	23,155	6.5%
Services	19,963	14,172	58,298	44,126	311.4%
Supplies	41,431	17,588	23,175	5,587	31.8%
Other	7,360	4,045	5,800	1,755	43.4%
Utilities	0	35,506	32,492	-3,014	-8.5%
Capital	5,010	1,386	4,386	3,000	216.5%
Intragovernmental Reimbursement	118,179	125,940	130,857	4,917	3.9%
<b>TOTAL</b>	<b>591,163</b>	<b>553,930</b>	<b>633,455</b>	<b>79,526</b>	<b>14.4%</b>
<b>REVENUE</b>	<b>563,100</b>	<b>565,000</b>	<b>582,000</b>	<b>17,000</b>	<b>3.0%</b>

**ICE SKATING AND RINK**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	46,660	76,569	77,427	859	1.1%
Services	7,852	17,769	19,911	2,142	12.1%
Supplies	15,996	12,986	16,486	3,500	27.0%
Other	0	745	745	0	0.0%
Utilities	0	57,106	58,662	1,556	2.7%
Capital	7,145	400	400	0	0.0%
Intragovernmental Reimb.	3,162	11,946	21,440	9,494	79.5%
<b>TOTAL</b>	<b>80,815</b>	<b>177,521</b>	<b>195,071</b>	<b>17,550</b>	<b>9.9%</b>
<b>REVENUE</b>	<b>151,207</b>	<b>140,000</b>	<b>151,206</b>	<b>11,206</b>	<b>8.0%</b>

**SOULE GYM**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	10,486	8,291	26,205	17,914	216.1%
Services	0	3,914	26,476	22,562	576.5%
Supplies	0	200	7,700	7,500	3750.0%
Other	0	745	3,170	2,425	325.5%
Capital	0	200	2,200	2,000	1000.0%
Intragovernmental Reimbursement	0	9,173	7,414	-1,759	-19.2%
<b>TOTAL</b>	<b>10,486</b>	<b>22,522</b>	<b>73,165</b>	<b>50,642</b>	<b>224.9%</b>
<b>REVENUE</b>	<b>22,080</b>	<b>22,325</b>	<b>73,165</b>	<b>50,840</b>	<b>227.7%</b>

**BROOKLINE ENVIRONMENTAL EDUCATION CENTER**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	50,921	48,703	63,744	15,041	30.9%
Services	574	5,914	9,556	3,642	61.6%
Supplies	1,325	8,500	6,000	-2,500	-29.4%
Other	375	4,580	2,600	-1,980	-43.2%
Utilities	1,006	2,869	2,973	104	3.6%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	9,476	17,506	20,640	3,134	17.9%
<b>TOTAL</b>	<b>63,677</b>	<b>88,072</b>	<b>105,513</b>	<b>17,441</b>	<b>19.8%</b>
<b>REVENUE</b>	<b>118,433</b>	<b>45,000</b>	<b>50,000</b>	<b>5,000</b>	<b>11.1%</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Leisure Services  
PROGRAM: Recreation Revolving Fund**

**AQUATIC**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	223,079	233,959	295,672	61,713	26.4%
Services	10,255	16,614	20,454	3,840	23.1%
Supplies	23,042	14,346	15,346	1,000	7.0%
Other	3,420	5,745	5,745	0	0.0%
Utilities	0	9,215	6,578	-2,637	-28.6%
Capital	1,113	1,990	1,990	0	0.0%
Intragovernmental Reimbursement	0	11,801	9,216	-2,585	-21.9%
<b>TOTAL</b>	<b>260,909</b>	<b>293,670</b>	<b>355,001</b>	<b>61,332</b>	<b>20.9%</b>
<b>REVENUE</b>	<b>489,731</b>	<b>430,000</b>	<b>489,000</b>	<b>59,000</b>	<b>13.7%</b>

**OUTDOOR RECREATION PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	251,234	256,989	333,724	76,735	29.9%
Services	16,663	25,429	31,486	6,057	23.8%
Supplies	35,069	12,018	36,993	24,975	207.8%
Other	5,382	2,741	6,446	3,705	135.2%
Utilities	0	2,025	1,871	-154	-7.6%
Capital	0	1,350	1,350	0	0.0%
Intragovernmental Reimb.	20,674	22,414	9,216	-13,198	-58.9%
<b>TOTAL</b>	<b>329,022</b>	<b>322,966</b>	<b>421,086</b>	<b>98,120</b>	<b>30.4%</b>
<b>REVENUE</b>	<b>139,481</b>	<b>271,309</b>	<b>465,000</b>	<b>193,691</b>	<b>71.4%</b>

**ELIOT REC CENTER**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	173,209	146,414	81,214	-65,200	-44.5%
Services	91,757	79,566	59,818	-19,748	-24.8%
Supplies	2,177	15,045	20,045	5,001	33.2%
Other	6,622	4,581	2,293	-2,288	-49.9%
Utilities	26,462	13,598	12,599	-999	-7.3%
Capital	25,325	443	10,443	10,000	2257.3%
Intragovernmental Reimbursement	80,339	26,523	15,797	-10,726	-40.4%
<b>TOTAL</b>	<b>405,891</b>	<b>286,170</b>	<b>202,209</b>	<b>-83,961</b>	<b>-29.3%</b>
<b>REVENUE</b>	<b>310,623</b>	<b>313,281</b>	<b>175,142</b>	<b>-138,139</b>	<b>-44.1%</b>

**OUTDOOR ATHLETICS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	23,009	68,931	74,463	5,532	8.0%
Services	11,551	13,659	13,673	14	0.1%
Supplies	1,416	18,500	22,000	3,500	18.9%
Other	5,631	14,745	14,245	-500	-3.4%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	0	46,961	45,110	-1,850	-3.9%
<b>TOTAL</b>	<b>41,607</b>	<b>162,795</b>	<b>169,491</b>	<b>6,696</b>	<b>4.1%</b>
<b>REVENUE</b>	<b>296,789</b>	<b>169,643</b>	<b>169,491</b>	<b>-152</b>	<b>-0.1%</b>

**TAPPAN STREET GYM**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	96,685	97,444	84,744	-12,699	-13.0%
Services	60,498	15,073	26,989	11,916	79.1%
Supplies	20,484	8,890	10,399	1,509	17.0%
Other	11,795	2,411	4,006	1,595	66.2%
Capital	2,919	600	600	0	0.0%
Intragovernmental Reimbursement	25,375	23,650	22,075	-1,575	-6.7%
<b>TOTAL</b>	<b>217,756</b>	<b>148,067</b>	<b>148,813</b>	<b>746</b>	<b>0.5%</b>
<b>REVENUE</b>	<b>63,098</b>	<b>99,154</b>	<b>148,813</b>	<b>49,659</b>	<b>50.1%</b>

**OFF SITE**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Personnel	0	0	30,604	30,604	-
Services	0	0	44,860	44,860	-
Supplies	0	0	1,500	1,500	-
Other	0	0	7,888	7,888	-
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	0	0	0	0	0.0%
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>84,852</b>	<b>84,852</b>	<b>-</b>
<b>REVENUE</b>	<b>0</b>	<b>0</b>	<b>84,838</b>	<b>84,838</b>	<b>-</b>

<b>TOWN OF BROOKLINE FY2013 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund</b>
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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2012 SALARY RANGE		FY2012 BUDGET		FY2013 RECOMMENDATION		
			FY2010	FY2011	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Director, Early Learning Center	GN-10	1.00	0.00	57,532	60,427	0.00	0	0.00	0	
	Business/Administrative Manager	GN-8	1.00	0.00	52,559	55,204	0.00	0	0.00	0	
	Recreation Leader II	GN-8	0.00	0.00	52,559	55,204	0.00	0	1.00	52,559	
	Head Golf Pro / Rink Manager (1)	GN-8	0.33	0.33	52,559	55,204	0.33	18,402	0.00	0	
	Recreation Leader	GN-7	0.00	3.00	48,353	50,786	3.00	149,924	2.00	99,937	
	Administrator/Lead Teacher	GN-7	0.00	1.00	48,353	50,786	1.00	50,786	1.00	50,786	
	Environmental Educator and Outreach Coordinator	GN-7	1.00	1.00	48,353	50,786	1.00	48,353	1.00	49,151	
	Lead Teacher	GN-4	3.00	4.00	37,703	39,600	5.00	191,635	5.00	195,428	
	Assistant Teacher	GN-2	2.00	1.00	30,603	32,143	1.00	32,143	1.00	32,143	
	Park Ranger (2)	GN-8	0.00	0.00	52,559	55,204	0.57	29,959	0.00	0	
	Recreation Receptionist	C-4	1.00	0.00	37,739	39,546	0.00	0	0.00	0	
	Bus Driver		1.00	1.00		36,301	0.00	0	0.00	0	
	Facilities Assistant		1.00	0.00			0.00	0	0.00	0	
	Charge Off from Parks Department (Skating Rink)							43,266		43,266	
	Subtotal		11.33	11.33			11.90	564,467	11.00	523,270	
510102	Permanent Part Time Salaries										
	Activity Specialist/Soccer		0.93	0.93			0.93	44,106	0.93	44,106	
	Lead Teacher	GN-4	0.70	0.70	37,703	39,600	0.73	28,439	0.80	31,680	
	After School Director		0.60	0.60		\$15.3/hr	0.60	15,845	0.80	23,960	
	Subtotal		2.23	2.23			2.26	88,390	2.53	99,746	
510901	Temporary Part Time Salaries										
	Assistant Recreation Leader	R-3			\$9.00/hr.	\$25.00/hr.		252,959		380,734	
	Park Rangers					\$14.00/ hr.		26,692		0	
	Teacher/Instructor				\$12.43/hr.	\$20.00/hr.		28,531		23,651	
	Teacher Assistant				\$12.43/hr.	\$20.00/hr.		17,948		15,207	
	Lesson Coordinator				\$12.43/hr.	\$25.00/hr.		9,193		9,193	
	Referees/Umpires				\$9.00/hr.	\$38.00/hr.		29,361		35,540	
	Swim Team Coach/ Asst Coach				\$12.43/hr.	\$25.00/hr.		31,816		31,816	
	Lifeguard				\$9.00/hr.	\$15.00/hr.		189,077		243,064	
	Private Lesson Instructors				\$15.00/hr.	\$25.00/hr.		10,133		10,133	
	Houseworker	MN-1						2,409		2,409	
	Bus Driver							14,016		15,516	
	Subtotal							612,136		767,263	
	Other										
510140	Shift Differential							2,500		2,500	
510300	Regular Overtime							20,108		20,108	
513044	Longevity Pay							1,725		1,833	
515501	Clothing/Uniform Allowance							3,266		3,266	
	Subtotal							27,599		27,707	
	FY13 Collective Bargaining									28,258	
	(1) Prior to FY13, 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund										
	(2) In FY12, 53% of the Park Ranger position is charged here; the remaining 47% is charged to the DPW budget. In FY13, 100% charged to General Fund										
	<b>Total</b>		<b>13.56</b>	<b>13.56</b>				<b>14.16</b>	<b>1,292,592</b>	<b>13.53</b>	<b>1,446,245</b>



**PERSONNEL BENEFITS**

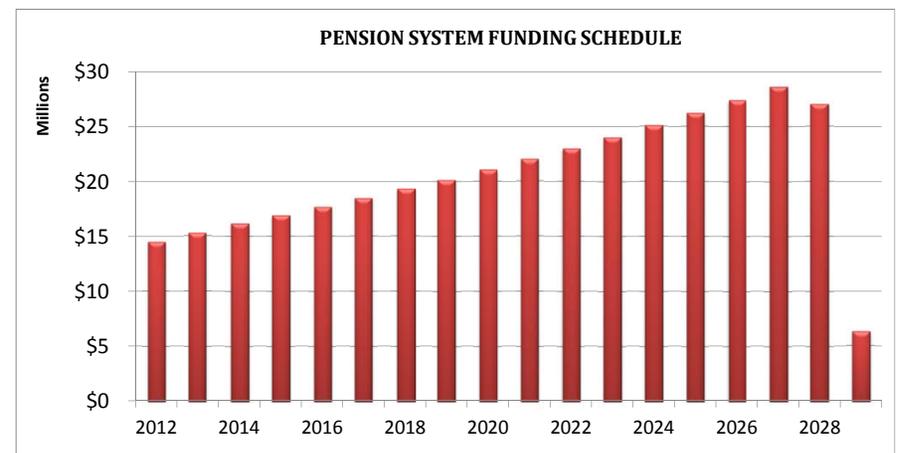
Personnel Benefits total \$46.1 million, which reflects an increase of \$3.97 million (9.4%). They comprise nearly 23% of the Operating Budget, making them a critical cost center of the budget that must be managed as carefully as possible and as allowed under the various State laws that pertain to pensions, health care, unemployment, and on-the-job injuries. This is a category of expenditures that has grown at rates well above inflation, due primarily to increases in health care and retirement costs. For example, the health insurance line-item was \$8.7 million in FY00; it is now \$23.9 million, an increase of 175%. Contributory Pension costs have also increased dramatically, from \$8.3 million in FY00 to \$15.4 million in FY13, an increase of more than 85%. These increases, particularly in health insurance, would have been even greater if not for numerous steps initiated by the Town to reduce costs. The pages that follow go into detail on all benefit items.

<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	BUDGET FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Pensions - Contributory	13,820,031	14,442,334	15,272,765	<b>830,431</b>	<b>5.7%</b>
Pensions - Non-Contributory	155,769	170,000	150,000	<b>(20,000)</b>	<b>-11.8%</b>
Group Health Insurance	19,906,659	21,680,402	23,929,561	<b>2,249,159</b>	<b>10.4%</b>
Health Reimbursement Account (HRA)	0	250,000	125,000	<b>(125,000)</b>	<b>-50.0%</b>
Retiree Group Health Fund (OPEB's) *	2,012,531	1,801,527	2,601,928	<b>800,401</b>	<b>44.4%</b>
Employee Assistance Program (EAP)	25,282	28,000	28,000	<b>0</b>	<b>0.0%</b>
Group Life Insurance	129,218	130,000	150,000	<b>20,000</b>	<b>15.4%</b>
Disability Insurance	13,206	16,000	16,000	<b>0</b>	<b>0.0%</b>
Worker's Compensation *	1,350,000	1,250,000	1,200,000	<b>(50,000)</b>	<b>-4.0%</b>
Public Safety IOD Medical Expenses *	325,000	300,000	560,660	<b>260,660</b>	<b>86.9%</b>
Unemployment Compensation *	400,000	350,000	350,000	<b>0</b>	<b>0.0%</b>
Public Safety Medical Disability	20,248	30,000	30,000	<b>0</b>	<b>0.0%</b>
Medicare Payroll Tax	1,448,073	1,660,000	1,660,000	<b>0</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURE</b>	<b>39,606,017</b>	<b>42,108,263</b>	<b>46,073,914</b>	<b>3,965,651</b>	<b>9.4%</b>

\* Amounts transferred to the trust fund from General Fund revenues.

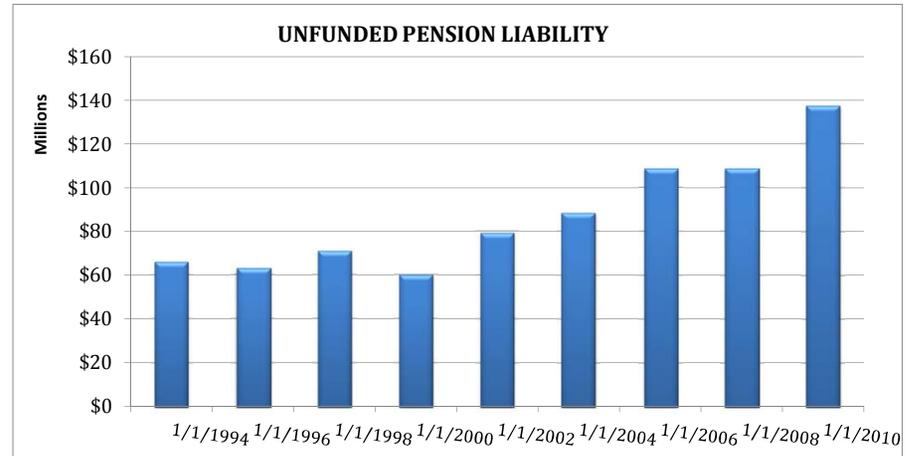
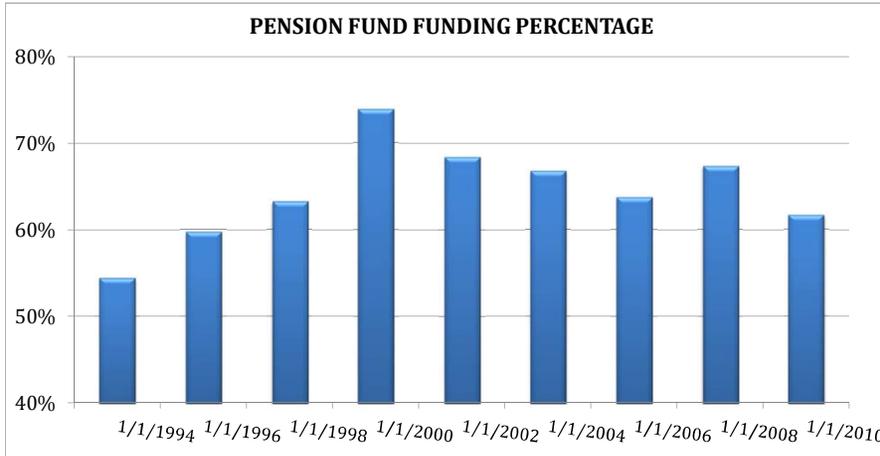
**PENSIONS - CONTRIBUTORY**

The Contributory Retirement System, a defined benefit program, is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a State entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. This appropriation covers the costs of employees who are part of the Town's retirement system (teacher pensions are funded by the State, not the Town). In 1989, the Town accepted the optional provision of the Pension Reform law that committed the Town to funding its system in full over 40 years (by 2028). In 2010, the State approved a bill that extended the full-funding date to 2040. Based on the current funding schedule, a graph of which is shown to the right, the system will be fully-funded in 2028. The large decrease in FY29 reflects the full amortization of the unfunded liability, leaving just the Normal Cost.

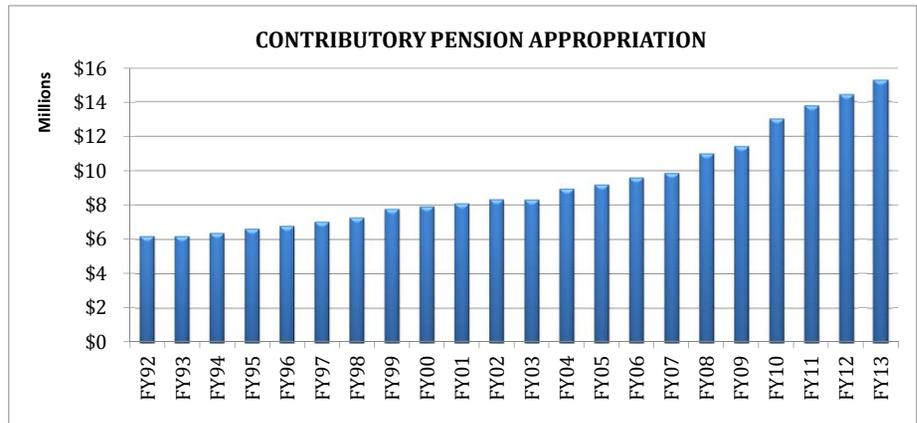
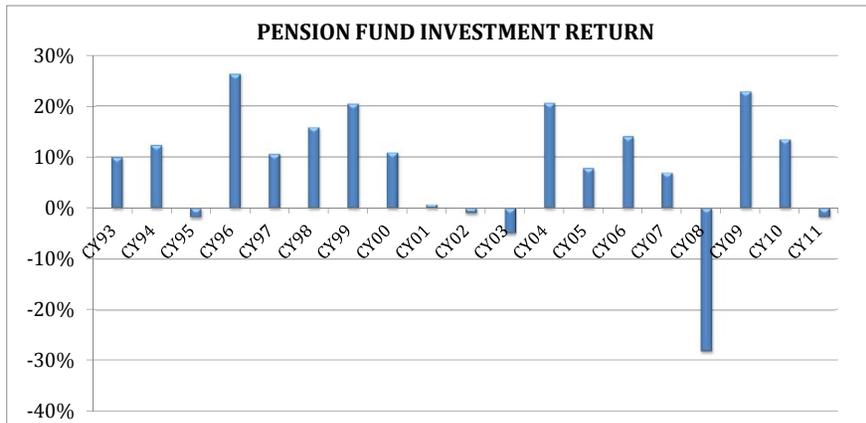


**PENSIONS - CONTRIBUTORY (con't)**

The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees (active or retired) who are elected, one appointee of the Board of Selectmen (currently the Finance Director), the Town Comptroller, and a fifth member chosen by the other four. There are approximately 1,343 active employees, 1,305 inactive employees, and 869 retired employees who are members of the system. As of December 31, 2010, the retirement system was valued at approximately \$204 million, an amount that reflects the loss of approximately 1.7% during CY11. The actuarial valuation and review as of January 1, 2010 showed the system being 61.6% funded with an unfunded liability of \$137.4 million. The next formal update of the actuarial valuation will be as of January 1, 2012 and will be available late-Spring / early-Summer of 2012. The graphs below provide a history of both variables since 1/1/94.



In an effort to help compensate for the 28% loss in CY08, which can be seen in the graph below left, the 2009 Fall Town Meeting appropriated additional monies (\$965,151) into the pension fund. These funds came from two sources: new Meals Excise Tax / increased Lodging Excise Tax (\$700,000) and the balance in the FY10 Collective Bargaining Reserve (\$265,151). In FY11, those funds remained in the budget base. These steps helped obviate the need for a \$1.8 million increase in FY12; instead, a \$657,380 (4.8%) increase was required. In FY13, an appropriation of \$15.3 million is required, an increase of \$830,431 (5.7%). The graph below right shows the appropriation history for the Contributory Retirement line-item.



**PENSIONS - NON-CONTRIBUTORY**

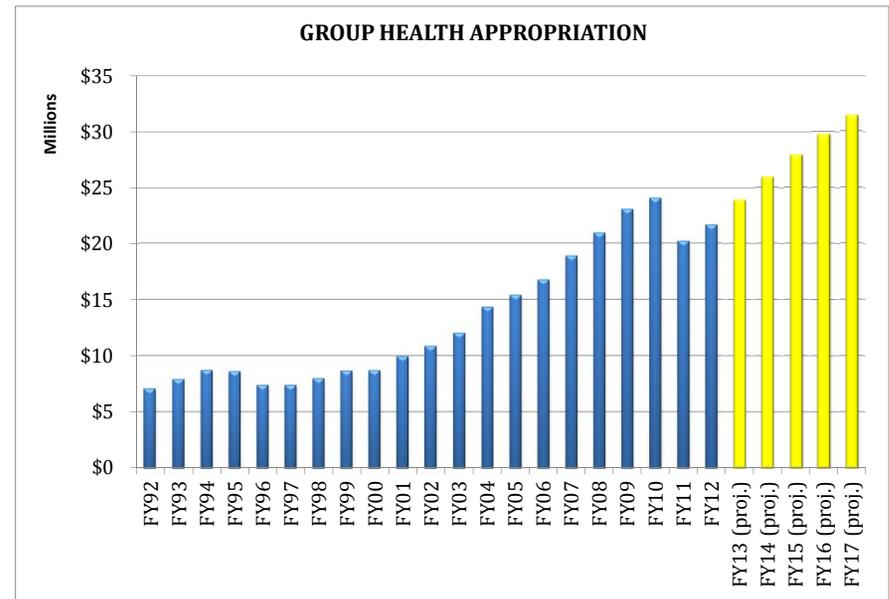
Employees eligible for a Non-Contributory Pension include persons hired prior to the establishment of a retirement system and who have at least 15 years of service, Veterans hired prior to July 1, 1939 that have at least 30 years of service, and disabled Veterans who have at least 10 years of service. There are currently eight retirees receiving such pensions. Total FY13 expenditures are projected at \$150,000, a decrease of \$20,000 (11.8%). Per the Town's OPEB funding plan, this decrease is being re-directed to OPEB's.

**GROUP HEALTH INSURANCE**

Health insurance is a major cost center of the Town, accounting for 12% of the Operating Budget. Therefore, controlling its costs is vital to the Town's budget and, ultimately, to providing the level of services residents desire. Brookline implemented a new self-insured, managed health care plan in FY96. This, along with a moderation of national health care costs, kept expenditures under reasonable control through FY00. At that time, national cost trends began to rise as the sector began to experience financial stress. Since then, the Town has realized significant increases in the health insurance budget, as detailed in the table and graph below.

<b>RATE CHANGE</b>				
<b>FY</b>	<b>BC / BS</b>	<b>HARVARD PILGRIM</b>	<b>GIC</b>	<b>BUDGET CHANGE</b>
2001	20%	13%	na	\$1,250,000
2002	5%	1%	na	\$925,000
2003	5%	14.79%	na	\$1,150,000
2004	20%	17.56%	na	\$2,400,000
(1) 2005	-2%	20%	na	\$1,050,000
2006	10.3%	na	na	\$1,360,000
2007	14.0%	na	na	\$2,150,000
(2) 2008	6.0%	na	na	\$2,000,000
2009	12.8%	na	na	\$2,100,000
2010	7.8%	na	na	\$1,000,000
(3) 2011	na	na	6%-16%	(\$3,850,000)
(4) 2012	na	na	4.4%	\$1,453,000
(5) 2013	na	na	5.0%	\$2,250,000
<b>Total</b>				<b>\$15,238,000</b>

(1) While Hvd Pilgrim no longer offered as of 10/1/04, those employees who went from Hvd Pilgrim to BC/BS realized a 20% increase. Those enrolled in BC/BS realized a decrease of 2% for 8 months.  
 (2) The quoted rate increase was 12%. After the Town and its unions agreed on a package of plan design changes, the rate increase was 6%.  
 (3) Savings due to move to GIC plans. A range is necessary due to the number of plan options. The 6% shown was the low-end; the 16% was the high-end.  
 (4) Average rate increase for plans based on enrollment allocation. The Town's share of the premium increased from 78% to 80%, which was part of the budget increase.  
 (5) Estimated average rate increase. The Town's share of the premium increased from 80% to 83%, which was part of the budget increase.



Between July 1, 1995 and September 30, 2004, the Town offered the Blue Cross / Blue Shield (BC/BS) products along with plans administered by Harvard Pilgrim. In response to 15% (BC/BS) and 20% (Harvard Pilgrim) premium increases expected for FY05, the Town issued an RFP in CY04 to ascertain whether more reasonable rate increases could be realized. BC/BS responded very favorably to the RFP, so the Town decided to move to a sole provider of health insurance. The result of the switch to one provider was a savings of \$830,000 for the Town and \$275,000 for employees. (On an annualized basis, the savings were \$1.1 million for the Town and \$400,000 for employees. The actual savings were less because the new plan went into effect on October 1, 2004.)

For FY08, the quoted rate increase was 12%. In response to the expected \$2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately \$950,000 for the Town, partially offset by the loss of the Medicare Part D Subsidy from the Federal government (\$195,000), yielding a net savings of \$755,000 for FY08. On an annualized basis, the total premium reduction was nearly \$1.3 million. The plan design changes included the doubling of co-pays for doctors visits and prescription drugs, the institution of deductibles for in-patient and out-patient services, and a three-tier prescription drug program for retirees.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

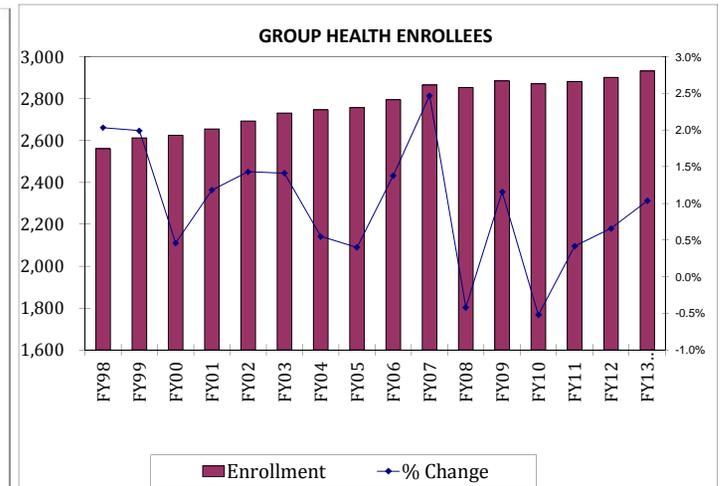
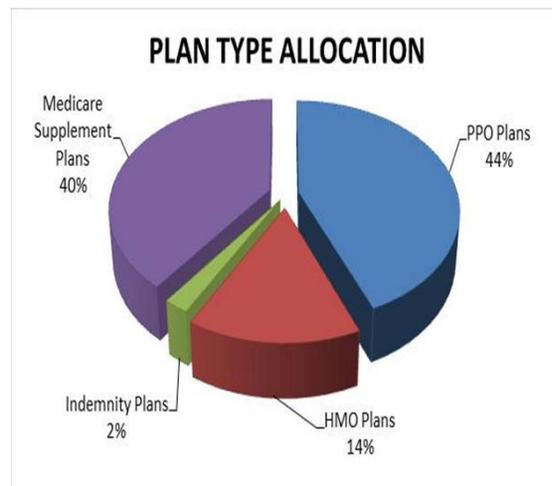
**PROGRAM GROUP: Non-Departmental  
PROGRAM: Personnel Benefits**

**GROUP HEALTH INSURANCE (con't)**

In FY11, as a result of the Town and the unions agreeing to move to the State-administered Group Insurance Commission (GIC), the appropriation decreased \$3.85 million instead of realizing an increase estimated to be \$1.7 million. The FY13 budget assumes a rate increase of 5% and 30 new enrollees, bringing the Group Health budget to \$23.9 million, which reflects an increase of \$2.2 million (10.4%). This includes the increase in the Town's share of the premium from 80% to 83%, negotiated as part of the agreement with the unions (cost of approximately \$725,000).

The table below left shows the enrollment allocation between Town/School, Active/Retired, and Individual plan/Family plan while the pie chart in the middle breaks out enrollment by plan type. The graph below right shows the increase in the number of enrollees since FY98, during which time enrollment has increased 17.7% (370 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 339 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

	ESTIMATE FY2012	ESTIMATE FY2013
Group Health Subscribers	2,901	2,931
Town	1,357	1,372
% of Total	46.8%	46.8%
School	1,544	1,559
% of Total	53.2%	53.2%
Active	1,404	1,404
% of Total	48.4%	47.9%
Retiree	1,497	1,527
% of Total	51.6%	52.1%
Individual	2,083	2,113
% of Total	71.8%	72.1%
Family	818	818
% of Total	28.2%	27.9%



**HEALTH REIMBURSEMENT ACCOUNT (HRA)**

An HRA is a program where the employer reimburses certain out-of-pocket medical expenses paid by employees. As part of the agreement to enter the GIC, for FY11 the Town funded an HRA for some expenses, including co-pays for outpatient surgery, inpatient hospital care, emergency room visits, and durable medical equipment, all of which were paid from the old Group Health Trust Fund. Per the agreement with the Public Employee Committee (PEC), \$125,000 is required for FY13, a reduction of \$125,000 (50%).

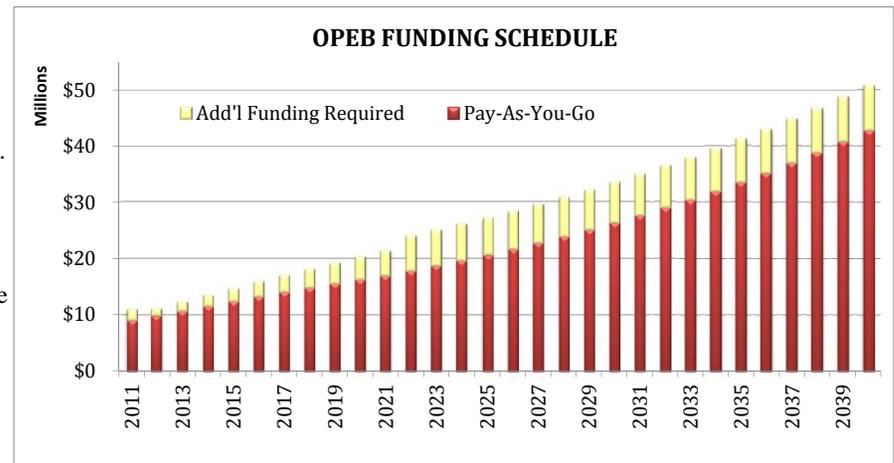
**POST-RETIREMENT BENEFITS TRUST FUND (OPEB's)**

Retiree healthcare benefits have become a growing concern to both public and private sector employers. The aging of the workforce, combined with escalating healthcare costs, raise serious concerns about how these benefits will be financed. For Brookline, more than 50% of all enrollees are retirees, and that figure will grow over the next few years as the Baby Boomers retire. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the Other Post-Retirement Benefit (OPEB) issue. The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, which is the current practice for most government-sponsored plans. GASB 45 requires the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of the OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods. GASB 43 applies to trusts that are established in order to pre-fund OPEB benefits and for trusts that are used as conduits to pay OPEB benefits while GASB 45 applies to the financial statements issued by employers.

**POST-RETIREMENT BENEFITS TRUST FUND (OPEB's) (con't)**

In order to comply with GASB 43, at the Town's request, the Legislature enacted Chapter 472 of the Acts of 1998, a Home Rule petition that established a Post-Retirement Benefits Trust Fund to be used to offset or defray future costs of retiree healthcare. (It was amended by Chapter 143 of the Acts of 2009.) The primary objective of this fund is to begin to accumulate funds to meet the actuarially determined past service unfunded accrued healthcare liability of the Town. The Town's OPEB liability, as calculated by the Segal Group as of June 30, 2010, was \$207.9 million. (This will be next be updated with figures as of June 30, 2012.) While the Town is not legally required to make an annual contribution toward reducing the unfunded liability, the Town has taken steps to recognize and begin to fund this liability. In fact, Brookline is one of the few communities in the state that has actually begun to fund it. As of January 1, 2012, the balance in the trust fund was \$12.1 million. The Fiscal Policy Review Committee (FPRC), a blue-ribbon citizen commission that was charged with reviewing the Town's reserve and capital funding policies in CY03-CY04, recommended that appropriations into this fund be deferred. That recommendation was followed. However, the Audit Committee, the Override Study Committee (OSC), the Efficiency Initiative Committee (EIC), and the OPEB Task Force subsequently recommended that the Town once again start funding this liability. The FPRC was reconvened in CY11 to review the Town's fiscal policies and, as part of their recommendations, agreed with the funding approach developed by the Town.

In recognition of these committees' recommendations, \$250,000 of General Fund revenue was included in the FY10 budget. That figure grew to \$750,000 in FY11, plus \$277,531 from assessments on Town and School grants / special revenue funds. In FY12, \$1.56 million of General Fund revenue was appropriated into the OPEB Trust Fund, in addition to \$238,435 from assessments on grants / special revenue funds, for a total of \$1.8 million. For FY13, \$1.8 million of General Fund revenue is recommended for appropriation plus \$257,581 from assessments on grants / special revenue funds. In addition, a \$211,256 infusion from Free Cash is recommended. Lastly, it is recommended that the Medicare Part D Subsidy revenue to be received by the GIC (estimated at \$300,000) be directed to OPEB's. These proposals result in a FY13 appropriation of \$2.6 million. According to the actuary report, if the Town continues to follow its funding plan, the Town will be fully-funding the Annual Required Contribution (ARC) in approximately 10 years and the system will be fully-funded in 2040 (i.e., the Unfunded Actuarial Accrued Liability (UAAL) will be \$0). The 30-year funding schedule is shown in the graph to the right.



**EMPLOYEE ASSISTANCE PROGRAM (EAP)**

The Town implemented an Employee Assistance Program on May 1, 1999 to provide short-term counseling or referral services to Town employees and their families who may be experiencing personal or family problems. In July, 2002, the program was extended to all School employees, after having been available to teachers for approximately six months prior to that. The use of this program is voluntary and confidential. The budget is level-funded at \$28,000.

**GROUP LIFE INSURANCE**

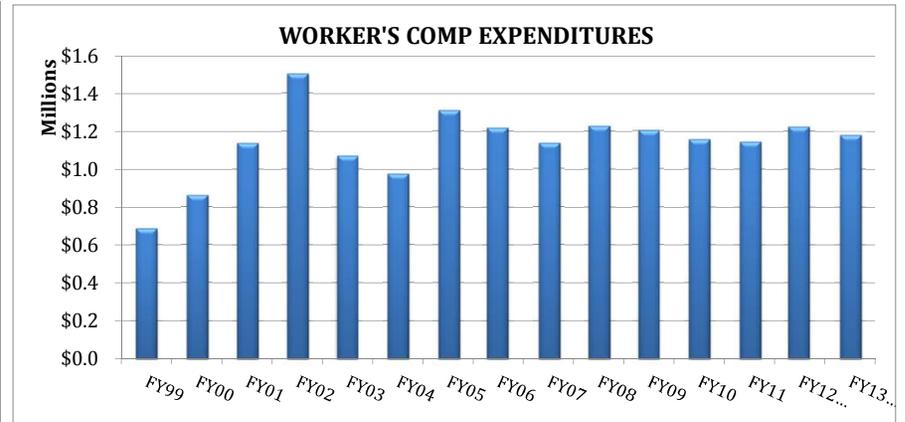
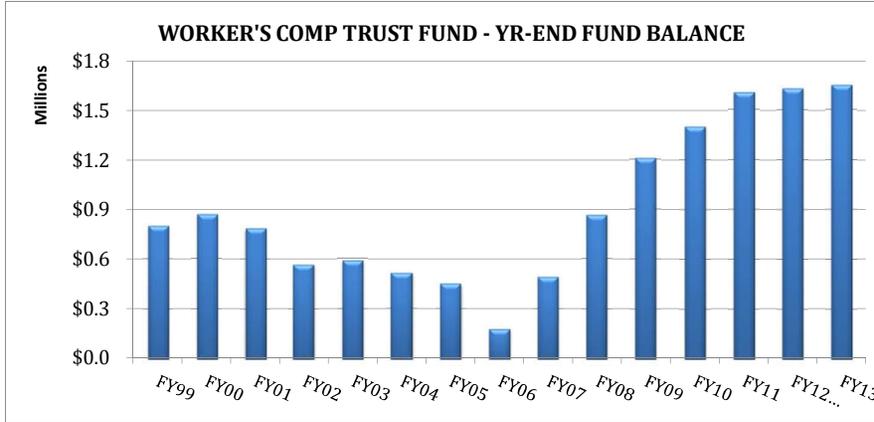
The Town provides a group life insurance program available for all employees and retirees. Those who choose to enroll are insured at \$5,000. There are approximately 1,447 active employees and 868 retirees enrolled in the program. The Town's 36-month contract with Boston Mutual Insurance Company expires at the end of June, 2012 and the Town has been notified that rates for FY13 will increase 19%, resulting in a budget increase of \$20,000 to \$150,000.

**DISABILITY INSURANCE**

The Town provides disability insurance to members of the Department Head and Senior Administrator Classification Plan. The contributory program provides coverage to be based on a 90-day elimination period before benefits commence with a benefit of 60% to a maximum of \$6,000 a month per individual. The total cost is estimated to be \$16,000.

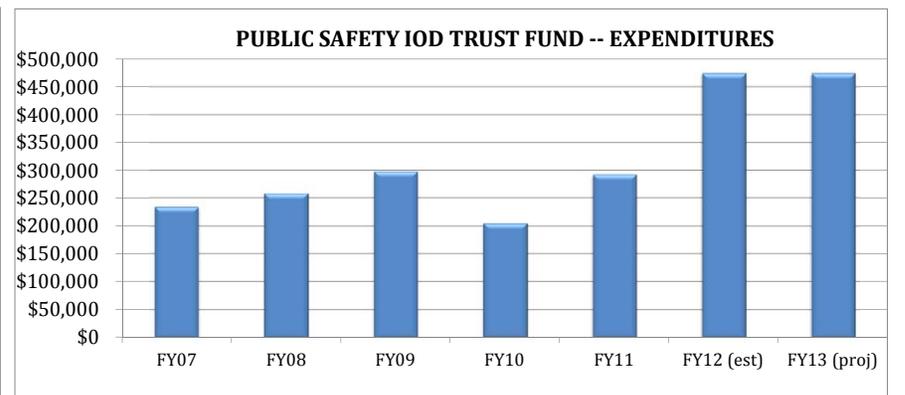
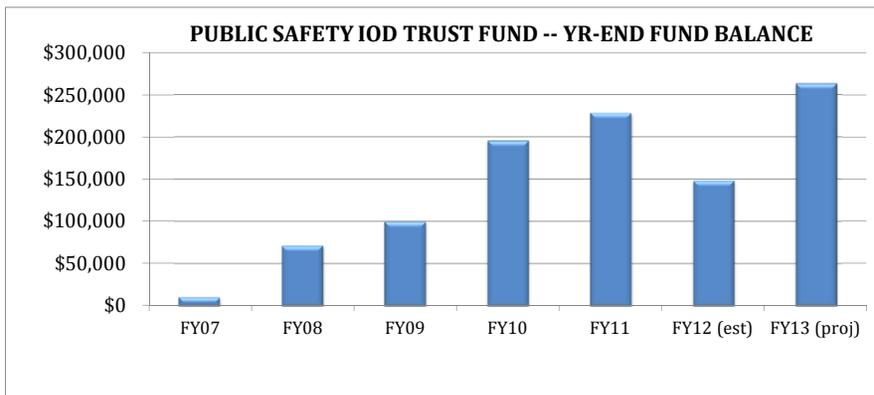
**WORKERS' COMPENSATION**

The Town provides workers' compensation on a self-insured basis with a stop loss policy of \$800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. The FY13 budget is reduced by \$50,000 (4%) to \$1.2 million. As shown in the graph below left, the fund balance had dropped significantly since FY00, to the point where the balance was just 14% of a year's expenditures, a very low reserve level for a fund that can experience large spikes in expenses. At the end of FY11, the fund balance was equal to one year's worth of expenditures. This turnaround is due to increasing the annual appropriation, using Free Cash to augment the fund, and efforts to slow the growth in costs. Those efforts have been successful, as shown in the graph below right.



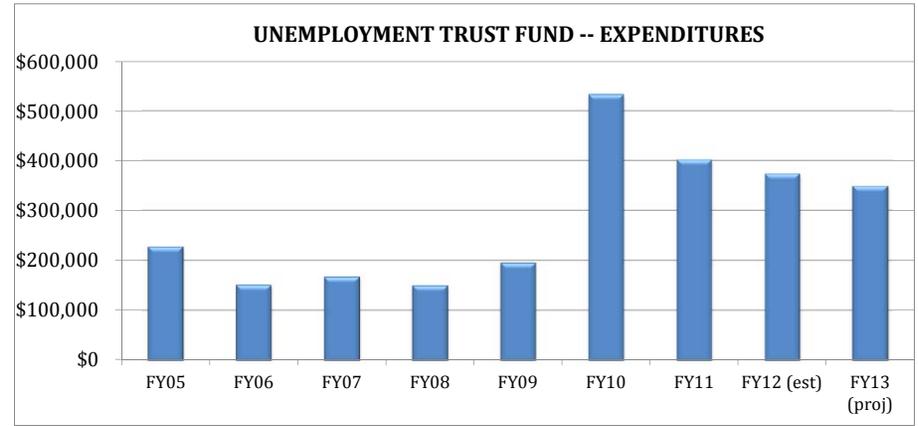
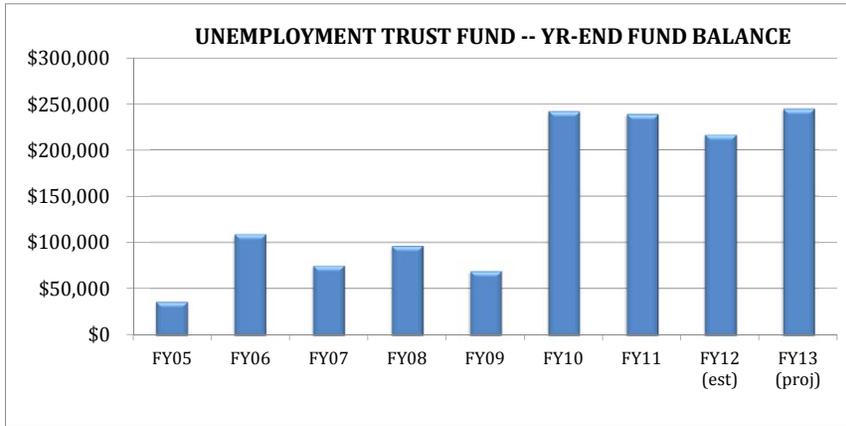
**PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND**

At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to pay the medical bills of police officers and firefighters who are injured while on duty from a trust fund rather than from a line-item in those departments' budgets. The Town filed the Home Rule petition when it became apparent that the existing structure was insufficient to meet Police and Fire IOD medical requirements. In addition, it made little sense that it was permissible to establish a trust fund to cover the medical costs of employees injured on the job who are covered by Worker's Compensation (non-public safety employees), but it was not permissible to establish a fund to pay for similar expenses for public safety employees. The FY13 request is \$560,600, which reflects an increase of \$260,660 (87%), of which \$185,660 is attributable to an infusion of Free Cash. This is recommended because of a recent increase in claims experience. The graph below left shows the year-end fund balance since the fund was created in FY07 while graph below right shows annual expenditures from the fund.



**UNEMPLOYMENT COMPENSATION**

Unemployment benefits paid out by the State to former employees of the Town are charged back to the Town. Employees are eligible to receive 50% of their weekly wage up to 57.5% of the statewide weekly wage, or \$653 per week. Claimants may draw only the lesser of 30 times their weekly benefit rate or 36% of their total base period wages. In addition, \$25 per week is payable for dependent children under the age of 18, provided that the employee is the major wage earner. Based on FY11 data, approximately 53% of the claims and associated costs are for former School employees, with the remaining 47% for former Town employees. For FY13, the budget is level-funded at \$350,000. The graph below left shows the year-end fund balance since the fund was created in FY05 while the graph below right shows annual expenditures from the fund.

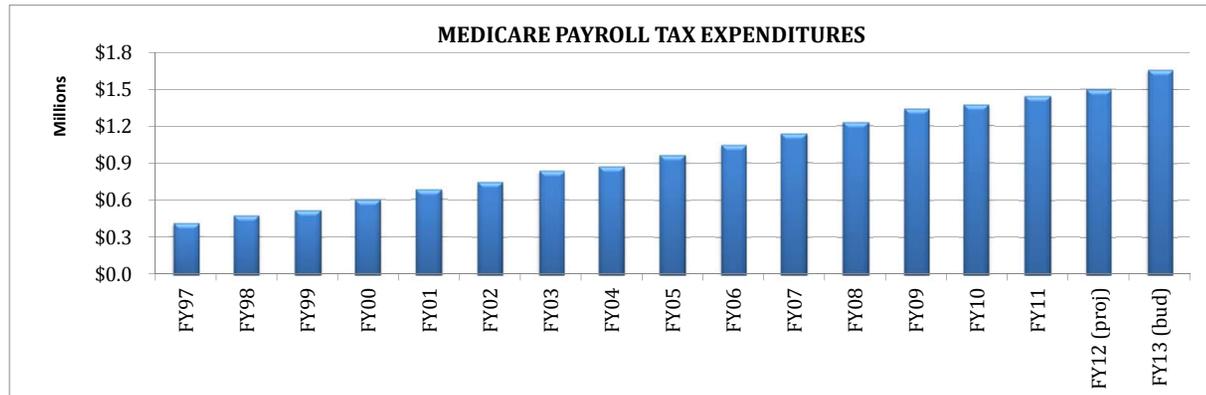


**PUBLIC SAFETY MEDICAL DISABILITY**

Chapter 41, Section 100B requires the Town to pay all disability-related medical costs for police and firefighters retired from the Town due to a job-related disability. The FY13 appropriation is level-funded at \$30,000.

**MEDICARE PAYROLL TAX**

As a result of federal legislation, all local government employees hired after March 1, 1987, are required to be covered under the Medicare program. Both the Town and the employees are responsible for a payroll tax of 1.45%. As more and more positions turnover, or are added, this tax will increase. It also increases with wages, as it is based upon a percentage of wages. The graph below shows the expenditure history of this line-item since FY97. The FY13 requested amount is level-funded at \$1.66 million.



**DEBT SERVICE**

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY13, the Debt Service budget for the General Fund is \$10 million, a decrease of \$357,547 (3.4%). Please see Section VII of this Financial Plan for a more detailed description of the Capital Improvement Program (CIP), debt, and debt service.

**LONG-TERM DEBT**

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, between 4.5% - 6% of the Town's net operating revenues are allocated to service the debt of the CIP. (The policies, which can be found in the Appendix of this Financial Plan, require that a total of 6% of the prior year's net revenue be dedicated to the CIP, with 4.5% targeted for debt and 1.5% targeted for pay-as-you-go.) The Board's policies were designed to boost the commitment to the CIP in an effort to address the backlog of much needed capital projects. In the last 10 years, more than \$96 million in bond authorizations have been voted by Town Meeting, of which \$85 million is supported by the General Fund and \$11 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately \$79 million, with the General Fund responsible for \$66 million. FY13 General Fund long-term debt service is projected to total \$9.9 million, a decrease of \$357,547 (3.5%) from FY12. The table on page VII-13 shows debt service for all funds, which totals \$12.6 million.

**BOND ANTICIPATION NOTES**

Bond Anticipation Notes (BANs) are temporary borrowings made by the Treasurer in anticipation of a long-term bond issue. If funds for a project are needed quickly, or only a portion of the funds are needed right away, or if a majority of the funds will be reimbursed by another governmental agency, the Treasurer will issue BANs. BAN interest costs for FY13 are level-funded at \$100,000.

**ABATEMENT INTEREST AND REFUNDS**

Interest payments, which may be due to a taxpayer as a result of a tax abatement, are paid from this account. Also paid from this account are small refunds due to taxpayers because of overpayments. The budget is level-funded for FY13 at \$60,000.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	BUDGET FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Long-Term Debt - Principal	7,264,649	7,975,489	7,422,382	(553,107)	-6.9%
<u>Long-Term Debt - Interest</u>	<u>2,176,113</u>	<u>2,268,932</u>	<u>2,464,492</u>	<u>195,560</u>	<u>8.6%</u>
Total Long-Term Debt	9,440,762	10,244,421	9,886,874	(357,547)	-3.5%
Short-Term Debt Interest -					
<u>Bond Anticipation Notes (BAN's)</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>0</u>	<u>0.0%</u>
Total Short-Term Debt	0	100,000	100,000	0	0.0%
Abatement Interest & Refunds	50,259	60,000	60,000	0	0.0%
<b>TOTAL EXPENDITURE</b>	<b>9,491,021</b>	<b>10,404,421</b>	<b>10,046,874</b>	<b>(357,547)</b>	<b>-3.4%</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**PROGRAM GROUP: Non-Departmental  
PROGRAM: Unclassified**

**UNCLASSIFIED**

The Unclassified portion of the budget represents various miscellaneous accounts in the Town budget, including various reserves. This category of expenses totals \$2.9 million, a decrease of \$175,179 (5.7%).

**OUT OF STATE TRAVEL**

This budget covers the costs of out-of-state conferences, workshops, and training seminars for Department Heads. This minimal level of funding of \$3,000 allows for only one or two conferences and a few technical workshops.

**PRINTING OF WARRANTS AND REPORTS**

This budget is for the costs associated with advertising and printing Town Meeting warrants and for the printing and production of the Combined Reports, the Town's Annual Report, and the Annual Financial Plan. The budget has been level-funded at \$20,000 for FY13.

**MMA DUES**

The Massachusetts Municipal Association is an umbrella organization representing various municipal organizations. One of its most important functions is to lobby the State and Federal governments on behalf of member cities and towns. The dues for FY13 are estimated to be \$12,729, an increase of \$310 (2.5%).

**GENERAL INSURANCE**

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for more than 80% of all the general insurance costs. The total amount requested for FY13 is level-funded at \$275,000.

**AUDIT AND PROFESSIONAL SERVICES**

In accordance with State law, the Town contracts for an annual independent audit of its accounts. The cost of the annual audit for FY13 is budgeted at \$85,000, while the remaining \$45,000 is for outside professional consulting services that may be necessary during the course of the year. This budget is level-funded at \$130,000 for FY13.

<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2011	BUDGET FY2012	BUDGET FY2013	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
Out of State Travel	0	3,000	3,000	0	0.0%
Printing of Warrants and Reports	19,205	20,000	20,000	0	0.0%
Mass. Municipal Association (MMA) Dues	11,417	12,419	12,729	310	2.5%
General Insurance	251,526	275,000	275,000	0	0.0%
Audit and Professional Services	138,560	130,000	130,000	0	0.0%
Contingency Fund	14,791	15,000	15,000	0	0.0%
Liability / Catastrophe Fund *	455,500	141,959	253,669	111,710	78.7%
Affordable Housing Trust Fund *	0	355,264	251,363	(103,901)	-29.2%
Stabilization Fund *	71,868	253,092	0	(253,092)	-100.0%
Reserve Fund **	1,603,475	1,877,151	1,946,946	69,795	3.7%
Property Tax Supported (0.75%)	na	1,407,863	1,460,209	52,346	3.7%
Free Cash Supported (0.25)	na	469,288	486,736	17,449	3.7%
<b>TOTAL EXPENDITURE</b>	<b>2,566,342</b>	<b>3,082,885</b>	<b>2,907,707</b>	<b>(175,179)</b>	<b>-5.7%</b>

\* Amounts transferred to the trust fund from General Fund revenues.

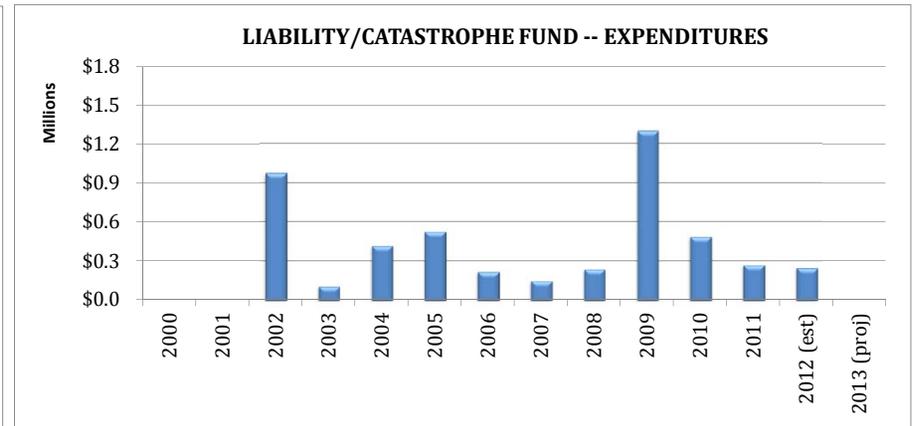
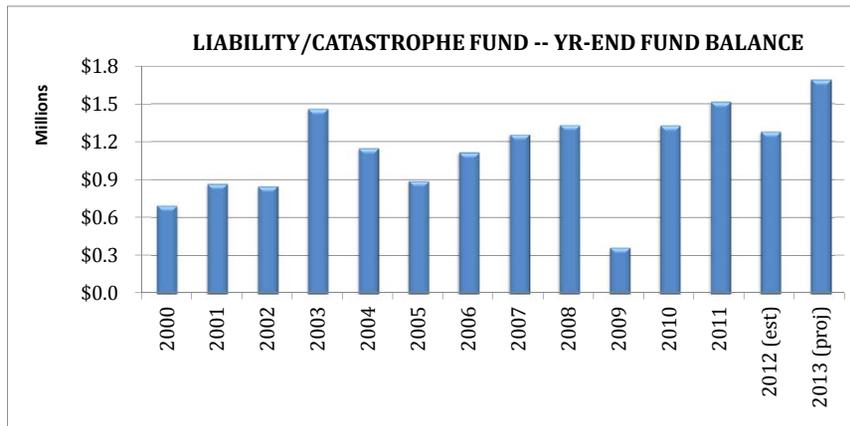
\*\* For the FY11 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

**CONTINGENCY FUND**

This small contingency fund, which is administered by the Selectmen and Town Administrator, is generally used to fund smaller, non-budgeted items and smaller, unforeseen items more appropriately handled from a contingency fund rather than through a reserve fund transfer. It is level-funded at \$15,000.

**LIABILITY/CATASTROPHE FUND**

This reserve was established by Town Meeting in 1997 via Home Rule legislation that was eventually signed into law on April 3, 1998 as Chapter 66 of the Acts of 1998. (It was later amended by Chapter 137 of the Acts of 2001.) The purpose of the Fund is to allow the Town to set aside reserves, pay settlements and judgments, and protect the community from the negative financial impact of catastrophic loss or legal claims. Per the Town's Reserve Fund policies, the required level for this fund is an amount equivalent to 1% of the prior year's net revenue, or \$1.9 million for FY13. The amount required to achieve the recommended funding level for FY13 is \$253,669, an increase of \$111,710 (78.7%). The large increase is reflective of the need to replenish the fund in FY13 after a withdrawal was approved in FY12 as part of a legal settlement. All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies. The graphs below show the annual year-end fund balance (left) and expenditure history (right).



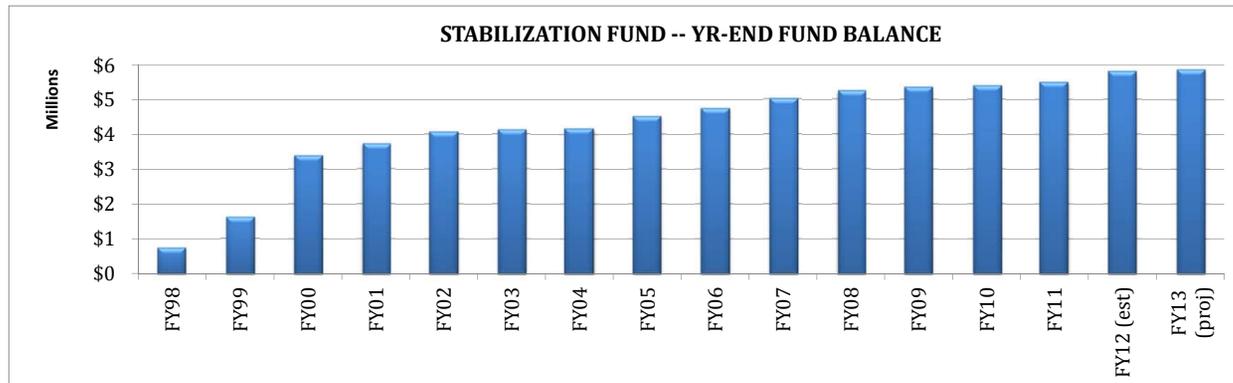
**AFFORDABLE HOUSING TRUST FUND (AHTF)**

This fund was established as part of the Town's effort to increase the amount of affordable housing in the Town. In FY02, the Town was able to make its first appropriation from General Fund revenues into the Fund, in the amount of \$1 million. This was made possible by having an extremely large Free Cash certification of \$12.4 million. In order to establish a clear policy regarding how Free Cash relates to the Trust Fund, an allocation formula was adopted. The Fiscal Policy Review Committee (FPRC), as part of its work in CY11, recommended a revision to the policy, which the Selectmen adopted. The policy, which can be found in its entirety in the Appendix of this Financial Plan, basically states that if the year-end fund balance in the AHTF is below \$5 million, then 15% of any Free Cash remaining after funding the first four priorities shall be allocated to the AHTF. Based on this policy, \$251,363 is recommended for appropriation into the AHTF in FY13. The table below provides a history of funding by source, along with the annual year-end fund balance.

	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)
From Free Cash	\$0	\$1,000,000	\$311,225	\$316,455	\$348,312	\$0	\$0	\$0	\$0	\$0	\$0	\$355,264	\$251,363
From Contributions (Developers)	\$1,719,294	\$763,249	\$961,931	\$410,133	\$2,112,808	\$489,217	\$554,254	\$187,275	\$771,372	\$0	\$0	\$0	\$0
<b>Year-End Fund Balance</b>	<b>\$1,619,981</b>	<b>\$3,418,652</b>	<b>\$3,742,815</b>	<b>\$3,697,754</b>	<b>\$4,535,020</b>	<b>\$5,258,404</b>	<b>\$5,460,803</b>	<b>\$5,511,692</b>	<b>\$6,402,773</b>	<b>\$5,452,684</b>	<b>\$4,898,106</b>	<b>\$5,279,638</b>	<b>\$5,558,656</b>

**STABILIZATION FUND**

A “Capital Stabilization Fund” was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Board of Selectmen to review CIP Financing policies and practices. In 2004, the Fiscal Policy Review Committee (FPRC) recommended that the Stabilization Fund be expanded and made accessible for both operating and capital needs when revenue conditions decline to specified levels. To accommodate the expansion of the Fund’s purpose from solely capital to both the capital and operating budgets, the FPRC also recommended changing the funding target from 1% of the replacement value of buildings to 3% of prior year net revenue. As part of the FPRC’s CY11 work, the Committee recommended removing the 3% ceiling since the Stabilization Fund is a key component of the Town’s overall fund balance levels, a key metric used by the bond rating agencies. By removing the ceiling, the Town can deposit more into the fund if overall fund balance levels dictate the need. No additional funding is recommended for FY13. The graph below shows the annual year-end fund balance.

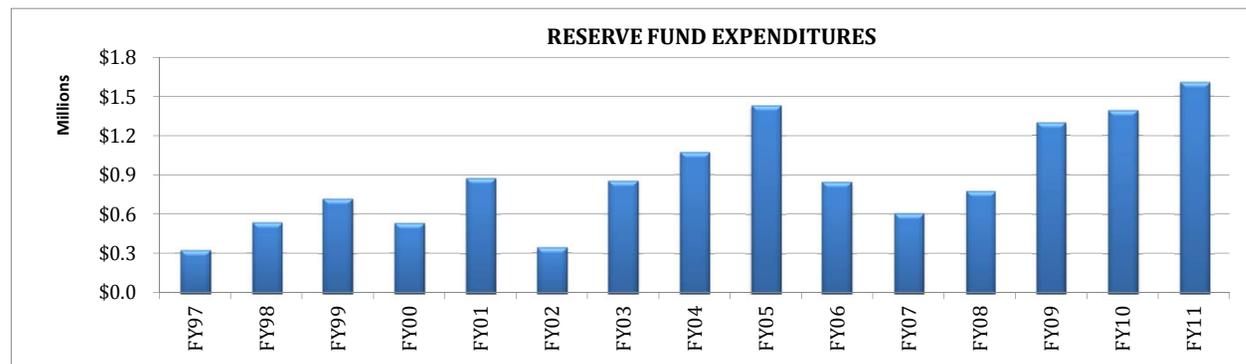


**RESERVE FUND**

The Reserve Fund is administered by the Advisory Committee and is used to fund extraordinary and unforeseen expenses, per Massachusetts General Laws Chapter 40, Section 6. According to Town policies, it is set at a level equivalent to 1% of the prior year's net revenue and is funded in the following manner:

- 75% from Operating Budget revenue, in an amount equivalent to 0.75% of the prior year's net revenue
- 25% from Free Cash, in an amount equivalent to 0.25% of the prior year's net revenue.

The requested amount of \$1,946,946, which represents an increase of \$69,795 (3.7%), meets the requirements of the Reserve Fund policies that were reviewed by the Fiscal Policy Review Committee (FPRC) in 2004 and 2011 and can be found in the Appendix of this Financial Plan. Of the increase, \$52,346 comes from the Operating Budget and \$17,449 comes from Free Cash. The graph below shows the annual spending history.





**Public Schools of Brookline**

The budget for the School Department reflects a \$2,808,877 (3.7%) increase driven by rising enrollment, special education, step increases and wage adjustments included in new employee contracts. The School budget is voted as a single appropriation by Town Meeting. The Superintendent's budget message was not available when this document went to print.

**PROGRAM COSTS**

CLASS OF	ACTUAL	BUDGET	REQUEST	FY13 vs. FY12	
				\$ CHANGE	% CHANGE
EXPENDITURES	FY2011	FY2012	FY2013		
TOTAL	72,043,133	75,387,188	78,196,065	\$2,808,877	3.7%
BENEFITS			19,001,879		
REVENUE	480,659	230,000	325,000	95,000	41.3%



TOWN OF BROOKLINE FY2013 PROGRAM BUDGET			NON-APPROPRIATED EXPENSES		
<p>This category consists of mandated expenditures and assessments that are automatically added to the tax rate without appropriation. Overall, Non-Appropriated expenses are expected to total \$7,996,982, an increase of \$283,142 (3.7%) for FY13. The total projected State and County Assessments of \$6,162,822, an increase of \$283,142 (3.7%), includes \$4,965,929 for the MBTA and \$715,791 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Tax Titles/ Court Judgments/ Deficits, and the Tax Levy Overlay. Those items decrease \$208,172 (10.2%).</p>					
CLASS OF EXPENDITURE	ACTUAL FY2011	BUDGET FY2012	REQUEST FY2013	FY13 vs FY12	
				\$ CHANGE	% CHANGE
<u>State and County Assessments</u>					
County	638,134	698,333	715,791	17,458	2.5%
Retired Employee Health Insurance	3,295	1,855	0	(1,855)	-100.0%
Air Pollution District	22,046	23,973	24,993	1,020	4.3%
Metropolitan Area Planning Council (MAPC)	16,551	17,164	18,502	1,338	7.8%
Special Education	67,445	68,120	59,317	(8,803)	-12.9%
School Choice Sending Tuition	2,279	2,279	5,000	2,721	119.4%
Charter School Assessment	74,443	54,048	110,630	56,582	104.7%
Registry Parking Surcharges	271,360	271,360	262,660	(8,700)	-3.2%
MBTA	4,480,479	4,534,376	4,965,929	431,553	9.5%
<b>SUB-TOTAL - STATE AND COUNTY ASSESSMENTS</b>	<b>5,576,032</b>	<b>5,671,508</b>	<b>6,162,822</b>	<b>491,314</b>	<b>8.7%</b>
<u>Misc. Non-Appropriated Expenses</u>					
Education Offsets	102,036	106,839	109,160	2,321	2.2%
School Lunch	21,034	26,417	27,780	1,363	5.2%
Libraries	81,002	80,422	81,380	958	1.2%
Tax Levy Overlay	1,795,169	1,910,493	1,700,000	(210,493)	-11.0%
Tax Titles/ Court Judgments/ Deficits	8,605	25,000	25,000	0	0.0%
<b>SUB-TOTAL - MISC. NON-APPROPRIATED</b>	<b>1,905,810</b>	<b>2,042,332</b>	<b>1,834,160</b>	<b>(208,172)</b>	<b>-10.2%</b>
<b>TOTAL NON-APPROPRIATED</b>	<b>7,481,842</b>	<b>7,713,840</b>	<b>7,996,982</b>	<b>283,142</b>	<b>3.7%</b>

**COUNTY TAX**

General Laws Chapter 35, Section 31, provides that the cost of county government shall be apportioned among the cities and towns within each County according to the equalized valuation (EQV) of each city and town in relation to the total EQV of all cities and towns in the County. EQV's are updated by the State every two years and were updated by the State in CY2011. Under the present EQV's, Brookline pays more than 13% of the Norfolk County assessment. While the overall county assessment is limited to a 2 1/2% increase under Proposition 2 1/2, individual communities' assessments are not. The Town's FY13 assessment will increase \$17,458 (2.5%) to a total of \$715,791

**HEALTH INSURANCE - RETIREES**

General Laws Chapter 32A, Section 10B, requires communities to reimburse the State for the costs of providing a health insurance plan for governmental retirees who were pensioned prior to the implementation of Chapter 32B by their local governmental unit. Chapter 32B enabled municipalities to establish a mechanism for group insurance for retirees. Each participating municipality is assessed for the governmental share of health insurance premiums paid on behalf of its retirees by the State. The State pays 90% of the total premium and the retiree's co-payment is 10% of the total premium, as well as full payment for catastrophic illness coverage. A proportionate share of administrative expenses is also assessed to each municipality. Costs for FY13 will decrease \$1,855 (100%) to \$0.

**AIR POLLUTION CONTROL DISTRICT**

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community. Costs for FY13 will increase \$1,020 (4.3%) to \$24,993.

**METROPOLITAN AREA PLANNING COUNCIL (MAPC)**

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The total assessment is apportioned among communities based on the community's share of the total district population. The assessment will increase \$1,338 (7.8%) for FY13, resulting in a projected cost of \$18,502.

**SPECIAL EDUCATION**

This assessment is to partially reimburse the State for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the State. Current year charges are for pupils served in the prior school year. The FY13 assessment will decrease \$8,803 (12.9%), resulting in a cost of \$59,317.

**SCHOOL CHOICE SENDING TUITION**

General Laws Chapter 71, Section 12B mandates that the State assess a municipality or regional school district for pupils attending another school district under School Choice. School Choice tuition charges are assessed against the sending district and paid to the receiving school district. Cherry Sheet estimates are based on the prior year's final tuition rates and enrollment figures. The tuition charge is based on the number of Full Time Equivalent students multiplied by the per pupil tuition rate. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance and fixed charges. A student's tuition equals 75% of the per pupil cost, up to a limit of \$5,000. For a student with an individualized education plan, a special education increment augments that tuition. The amount of the increment is determined by applying annual cost rates to the specific services cited in a pupil's individual education plan. Based on the Preliminary Cherry Sheets, a \$5,000 assessment is expected for FY13, an increase of \$2,721 (119.4%).

**CHARTER SCHOOL ASSESSMENT**

General Laws Chapter 71, Section 89, Sub-section (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district. Municipalities and school districts are reimbursed for this assessment based on the following schedule: in year one, an amount equal to 100% of the assessment; in year two, an amount equal to 60% of the assessment; in year three, an amount equal to 40% of the assessment; after year three, no reimbursement. The reimbursement of the assessment, which appears as revenue under State Aid, is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The FY13 assessment will increase \$56,582 (104.7%) to \$110,630.

**PARKING FINE REGISTRY SURCHARGE**

If after proper notices a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) to not renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY13 surcharge assessment will decrease \$8,700 (3.2%) to \$262,660.

**MBTA**

The MBTA provides rapid transit and other mass transit services to 175 cities and towns including Brookline. Prior to the 1999 enactment of the reform package that overhauled the budgeting and assessment procedures for the MBTA (commonly referred to as "forward-funding"), only 78 communities were assessed, totaling \$145 million and increasing 2 1/2 % annually. Now 175 communities are assessed and total assessments declined over a six-year period, ending in FY06, when it reached \$127.5 million. With the total assessment being spread over a larger number of communities, the assessment for the original 78 communities were lowered over the six-year period. This is governed by General Laws, Chapter 161A. Beginning in FY07, total assessments could not increase by more than 2 1/2% annually.

Each community's MBTA assessment equals its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation are the most recent from the United States Census Bureau. The FY13 total assessment for all communities is estimated at \$155.9 million, with the Town's assessment at \$4.97 million, an increase \$431,553 (9.5%).

**EDUCATION OFFSETS**

Included in the estimated amount of aid to be received from the State are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the state aid estimate is also included in the non-appropriated expense section as an off-setting debit. The two components of Education Offsets are School Lunch (\$27,780) and Libraries (\$81,380). In total, they increase by \$2,321 (2.2%). A more detailed explanation of these items can be found in the financing section (Section III) under State Aid.

**TAX LEVY OVERLAY**

General Laws Chapter 59, Section 25 requires that the Board of Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated or exempted. Individual tax abatements are paid out of this fund, as are exemptions for certain elderly, veterans, surviving spouses, and blind persons. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation. The proposed overlay for FY13 is \$1.7 million, or approximately 1% of the total property tax levy, a decrease of \$210,493 (11%).

**TAX TITLES, COURT JUDGMENTS, AND DEFICITS**

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate. From time to time, there are other non-appropriated expenses that have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, must be added to the following year's tax rate. Expenses for FY13 are projected to level-funded at \$25,000.

**TOWN OF BROOKLINE  
FY2013 Program Budget**

**SPECIAL REVENUE FUNDS**

Outside of the General Fund, there exist particular revenues that are earmarked for and restricted to expenditure for specified purposes, including receipts reserved for appropriation, revolving funds, trust and agency funds, enterprise funds, special purpose funds, and grants. Generally referred to as Special Revenue Funds, these external funds augment the General Fund to support departmental operations. While some are one-time in nature (e.g., grants), others have annual inflows and outflows (e.g., parking meter receipts, cemetery lot sales). Below is a list of all Town special revenue funds, their FY11 year-end fund balance, fund balance as of December 31, 2011, and a brief description of each fund.

\* NOTE: Under "Fund Type", "Revolving Fund (A)" does not, per state law, require appropriation. "Revolving Fund (B)" does require appropriation.

<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY11 YEAR-END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/11</u>	<u>DESCRIPTION</u>
Building	SP20	Local Grant	NSTAR GRANT/REBATE	4,486	9,574	Funds from NStar used for energy conservation projects
Building	SP25	Revolving Fund (B)	TOWN PROPERTIES REVOLVING FUND	37,182	23,351	Proceeds from rental properties to support maintenance of those facilities
<b>BUILDING SUB-TOTAL</b>				<b>41,668</b>	<b>32,925</b>	
COA	SH01	State Grant	COA SPENDING PLAN FORMULA GRANT	0	4,839	Used to support personnel
COA	SH02	Federal Grant	OLDER AMERICANS ACT	2,534	1,751	Used to provide outreach to Hispanic, Asian and Russian elders
COA	SH24	Local Grant	SENIOR CENTER GIFT	13,215	18,481	Private Grants to support special projects
COA	SH29	Local Grant	ASIAN ELDER OUTREACH PROGRAM	2,517	2,934	Grant for Asian/Russian Outreach
COA	SH30	Local Grant	RUSSIAN AND ASIAN ELDER	28	28	Community Fund grant for Russian/Asian programs
COA	SH31	Local Grant	ARTHRITIS PROGRAMMING	200	200	Community Fund grant for Arthritis programs
COA	SH33	Local Grant	COUNCIL ON AGING GIFT-VAN EXPENSES	(25)	10,444	Donations to support the Senior Center van
COA	SH35	Federal Grant	SPRINGWELL ALZHEIMERS RESPITE	1,287	1,287	Federal Grant for Respite Workers
COA	SH45	Local Grant	OUTREACH WORKER FOR NUTRITION	6,166	3,714	Community Fund grant for connecting elders with nutrition services
COA	TH04	Trust	COUNCIL ON AGING EXPENDABLE FUND	8,730	2,833	Supports the Elderbus
<b>COUNCIL ON AGING SUB-TOTAL</b>				<b>34,652</b>	<b>46,511</b>	
Fire	SG19	Revolving Fund (A)	PRIVATE DETAILS	(23,821)	(24,148)	Fire Details account
Fire	SP14	State Grant	SAFE GRANT	1,975	308	For the Student Awareness of Fire Education (SAFE) program
Fire	SP55	Local Grant	FIRE SAFETY/PREVENTION GIFT	3,188	3,119	Local gifts to support fire safety efforts
Fire	SP74	State Grant	MASS DECONTAMINATION UNIT DEPLOYMENT	16,023	16,023	Maintain/replace supplies/equipment for Mass Decontamination Trailer
Fire	SPA9	State Grant	FY11 FIREFIGHTING EQUIPMENT	461	461	To purchase Firefighting tools and equipment
Fire	SPB9	State Grant	FIRE SERVICES STAFFING	(48,313)	4,765	ARRA grant (through State) for two firefighters
<b>FIRE SUB-TOTAL</b>				<b>(50,487)</b>	<b>528</b>	
Health	SH03	Local Grant	TUBERCULOSIS GRANT	118,589	114,681	Supports public health nursing
Health	SH04	Local Grant	ALCOHOLIC BEVERAGE SERVER TRAINING	34,420	34,920	Supports training of bartenders
Health	SH11	State Grant	SEPTIC MANAGEMENT PROGRAM	5,871	5,871	Supports environmental health projects
Health	SH12	Local Grant	VIOLENCE PREVENTION	39,300	39,337	Supports violence and substance abuse prevention
Health	SH13	Local Grant	CHILDREN'S INSURANCE	23,297	23,309	Supports children's health programs
Health	SH14	Local Grant	WOMEN'S HEALTH	39,169	33,953	Supports women's health programs
Health	SH15	Local Grant	ELDER HEALTH	37,114	37,114	Supports elder health programs (with COA)
Health	SH17	Local Grant	CHILDREN'S INJURY PREVENTION	9,587	9,587	Supports injury prevention programs

**TOWN OF BROOKLINE  
FY2013 Program Budget**

**SPECIAL REVENUE FUNDS**

<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY11 YEAR-END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/11</u>	<u>DESCRIPTION</u>
Health	SH19	Local Grant	CLINIC BOOKS	10,705	10,705	supports dental health programs and outreach
Health	SH22	Local Grant	CHINESE HEALTH	15,131	15,131	Supports programs targeting Chinese speakers and translation services
Health	SH27	Special Purpose	COMMISSION FOR THE DISABLED	21,999	15,889	From handicapped parking violations to support Commission
Health	SH28	Local Grant	SKIN CANCER AWARENESS	4,910	4,910	Supports sun safety awareness
Health	SH36	Federal Grant	DRUG FREE COMMUNITY SUPPORT PROGRAM	349	(24,117)	Supports B-CASA and school-based violence/substance abuse prevention
Health	SH37	Local Grant	MEDICAL RESERVE CORPS	19,284	19,284	Supports activities of the Medical Reserve Corps
Health	SH38	State Grant	EMERGENCY PREPARATION	28,255	20,690	From State DPH for emergency preparation planning
Health	SH40	Local Grant	WELLNESS IN THE COMMUNITY	7,096	9,642	Supports wellness initiatives including "Brookline On the Move"
Health	SH41	Local Grant	HEALTH INSURANCE PROJECT	2,030	2,030	Grant to educate and enroll people in health insurance
Health	SH47	State Grant	TOBACCO AND ALCOHOL AWARENESS	0	17,033	Tobacco control program for Brookline and four other communities
Health	TH01	Trust	STEPHEN TRAIN EXPENDABLE FUND	25,558	25,685	Supports Health Center expenditures
Health	TH02	Trust	STEPHEN TRAIN NON-EXPENDABLE FUND	101,117	101,117	Cannot be spent
Health	TH05	Trust	FRIENDS OF BROOKLINE HEALTH	8,790	9,994	Supports Friends' activities
<b>HEALTH SUB-TOTAL</b>				<b>552,571</b>	<b>526,765</b>	
Human Rel.	SG20	Local Grant	HOLOCAUST MEMORIAL GIFTS	114	114	Supports Holocaust Witness Project
Human Rel.	SG22	Local Grant	MARTIN LUTHER KING DAY	772	442	Supports MLK and Black History programs
Human Rel.	SH07	Local Grant	ASIAN-AMERICAN HERITAGE PROGRAM	1,289	1,289	Supports Asian-American programs
Human Rel.	SH16	Federal Grant	MLK SERVICE DAY	100	100	Supports MLK and Black History programs
Human Rel.	SH23	Local Grant	RUSSIAN AMERICAN FESTIVAL	1,723	1,723	Supports outreach efforts to Russian immigrant community
Human Rel.	SH32	Local Grant	MULTI-CULTURAL PROGRAM	50	50	Supports Inter-Group Relations programs
Human Rel.	SH39	Local Grant	DIVERSE THE CURSE GIFT	355	1,455	For plaque at Old Burying Ground and other Hidden Brookline projects
<b>HUMAN RELATIONS SUB-TOTAL</b>				<b>4,403</b>	<b>5,173</b>	
HR	TI02	Special Purpose	GROUP HEALTH TRUST FUND	774,378	639,084	Fund from when Town was self-insured
HR	TI03	Special Purpose	WORKERS COMPENSATION TRUST FUND	1,605,589	2,030,723	Worker's comp trust fund
HR	TI05	Special Purpose	RETIREE GROUP HEALTH TRUST FUND	10,882,340	12,534,904	Town's OPEB Fund
HR	TI06	Special Purpose	UNEMPLOYMENT COMPENSATION TRUST FUND	238,997	158,260	Unemployment trust fund
HR	TI07	Special Purpose	PUBLIC SAFETY INJURED ON DUTY TRUST FUND	228,667	377,965	Trust fund for Sec. 100 medical payments for public safety employees
<b>HUMAN RESOURCES SUB-TOTAL</b>				<b>13,729,971</b>	<b>15,740,936</b>	
Library	SL01	State Grant	STATE LIBRARY AID	64,832	84,961	State aid for Library operations
Library	SL14	Local Grant	LIBRARY FOUNDATION GIFT	9,829	9,829	Library Foundation gift for Coolidge Corner Library
Library	SL15	State Grant	FY07 PUBLIC LIBRARY FUND MATCHING GRANT	2,485	2,485	Received two annual payments; discontinued due to state budget cuts
Library	SL16	Local Grant	MAIN LIBRARY GIFT	29,683	29,683	Library Trustee and Foundation gift for Main Library landscaping project
Library	SL17	Local Grant	LIBRARY ANNUAL APPEAL	35,139	35,139	Proceeds from Annual Appeal to be spent on library materials
Library	SL29	Special Purpose	LIBRARY DAMAGE RECOVERY	55,090	63,341	Funds recovered to replace/repair lost or damaged library materials
Library	TL05	Trust	J.L. GARDNER 1924 FUND	65	(525)	Unrestricted trust fund
Library	TL09	Trust	FRANCES HUNT FUND	125	125	For the purchase of books
Library	TL10	Trust	LOUISE HOOPER FUND	500	490	For history and economics books
Library	TL12	Trust	LIBRARY GENERAL CONTRIBUTION FUND	3,102	(4,226)	Donations, usually "in lieu of flowers", for books or other materials
Library	TL13	Trust	D.B. HOAR FUND	0	(1,898)	Unrestricted trust fund, used exclusively for books

**TOWN OF BROOKLINE  
FY2013 Program Budget**

**SPECIAL REVENUE FUNDS**

<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY11 YEAR- END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/11</u>	<u>DESCRIPTION</u>
Library	TL22	Trust	DOROTHY CLEMENS FUND	981	(2,325)	Restricted to books and other library materials on travel and home repair
Library	TL24	Trust	CHILDREN'S CENTENNIAL FUND	221	221	For the physical plant and collections of the Children's Department
Library	TL25	Trust	PUTTERHAM CIVIC ASSOCIATION FUND	(16)	(37)	Restricted to books for the Putterham Library
Library	TL27	Trust	HOESLY-SCHNEIDER LIBRARY FUND	200	(608)	Restricted to Children's books, 50% to Coolidge Corner Library
Library	TL28	Trust	MILDRED BENT LIBRARY FUND	1,200	(5,945)	Unrestricted trust fund
Library	TL31	Trust	BENEDICT ALPER BOOK TRUST	0	(631)	For the purchase of books
Library	TL33	Trust	MARG BREEN DELEON BOOK FUND	0	(21)	For the purchase of books
Library	TL35	Trust	EDWARD J. KINGSBURY FUND	0	(21)	For books on cinema and the arts
Library	TL36	Trust	GROSS FUND	0	(4,443)	For the purchase of books
Library	TL41	Trust	LIBRARY GALA TRUST FUND	12,028	(2,890)	Proceeds from the annual Gala, to be spent on library materials
Library	TL42	Trust	DANIEL C. LEVEY MEMORIAL FUND	0	(63)	For books on photography and nature
Library	TL44	Trust	BERNICE B GODINE FUND	(24)	(300)	Restricted to books and materials for Putterham Library
Library	TL45	Trust	FRIENDS OF THE LIBRARY	0	899	Friends group use to pay for materials or services
<b>LIBRARY SUB-TOTAL</b>				<b>215,440</b>	<b>203,240</b>	
Planning	SA03	Escrow	CDBG ESCROW	3,189	3,189	Escrow for lead paint abatement program
Planning	SG01	Federal Grant	COMMUNITY DEVEL BLOCK GRANT (CDBG)	(12,358)	(857,845)	CDBG Grant
Planning	SG02	Federal Grant	HOUSING REHAB LOAN PROGRAM	148	12,086	Match for homebuyer assistance for CDBG program
Planning	SG03	Federal Grant	RENTAL REHAB PROGRAM	26,613	26,613	Funding for housing program outreach
Planning	SG15	Federal Grant	HOME PROGRAM	8,475	8,475	HOME Grant
Planning	SG30	Local Grant	TOWN WIDE CELEBRATIONS/PROMOTION	37,264	32,578	Funds for the First Light Festival
Planning	SG36	Revolving Fund (B)	FACADE IMPROVEMENT LOAN PROGRAM	27,056	18,056	Loans to businesses for façade improvements
Planning	SG43	Special Purpose	GATEWAY EAST PROJECT GIFT	26,261	26,261	Payment from 1 Brookline Place
Planning	SG47	Revolving Fund (A)	PLANNING BOARD OUTSIDE CONSULTANTS	3,559	3,563	Funds from prospective developers to be used for Town studies
Planning	SG48	Federal Grant	HOMELESS PREVENTION/RAPID REHOUSING	(77)	(121,414)	Federal stimulus funds for homeless prevention
Planning	SG49	Federal Grant	CDBG RECOVERY	(923)	(24,329)	Federal stimulus funds for CDBG program
Planning	SG51	Federal Grant	ENERGY EFFICIENCY BLOCK GRANT	101	(149,716)	Federal stimulus funds for energy efficiency programs
Planning	SG56	Various	HUBWAY REGIONAL BICYCLE SHARING	0	25,000	Gifts and grants for the Hubway regional bike share program
Planning	TG05	Trust	HOUSING TRUST	4,898,106	4,492,965	For affordable housing projects
<b>PLANNING SUB-TOTAL</b>				<b>5,017,414</b>	<b>3,495,482</b>	
Police	SA07	Special Purpose	PARKING METER FUND	3,355,312	5,369,874	Parking Meter receipts (transferred to General Fund)
Police	SP03	Local Grant	DARE PROGRAM	1,499	1,499	Donations supporting the DARE Program
Police	SP06	Local Grant	WALK & TALK	10,903	11,027	BHA grant for the Walk & Talk program
Police	SP10	Federal Grant	POLICE VESTS	46,924	48,616	Reimbursed 50% on selected body armor
Police	SP34	Federal Grant	VIOLENCE AGAINST WOMEN ACT	(4,159)	(10,751)	Funds the Domestic Violence Advocate
Police	SP82	Federal Grant	URBAN AREAS SECURITY INITIATIVE (UASI)	(27,838)	2,706	For regional training and equipment
Police	SP85	State Grant	CLICK IT & TICKET	8,669	10,791	For mobilization units and traffic enforcement equipment
Police	SPB4	State Grant	FY11 EMERGENCY TELECOMM. BD TRAINING	(8,838)	(8,838)	For 911 training
Police	SPB6	Federal Grant	EDWARD BYRNE JUSTICE ASSISTANCE	45,216	3,581	For technological advancements in Police Department
Police	SPB7	Federal Grant	EDWARD BYRNE JUSTICE ASSISTANCE (ARRA)	(11,814)	(11,944)	Federal stimulus funds for technological advancements
Police	SPC2	State Grant	FY11 911 PSAP GRANT	(44,895)	16,349	For enhanced 911 services

**TOWN OF BROOKLINE  
FY2013 Program Budget**

**SPECIAL REVENUE FUNDS**

<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY11 YEAR-END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/11</u>	<u>DESCRIPTION</u>
Police	SPC3	State Grant	FY11 EMERGENCY TELECOMM. BD TRAINING	(7,638)	(7,638)	For 911 training
Police	SPC4	State Grant	2010 JOINT NORFOLK JAG PROJECT	(18,741)	(87,950)	Supports community programs
Police	SPC5	State Grant	CITIZEN CORPS GRANT PROGRAM	(3,273)	0	Supports the CERT team
Police	SPC6	State Grant	FFY09 EMERGENCY MANAGEMENT GRANT	(2,127)	(12,964)	Supports the Emergency Management Team's equipment
Police	SPC8	State Grant	SHANNON COMMUNITY SAFETY GRANT	(2,280)	(7,141)	For anti-gang programs and warrant sweeps
Police	SPC9	State Grant	FY12 911 PSAP GRANT	0	(23,017)	For enhanced 911 services
Police	SPD1	State Grant	FY12 911 DEPT TRAINING GRANT	0	(21,851)	For enhanced 911 services
Police	SPD2	State Grant	FFY11 PEDESTRIAN AND BICYCLE SAFETY	0	(155)	To increase patrols for pedestrian and bicycle safety efforts
Police	TA05	Revolving Fund (A)	PRIVATE DETAILS - POLICE	(525,646)	(304,752)	Police Details account
Police	TP02	Trust	LAW ENFORCEMENT EXPENDABLE FUND	44,579	40,967	Proceeds from drug forfeitures
Police	TP03	Trust	BROOKLINE CITIZEN POLICE ACADEMY	4,133	3,021	Supports the Citizen Police Academy
Police	TP04	Trust	PUBLIC SAFETY MEMORIAL TRUST	2,414	2,417	Trust to construct memorial for fallen members in line of duty
<b>POLICE SUB-TOTAL</b>				<b>2,862,400</b>	<b>5,013,847</b>	
Police/Fire	SP29	Special Purpose	PUBLIC SAFETY DAMAGE RECOVERY	34,501	34,145	Funds recovered to replace/repair damaged goods
Police/Fire	SP97	Local Grant	SYDA FOUNDATION GIFT	751	751	Local gift for the Police and Fire Departments
<b>POLICE/FIRE SUB-TOTAL</b>				<b>35,252</b>	<b>34,896</b>	
DPW	EW40	Enterprise Fund	WATER/SEWER ENTERPRISE FUND	338,605	2,459,884	See the DPW portion of Sec. IV for a description
DPW	SW01	Special Purpose	CEMETERY LOTS/GRAVES	426,985	282,928	From sale of lots for improvements to the cemetery
DPW	SW03	State Grant	CH90 HIGHWAY	1,634	(1,123,550)	For roadway reconstruction
DPW	SW08	State Grant	CH573:1985 OLMSTED PARK IMPROVEMENTS	16,599	15,440	For improvements to and management of Olmsted Park
DPW	SW16	State Grant	COMPOST BIN	4,246	3,606	For sale/purchase of compost bins
DPW	SW18	State Grant	ALLERTON-OLMSTED PARK	22,715	22,715	Improvements to and management of Allerton Overlook/Olmsted Park
DPW	SW19	Federal Grant	NESEC MITIGATION GRANT	1,127	1,127	Flood prevention in Muddy River Basin
DPW	SW20	Special Purpose	CYPRESS ST PLAYGROUND GIFT	12,625	12,625	Gift from the Cypress Street development for playground improvements
DPW	SW26	Federal Grant	HAZARD MITIGATION	331	331	Grant for water/sewer project
DPW	SW27	State Grant	RIVERWAY HISTORIC LAND PRESERVATION	25,000	25,000	DEM grant for Riverway
DPW	SW28	Local Grant	HALL'S POND SANCTUARY GIFT (STONEMAN)	24,903	24,986	Gift for improvements to/management of Hall's Pond Nature Sanctuary
DPW	SW29	Special Purpose	DPW DAMAGE RECOVERY	87,050	34,398	Insurance proceeds recovered to replace/repair damaged goods
DPW	SW30	Local Grant	PARK/OPEN SPACE GIFT	20,098	14,002	Gifts/donations for improvements to parks and open spaces
DPW	SW31	State Grant	RESTORATION OF HALL'S POND	22,360	22,360	Grant for improvements to and management of Halls Pond
DPW	SW39	Revolving Fund (B)	SIDEWALK AND WALKWAYS	31,935	31,935	"Betterment Fund" for sidewalk improvements
DPW	SW43	Local Grant	BROOKLINE IN BLOOM PROGRAM	95	95	Local grant money to support the bulb planting program
DPW	SW44	Local Grant	CONRY SQUARE GIFT	2,525	2,525	Off-site improvement fund for improvements to Conry Square
DPW	SW45	Local Grant	BILLY WARD PLAYGROUND GIFT	6,800	6,800	Off-site improvement fund for improvements to Billy Ward Playground
DPW	SW48	Federal Grant	RECREATIONAL TRAILS GRANT	7,500	7,500	For improvements to conservation trails
DPW	SW52	State Grant	LANDFILL CLOSURE URBAN SELF-HELP	105,069	83,539	For Skyline Park and associated trails
DPW	SW53	Local Grant	IF YOU CAN RIP IT-YOU CAN RECYCLE IT	2,951	3,886	Community Fund grant for recycling education
DPW	SW54	MWRA Grant	MWRA CSO CONTROL PROJECT	1,891,134	1,012,633	Sewer Separation Project in lower Beacon St area - 100% MWRA Grant
DPW	SW58	Local Grant	LARZ ANDERSON FILM SERIES	1,837	1,837	Grant funding for outdoor films
DPW	SW59	Local Grant	RECYCLING BINS	102	102	Community Fund grant for recycling bins

**TOWN OF BROOKLINE  
FY2013 Program Budget**

**SPECIAL REVENUE FUNDS**

<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY11 YEAR-END BALANCE</u>	<u>FUND BALANCE AS OF 12/31/11</u>	<u>DESCRIPTION</u>
DPW	SW61	Local Grant	PARKS SUMMER OUTDOOR MOVIE SERIES	31,878	28,355	Grants and donations for outdoor films
DPW	SW62	Special Purpose	1285 BEACON ST MITIGATION	45,000	45,000	From ZBA decision for traffic and streetscape improvements
DPW	SW63	Special Purpose	150 ST PAUL ST MITIGATION	19,494	19,494	From ZBA decision for traffic improvements
DPW	SW64	State Grant	LOST POND SANCTUARY GRANT	9,790	9,790	To improve pathways, access, and use of Lost Pond Nature Sanctuary
DPW	SW67	Local Grant	DEVOTION SCHOOL PLAYGROUND	10,000	10,000	From ZBA decision for playground improvements
DPW	SW68	Local Grant	GREEN DOG PROGRAM	200	200	Local donation to support Green Dog program
DPW	SW69	State Grant	DEP SINGLE-STREAM RECYCLING	5,416	5,416	For purchase of single-stream totes
DPW	SW70	State Grant	DCR EMERALD NECKLACE PED/BIKE CROSSING	0	56,787	For design development of pedestrian/bike crossings in Emerald Necklace
DPW	TW03	Trust	A.W. & F.G. BLAKE EXPENDABLE TREE FUND	5,438	5,461	Purchase, planting, and maintenance of shade trees
DPW	TW04	Trust	A.W. & F.G. BLAKE NON-EXPENDABLE FUND	3,000	3,000	Interest used for the purchase, planting, and maintenance of shade trees
DPW	TW05	Trust	J. BOWDITCH EXPENDABLE TREE FUND	15,752	15,798	Care and planting of trees on the streets of the Town
DPW	TW06	Trust	J. BOWDITCH NON-EXPENDABLE TREE	4,500	4,500	Interest used for the care and planting of trees on Town streets
DPW	TW07	Trust	D.B. HOAR MEMORIAL EXPENDABLE FUND	52,593	52,877	Care of D.B Hoar Memorial Land
DPW	TW09	Trust	D.B. HOAR BIRD SANCTUARY EXPEND. FUND	57	57	Care of D.B Hoar Memorial Land
DPW	TW11	Trust	D.B. HOAR TREE EXPENDABLE FUND	189,418	205,213	Planting and caring for trees/other vegetation of the Hoar Sanctuary
DPW	TW13	Trust	J. WARREN EXPENDABLE TREE FUND	6,673	6,687	Planting trees on the streets of the Town
DPW	TW14	Trust	J. WARREN NON-EXPENDABLE TREE FUND	1,000	1,000	Interest used for the planting of trees on the streets of the Town
DPW	TW15	Trust	LONGWOOD MALL TREE EXPENDABLE FUND	24,978	14,596	Specialized care of trees, lawns and parkland on Longwood Mall
DPW	TW17	Trust	AMORY WOODS PARK EXPENDABLE FUND	31,371	31,475	Funds for improvements to Amory Woods
DPW	TW19	Trust	MINOT PARK - ROSE GARDEN EXPEND. FUND	24,459	24,544	For maintenance and management of the Minot Rose Garden
DPW	TW21	Special Purpose	CONSERVATION COMMISSION FUND	25,785	25,870	Purchase of land/other interests in real estate; other conservation purposes
DPW	TW23	Special Purpose	CEMETERY PERPETUAL CARE EXPEND. FUND	135,711	131,132	Maintenance/management/care of the Cemetery grounds
DPW	TW24	Trust	CEMETERY PERPETUAL CARE NON-EXPEND.	1,080,957	1,098,957	Interest generated from fund used for long-term grounds perpetual care
DPW	TW25	Trust	SPECIAL TREE PLANTING EXPENDABLE FUND	17,506	17,564	Planting of trees
DPW	TW27	Trust	BROOKLINE RESERVOIR TREE EXPEND. FUND	25	25	For trees at the Brookline Reservoir
DPW	TW29	Trust	BEN ALPER TREE EXPENDABLE FUND	13,005	13,268	Planting of trees
DPW	TW30	Trust	BEN ALPER TREE NON-EXPENDABLE FUND	145,987	146,251	Interest used for the planting of trees in Brookline
DPW	TW31	Trust	TANYA STARZENSKI TREE-LANDSCAPING	4,087	384	Planting of trees
<b>PUBLIC WORKS SUB-TOTAL</b>				<b>4,958,306</b>	<b>4,920,405</b>	
Recreation	E700	Enterprise Fund	GOLF COURSE ENTERPRISE FUND	149,695	181,260	See the Recreation portion of Sec. IV for a description
Recreation	SL04	Revolving Fund (B)	RECREATION REVOLVING FUND	464,403	276,814	See the Recreation portion of Sec. IV for a description
Recreation	TR01	Trust	ROBSON YOUTH SOCCER EXP FUND	4,138	4,152	Used for sports equipment purchases and signage
Recreation	TR02	Local Grant	BAA REC EXPENDABLE TRUST	255,069	227,059	Annual payment from the BAA for the Boston Marathon
Recreation	TR03	Trust	LYNCH RECREATION EXPENDABLE FUND	341	342	Used for playground equipment
Recreation	TR04	Trust	BROOKLINE RECREATION BOOSTER CLUB	4,313	8,457	Donations used for expenses for various Recreation programs
Recreation	TR05	Trust	KIRRANE SPECIAL NEEDS EXPENDABLE FUND	324	325	Special Olympics team equipment and supplies
Recreation	TR07	Trust	CHILDREN'S CAMP EXPENDABLE FUND	17	17	Scholarships for Recreation programs
Recreation	TR08	Trust	JM NOE EXPENDABLE TRUST	6,495	6,517	Sports equipment for basketball program and maintenance of facility
Recreation	TR09	Trust	GRIGGS PARK GARDEN GIFT	85	106	Improvements to the Solomon Memorial Garden at Griggs Park
Recreation	TR10	Trust	AFTER THE PROM PARTY	34,013	34,177	Donations to support the After the Prom Party
<b>RECREATION SUB-TOTAL</b>				<b>918,893</b>	<b>739,226</b>	

**TOWN OF BROOKLINE  
FY2013 Program Budget**

**SPECIAL REVENUE FUNDS**

<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY11 YEAR-END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/11</u>	<u>DESCRIPTION</u>
Selectmen	SG04	State Grant	ARTS COUNCIL	27,674	23,509	Local arts grants
Selectmen	SG25	Special Purpose	RCN / COMCAST GIFT ACCOUNT	685,286	606,016	Payments for PEG/Access facilities/other cable purposes
Selectmen	SG27	Local Grant	ARTS MATCHING GRANT	2,401	(599)	Covers administrative expenses of Arts Commission
Selectmen	SG31	Special Purpose	CABLE SERVICE PROVIDER GIFT	122,473	0	Payment from Comcast for school cable related purposes
Selectmen	SG34	Special Purpose	SALE OF TOWN-OWNED LAND	737,980	3,000,000	Proceeds from the sale of Town-owned land
Selectmen	SG53	Special Purpose	STORM DAMAGE RECOVERY (MARCH, 2010)	401,401	79,555	Insurance proceeds from March, 2010 flood damage
Selectmen	SG54	Local Grant	NSTAR COMMUNITY OUTREACH GRANT	4,599	3,399	Grant to promote energy conservation awareness
Selectmen	SG55	Special Purpose	PIONEER INSTITUTE AWARD (MUNI REPORT)	0	3,000	Award from the Pioneer Institute's Municipal Report contest
Selectmen	TG02	Special Purpose	STABILIZATION FUND	5,503,842	5,533,363	General stabilization fund as allowed for under MGL, Ch. 40, Sec. 5B
Selectmen	TG03	Trust	PENNY SAVINGS FUND	6,781	6,787	Residue from old (1948) fund related to children's savings fund
Selectmen	TG04	Trust	COMMISSION FOR WOMEN	344	349	Donations to support the Commission for Women
Selectmen	TI04	Special Purpose	LIABILITY INSURANCE TRUST FUND	1,519,359	1,663,211	Funded from Free Cash and spent with Advisory Committee approval
<b>SELECTMEN SUB-TOTAL</b>				<b>9,012,140</b>	<b>10,918,590</b>	
Town Clerk	SG05	State Grant	ELECTION HOURS REIMBURSEMENT	41,833	41,833	State grant for state election costs
<b>TOWN CLERK SUB-TOTAL</b>				<b>41,833</b>	<b>41,833</b>	
Veterans	SG21	Local Grant	TOWN CELEBRATIONS FUND	(1,584)	2,944	Flag Day and Adopt-A-Pole donations
<b>VETERANS SUB-TOTAL</b>				<b>(1,584)</b>	<b>2,944</b>	
<b>GRAND TOTAL</b>				<b>37,372,872</b>	<b>41,723,301</b>	

### CAPITAL IMPROVEMENTS PROGRAM

Capital planning and budgeting is a critical undertaking for any government and is "central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life", as stated in ICMA's *Capital Budgeting: A Guide for Local Governments*. In fact, without a sound plan for long-term investment in infrastructure and equipment, a local government's ability to accomplish its goals is greatly hampered. Developing a financing plan for capital investments that fits within the overall framework of a community is of equal importance, as poor decisions regarding the use of debt can negatively impact a community's financial condition for many years.

In Brookline, the preparation of the annual Capital Improvements Program (CIP) is mandated by State statute. Massachusetts General Law Chapter 41 provides that the Planning Board shall annually prepare and submit a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation known as the "Town Administrator Act") directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The Deputy Town Administrator and the Director of Planning and Community Development co-chair a working committee of department heads that reviews and evaluates all project requests. A number of these requests arise from public input received by boards and commissions. A more detailed description of the CIP process can be found starting on page VII-3.

The Town has a set of formal CIP policies that define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in the Appendix of this Financial Plan. It is important that a governmental body comply with its policies, as it makes little sense, if any, to adopt policies only not to follow them. In that regard, the table on the following page presents the indicators that are to be monitored per the Debt Management Policies portion of the CIP Financing Policies, along with other standard debt measurement variables. The recommendations contained herein are in compliance with the Board of Selectmen's CIP Policies.

#### INTRODUCTION

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 6% of the prior year's net revenue\* be dedicated to the CIP. This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 6% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.5% for debt-financed CIP and 1.5% for pay-as-you-go CIP.

In addition to the 6% policy, there is a Free Cash Policy, also included in the Appendix of this Financial Plan, that dedicates an amount of this revenue source to the CIP so that total CIP funding is 7.5% of prior year net revenue. In summary, the policy prioritizes the use of Free Cash so that (1) an annual Operating Budget Reserve is supported, (2) overall Unreserved Fund Balance levels are maintained, (3) the Catastrophe and Liability Fund is maintained at recommended funding levels, and (4) the CIP is augmented to support the historically planned for level of capital investment\*\*. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended. Lastly, from time to time, one-time revenues will be used to augment the CIP. In FY13, two such sources are utilized: funds from the sale of Town-owned land and the re-use of the remaining balance in existing capital project accounts that are complete.

\* Prior to FY13, the policy called for 5.5% of prior year net revenue plus the \$750,000 (inflated annually) from the 2008 Override to be dedicated to the CIP. Upon recommendation of the Fiscal Policy Review Committee (FPRC), the Board of Selectmen adopted the 6% policy, which combines the 5.5% and Override funding.

\*\* The Free Cash policy also calls for a.) supporting the Affordable Housing Trust Fund when Free Cash under certain circumstances and b.) supporting other trust funds related to fringe benefits and unfunded liabilities related to employee benefits, if necessary.

**MEASUREMENT OF CIP FINANCING POLICIES & OTHER COMMON DEBT INDICATORS**

VARIABLE	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV)</b>							
EQV for 1/1/10 = \$15.985 billion. Assume 2.5% annual growth. (In millions)	\$16,384.9	\$16,794.6	\$17,214.4	\$17,644.8	\$18,085.9	\$18,538.0	\$19,001.5
Outstanding Debt as a % of EQV	0.5%	0.5%	0.4%	0.4%	0.5%	0.6%	0.5%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
Net General Fund Outstanding Debt as a % of EQV	0.3%	0.3%	0.3%	0.3%	0.4%	0.5%	0.5%
<b>Total Outstanding Debt (in millions)</b>	\$78.6	\$77.5	\$71.7	\$74.4	\$91.0	\$105.6	\$96.5
General Fund Outstanding Debt (in millions)	\$66.2	\$65.8	\$60.9	\$64.7	\$81.2	\$97.8	\$88.8
Net General Fund Outstanding Debt (in millions)	\$56.9	\$57.9	\$54.4	\$59.2	\$76.6	\$94.1	\$86.1
<b>Total Debt Service (in millions)</b>	\$12.7	\$12.6	\$12.5	\$11.9	\$12.4	\$14.2	\$15.3
General Fund Debt Service (in millions)	\$10.2	\$9.9	\$9.7	\$9.4	\$9.8	\$11.7	\$13.2
Net General Fund Debt Service (in millions)	\$7.5	\$8.5	\$8.3	\$8.6	\$8.3	\$8.7	\$10.7
<b>Total Debt Service Per Capita</b>	\$216	\$215	\$213	\$203	\$212	\$241	\$260
General Fund Debt Service Per Capita	\$173	\$168	\$165	\$160	\$167	\$199	\$225
Net General Fund Debt Service Per Capita	\$128	\$144	\$141	\$146	\$141	\$149	\$181
<b>Total Debt Service as a % of Revenue</b>	5.4%	5.2%	5.1%	4.6%	4.7%	5.2%	5.4%
General Fund Debt Service as a % of General Fund Revenue	4.9%	4.5%	4.4%	4.1%	4.2%	4.8%	5.3%
Net General Fund Debt Service as a % of General Fund Revenue	4.3%	4.3%	4.2%	3.9%	3.9%	4.6%	5.1%
<b>A. Total Outstanding Debt Per Capita as a % of Per Capita Income</b>	2.0%	1.9%	1.7%	1.7%	2.1%	2.4%	2.1%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.7%	1.6%	1.5%	1.5%	1.9%	2.2%	1.9%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.4%	1.4%	1.3%	1.4%	1.8%	2.1%	1.9%
<b>B. Total Outstanding Debt Per Capita</b>	\$1,338	\$1,320	\$1,220	\$1,267	\$1,549	\$1,797	\$1,643
General Fund Outstanding Debt Per Capita	\$1,127	\$1,120	\$1,036	\$1,101	\$1,383	\$1,665	\$1,513
Net General Fund Outstanding Debt Per Capita	\$969	\$986	\$927	\$1,008	\$1,305	\$1,603	\$1,466
<b>C. Total Outstanding Debt as a % of Assessed Value (AV)</b>	0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%
General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.5%	0.6%	0.5%
Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.3%	0.3%	0.3%	0.3%	0.4%	0.5%	0.5%
<b>D. Total Debt Maturing Within 10 Years</b>	80%	82%	84%	84%	77%	72%	73%
General Fund Debt Maturing Within 10 Years	76%	79%	82%	82%	75%	70%	71%
<b>E. CIP Financing as a % of Prior Year's Net Revenue</b>	5.50%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Debt-Financed CIP as a % of Prior Year's Net Revenue	4.59%	4.29%	4.34%	4.06%	4.13%	4.85%	5.40%
Revenue-Financed CIP as a % of Prior Year's Net Revenue	0.91%	1.71%	1.66%	1.94%	1.87%	1.15%	0.60%

**Town Policies**

- A. Total Outstanding Debt Per Capita = shall not exceed 6% of Per Capita Income.
- B. Total Outstanding Debt Per Capita = shall not exceed \$2,471 (for FY12).
- C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
- D. Bond Maturities = 60% of General Fund principal shall mature within 10 years.
- E. CIP Financing = 5.5% of Prior Year's Net Revenue, with a goal of 4.25% from Debt-Financed and 1.25% from Revenue-Financed.

NOTE: "Net General Fund Debt" is total General Fund Debt less the share paid for by the State for the Lincoln, Heath, and Baker projects.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

Another key CIP financing policy is that both the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise funds is taken into consideration. Since they are both 100% cost recovery funds, any growth in debt service may well necessitate increases in fees. Therefore, the decision to authorize additional debt is made carefully.

The table below details how much funding is made available for the CIP, exclusive of enterprise fund-supported debt and projects funded from non-Town sources (e.g., grants):

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Total Gen Fund Rev	218,770,516	219,359,279	227,198,282	234,992,723	241,857,295	249,169,370
<u>LESS:</u>						
Non Appropriations	7,636,899	7,816,289	8,000,164	8,188,636	8,381,820	8,579,834
Net Debt Exclusions	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800
Free Cash	5,336,413	3,750,000	3,750,000	3,850,000	3,950,000	4,050,000
Capital Project Surplus	560,000	0	0	0	0	0
Sale of Town-owned Land Fund	3,250,000	0	0	0	0	0
<b>Net Revenue</b>	<b>200,356,396</b>	<b>206,680,190</b>	<b>214,353,718</b>	<b>221,878,087</b>	<b>228,477,074</b>	<b>235,518,736</b>
Prior Year Net Revenue	194,694,560	200,356,396	206,680,190	214,353,718	221,878,087	228,477,074
Net Debt Financed <sup>1</sup>	8,356,066	8,678,649	8,375,919	8,846,684	10,754,860	12,316,322
Net Debt Financed as a % of Prior Yr Net Rev	4.29%	4.33%	4.05%	4.13%	4.85%	5.39%
Revenue Financed	3,325,772	3,342,734	4,024,892	4,014,539	2,557,825	1,387,631
Revenue Financed as a % of Prior Yr Net Rev	1.71%	1.67%	1.95%	1.87%	1.15%	0.61%
<b>SUB-TOTAL 6% Dedicated to CIP</b>	<b>11,681,838</b>	<b>12,021,384</b>	<b>12,400,811</b>	<b>12,861,223</b>	<b>13,312,685</b>	<b>13,703,953</b>
Free Cash for CIP	3,947,729	3,005,346	3,100,203	3,215,306	3,328,171	3,425,988
Parking Meter Receipts	100,000	0	0	0	0	0
Capital Project Surplus -- Re-approp. of Funds	560,000	0	0	0	0	0
Other Funds (Sale of Town-owned land)	3,250,000	0	0	0	0	0
<b>TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND</b>	<b>19,539,567</b>	<b>15,026,730</b>	<b>15,501,014</b>	<b>16,076,529</b>	<b>16,640,857</b>	<b>17,129,941</b>
<b>Grand Total CIP as % of Prior Yr Net Rev</b>	<b>10.0%</b>	<b>7.5%</b>	<b>7.5%</b>	<b>7.5%</b>	<b>7.5%</b>	<b>7.5%</b>
<sup>1</sup> As defined in the CIP Policies, "Net Debt" is total debt service exclusive of debt service related to a Debt Exclusion and debt service funded by enterprise fund revenues.						

**BROOKLINE'S CIP PROCESS**

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation known as the "Town Administrator Act") directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The annual process for Brookline begins with the submission of project

requests by departments, which in many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings. The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Board of Selectmen as part of a public hearing on the Town's Operating and Capital budgets in December. The Town Administrator's Preliminary CIP is then reviewed by both the Planning Board and the Capital Sub-Committee of the Advisory Committee. To the extent necessary, any modifications to the Preliminary CIP are reflected in the formal CIP publication that is published by the Planning Board. Similarly, any changes to the first year of the CIP are factored into the budget that is presented to Town Meeting by the Advisory Committee.

**PROPOSED FY13 - FY18 CIP**

The recommended FY13 - FY18 CIP calls for an investment of \$153.8 million, for an average of approximately \$25.6 million per year. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, improve its physical appearance, and invest in opportunities that positively impact the Operating Budget. Over the last 10 years (FY03 - FY12), the Town has authorized expenditures of more than \$165.4 million, for an average of nearly \$17 million per year. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address the backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town while simultaneously addressing the overcrowding issue in the elementary schools. The overcrowding issue continues to be the most urgent CIP need, consuming more of the CIP and displacing / pushing back other projects. The facts are simple, yet daunting: what were recently Kindergarten classes of approximately 400 – 425 students are now classes of 550 – 600. As those classes move forward through the system, there will continue to be annual classroom space deficiencies. This not only results in immediate classroom space needs in the elementary schools, it also means that the High School will begin a space crisis in 5-6 years. Obviously, the school district cannot turn away students who are legally entitled to an education in the Brookline system; therefore, a coherent and comprehensive plan to produce additional classroom space is imperative. This CIP includes the following items that address the space needs issue:

- \$1.25 million is included in FY13 for Classroom Capacity. In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used to fund the costs associated with creating additional classroom spaces within existing school facilities. In FY11, Town Meeting appropriated an additional \$530,000 to continue the necessary work, all of which has been committed. The proposed \$1.75 million continues this program. It is projected to fund seven new classrooms in each SY12-13 and SY13-14. It could also go toward adapting the Old Lincoln School for continued classroom use, including for high school programs when the High School reaches its capacity in a few years. It could also go toward implementing recommendations from the High School Needs Study (see page VII-5).
- The Devotion School project remains at \$76.9 million, with funding for feasibility / schematic design (\$1.9 million) in FY14 and funding for construction (\$75 million) in FY15. A key component of the funding plan is MSBA participation, at an estimated rate of 40%. A 25-year term for the construction bond is anticipated, a term this Town has not used before. However, if the Town is to undertake this project without a Debt Exclusion Override while at the same time committing to other important capital projects, a 25-year amortization period is required. Without MSBA participation, this project will need a Debt Exclusion Override. Another

critical factor of the Devotion project is it must increase classroom space. Without it, the district-wide overcrowding issue remains and, as a result, the MSBA will not participate.

A potential alternative to the current thinking of a phased-renovation approach to the project is to undertake a land swap in order to site a new facility on adjacent land that is currently park space and replacing that open space with a new park/playground where the building currently sits. This option should be given serious consideration because it eliminates the logistical and financial issues associated with the phasing of the project and partial relocation of students, and maximizes the availability of the Old Lincoln School for system-wide enrollment needs. By eliminating the need to relocate some students to the Old Lincoln School while the project is under construction, the Old Lincoln School can be used for more immediate classroom space needs. This option also allows for the related advantages/efficiencies that can be achieved from new construction, without the constraints of working within an existing footprint or structure. This, and other concepts, will be reviewed by the architect hired to conduct the Devotion School Concept Study with full input from stakeholders.

Ultimately, this approach allows the Old Lincoln School to be used through SY16-17 / SY17-18 to take the stress off of elementary schools and then become available for the High School's use when that facility begins to feel the space crunch. (Old Lincoln would be vacated by then since the new and larger Devotion School would be open and the students at the Old Lincoln would be put back into the elementary schools that now have additional space since the expanded Devotion can take pressure off of other elementary schools.)

Whatever the final plan for the project is, it has a significant impact on the CIP. Due primarily to this project, the revenue-financed CIP in both FY17 and FY18 is low compared to the first four years (see graph on page VII-8). This then poses challenges to funding "standard" revenue-financed projects such as streets/sidewalks, park projects, and smaller-scale Town/School facility upgrades. In FY17, the project consumes \$2.5 million in debt service; in FY18, it is \$4.3 million.

- A new \$50,000 item is included in FY13 for a High School Space Needs Study. As previously noted, enrollment pressure will begin hitting the High School around SY16-17 / SY17-18. Planning must begin immediately for this component of the overcrowding issue. The funding would be used to review all possible options for addressing the capacity needs of BHS. Solutions might range from relocating certain non-High School functions currently housed at BHS (Early Childhood, Adult Education, etc.) to utilizing the Old Lincoln School for high school purposes. No decisions have been made, but the range of options need to be tested in the context of current PreK – 12 town-wide space needs.
- In FY11, \$100,000 was appropriated for an engineering conditions analysis of the outside areas of the Old Lincoln School, which were deteriorating. No estimate was available for the FY12 CIP, but the Director of Public Buildings plans on having the analysis complete and the project designed prior to the 2012 Annual Town Meeting. His current estimate for the project is \$500,000, which is included in this CIP. It is important to undertake this project since it appears as though the Old Lincoln School is going to play a significant role in addressing the school overcrowding.

All of this is being addressed while at the same time continuing to address on-going infrastructure improvements including streets, sidewalks, parks/playgrounds, and water/sewer systems. The core of any CIP should be the repair of and improvement to a community's infrastructure, and that is the case with this Proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure

**FY2013 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

needs, especially in these economic and budgetary times. Fortunately, Brookline’s CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case. For example, even with the pressure placed on the CIP by the overcrowding issue and other high priority demands, this CIP continues the Town’s commitment to upgrading its parks, playgrounds, and other open spaces. As proposed, this CIP renovates the following parks/playgrounds:

- Waldstein (FY13)   -Warren (FY13)   -Brookline Ave (FY14/15)   -Corey Hill (FY15/16)   -Larz Anderson (FY15/FY18)
- Soule (FY15/16)   -Brookline Reservoir (FY16)   -Emerson Garden (FY17/18)   -Harry Downes (FY17/18)
- Murphy (FY18/19)   -Schick (FY18/19)

Also included in this CIP is \$3.25 million (FY13) for the new Fisher Hill field/playground. This project is being funded from the proceeds of the sale of the nearby Town-owned reservoir site for the development of mixed-income housing on the site.

In addition to the 6% financing policy, Free Cash, CDBG, and State/Federal grants are the other key components of the overall financing strategy of the CIP. The Town's certified Free Cash for the fiscal year ending June 30, 2011 was \$7.1 million. The proposed allocation of Free Cash used throughout this Financial Plan follows the Town's formal Free Cash policy, which results in the following use of these funds:

Certification	\$7,086,413
1. Operating Budget Reserve	\$486,736
2. Unreserved Fund Balance/Stabilization Fund	\$1,750,000
3. Liability Reserve	\$253,669
4. Capital Improvements	\$2,920,254
<u>5. Affordable Housing Trust Fund</u>	<u>\$251,363</u>
Sub-Total	\$5,662,023
Amt available for Special Use (#6)	\$1,424,390
<u>6. Special Use:</u>	
Additional CIP	\$1,027,474
OPEB's	\$211,256
Public Safety IOD Medical Expenses Trust Fund	\$185,660

By following these policies, \$2,920,254 of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional \$1,027,474 is allocated to the CIP to help fund the projects required to address the classroom space issue. In total, \$3,947,728 of Free Cash goes toward the CIP, as recommended. CDBG funds add \$2.25 million over the six-year CIP, a level of funding that reflects the Town's plans to utilize the CDBG Section 108 Loan Program. This program allows the Town to take a loan for the Village Square Project and pay it back with future CDBG funds.

State/Federal grants total \$38.9 million over the six-year period. Of this amount, \$30.1 million represents the potential State share of the Devotion School Renovation project. This CIP assumes 40% funding by the Massachusetts School Building Authority (MSBA) for the project; the Town must continue to work with the MSBA to see if funding will be awarded. Lastly, there are other funds totaling \$4.6 million that are used to augment CIP funding, the largest piece being the \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that will be used to

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

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fund the construction of an active and passive recreation site on the former State-owned land across the street that is now owned by the Town.

Some of the major projects proposed in the CIP include:

- Devotion School Rehab - \$46.1 million of Town funding plus the possibility of \$30.8 million of State funding (FY14-FY15)
- Newton St. Landfill (Rear Landfill Closure) - \$4.6 million (FY15)
- Village Square - \$4.5M (FY14) - - all outside funding
- Fire Station Renovations - \$3.3 million (all years)
- Fisher Hill Reservoir Re-Use - \$3.25 million (FY13)
- Waldstein Playground & Warren Field - \$2.3 million (FY13)
- Driscoll School HVAC - \$2.2 million (FY16-FY17)
- Baldwin School - \$2 million (FY14-FY16)
- Brookline Reservoir Park - \$1.4 million (FY16)
- UAB - \$1.3 million (FY13)
- Classroom Capacity - \$1.25 million (FY13)
- Municipal Service Center Floor / Space - \$1.1 million (FY13-FY14)

Continued major investments include:

- Street and Sidewalk Rehab - \$17.2 million
- Parks and Open Space - \$16.1 million
- General Town/School Building Repairs - \$6.8 million
- Water and Sewer Infrastructure - \$3.6 million
- Fire Apparatus - \$3.4 million
- Information Technology - \$1.6 million
- Recreation Facilities - \$1.1 million
- Tree Replacement - \$1.1 million
- Energy Conservation - \$1 million

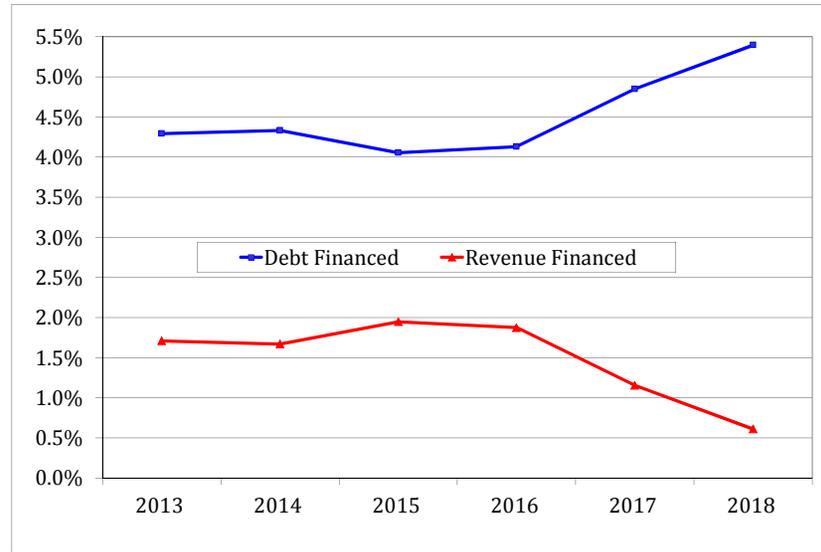
The table below details the funding source for each year of the Proposed CIP. As it shows, \$67.7 million (44%) of the funding comes from General Fund bonds, 38.9 million (25%) comes from State/Federal grants, and \$36.7 million (24%) comes from cash (Property Tax, Free Cash).

**GRAND TOTAL BY SOURCE (in thousands)**

	FY13	FY14	FY15	FY16	FY17	FY18	TOTAL	% OF TOTAL
Property Tax	3,325.8	3,239.1	3,779.9	3,914.0	2,415.7	1,291.4	17,965.9	11.7%
Free Cash	3,947.7	3,008.9	2,990.1	2,958.0	2,943.3	2,935.6	18,783.6	12.2%
Parking Meter Receipts	100.0	0.0	0.0	0.0	0.0	0.0	100.0	0.1%
General Fund Bond	3,450.0	2,730.0	51,000.0	4,325.0	3,250.0	2,950.0	67,705.0	44.0%
State / Federal Grants	944.6	3,194.6	31,544.6	1,344.6	944.6	944.6	38,917.8	25.3%
Utility Budget	300.0	260.0	0.0	0.0	0.0	0.0	560.0	0.4%
Utility Bond	0.0	0.0	0.0	3,000.0	0.0	0.0	3,000.0	2.0%
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0	2,250.0	1.5%
Other	0.0	750.0	0.0	0.0	0.0	0.0	750.0	0.5%
Re-Appropriation of Funds	560.0	0.0	0.0	0.0	0.0	0.0	560.0	0.4%
Sale of Town-owned Land Fund	3,250.0	0.0	0.0	0.0	0.0	0.0	3,250.0	2.1%
<b>TOTAL</b>	<b>15,878.1</b>	<b>15,432.6</b>	<b>89,314.6</b>	<b>15,541.6</b>	<b>9,553.6</b>	<b>8,121.6</b>	<b>153,842.3</b>	<b>100%</b>

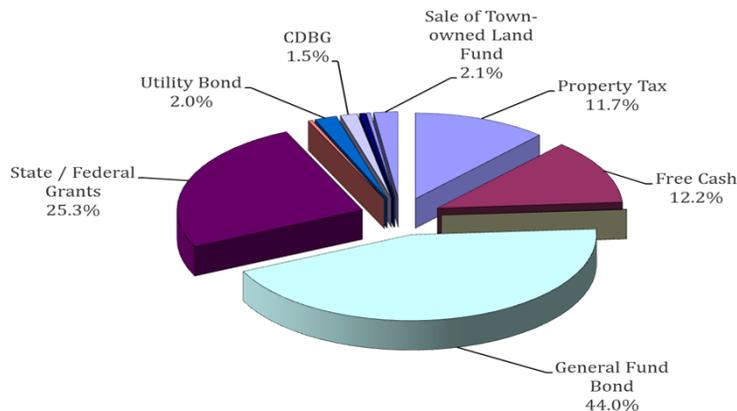
Given the reliance on \$67.7 million of bonds supported by the General Fund, there is an impact on the Town’s operating budget. However, because the CIP complies with the Town’s CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 6% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed monies moves in the opposite direction. The graph to the right shows how the 6% is apportioned between debt-financed and pay-as-you-go for each of the six years of the Proposed CIP.

As the graph shows, the portion being funded through debt spikes in FY17, when the first portion of debt from the Devotion School project comes on-line. It grows again in FY18 when the final portion of Devotion school debt comes on-line.

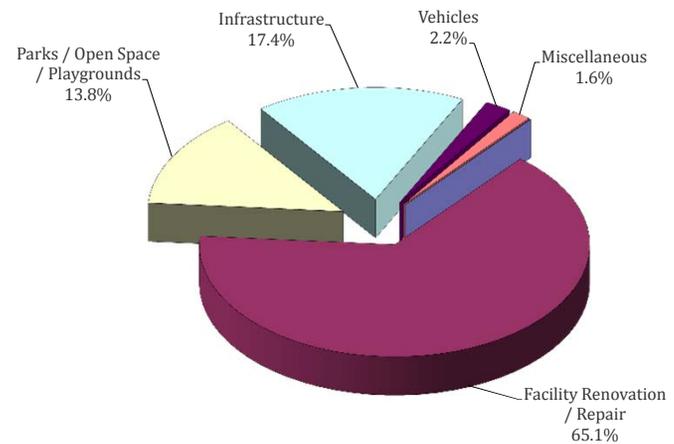


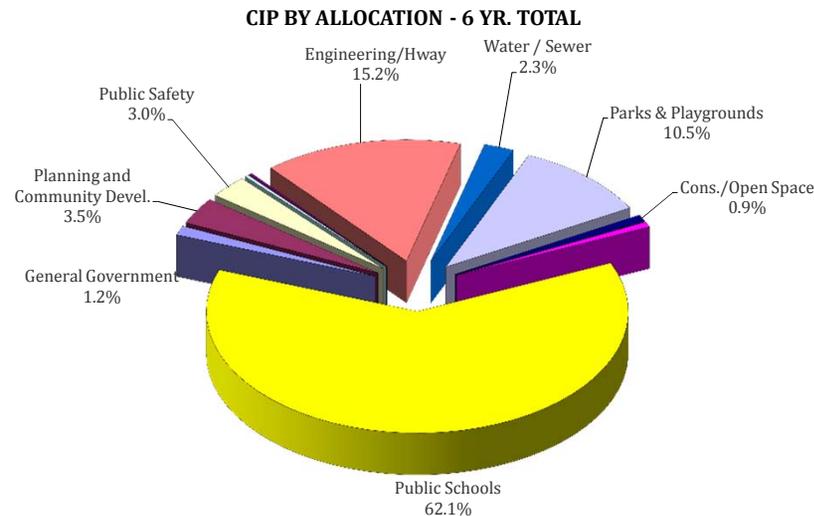
The graphs below and on the following page summarize the FY13 - FY18 CIP by revenue source, by category, and by allocation group. As shown in the graph on the left, 44% of the six-year CIP is funded from General Fund-supported bonds, 25% is funded by State / Federal Grants, and 24% is funded via property tax / free cash. The graph on the right breaks out the six-year CIP by category: 65% of the CIP goes toward facility renovations / repairs, 17% for infrastructure repairs (streets, sidewalks, water and sewer system), and 14% for Parks / Open Space / Playgrounds. The final graph (on the next page) breaks out the CIP by allocation group and shows that 62% is for Schools, 15% is for Engineering / Highway, and 11% is for Parks / Playgrounds / Conservation / Open Space.

**CIP FUNDING BY SOURCE - 6 YR. TOTAL**



**CIP BY CATEGORY - 6 YR. TOTAL**





It is important to note that the recommendations contained in the CIP are based upon current best estimates of future revenues and future project costs. The amount of Free Cash available for the CIP can fluctuate dramatically from year to year. Also, budget reductions at the federal and state levels could require cutbacks in the recommended program for future years. The CIP recommendations would have to be revisited should the actual amounts be less than anticipated and / or the project costs are greater than anticipated.

While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the large levels of expenditures for the CIP, there will inevitably be pressure to accelerate and / or add projects. The fundamentally sound policies approved by the Board of Selectmen are only effective if followed. The FY13 - FY18 CIP is tightly balanced, but the fiscal prudence dictated by the CIP policies will help meet the challenges that lie ahead.

**DEBT & DEBT SERVICE**

This portion of Section VII is dedicated to the role debt plays in the CIP and its relationship to the Operating Budget. For all entities, both public and private, debt financing is a primary method of financing large capital projects, as it enables these projects to be undertaken now with the costs spread out over a period of years. However, if used in an imprudent and / or poorly constructed manner, debt can have a disastrous impact on the Operating Budget and negatively impact the level and quality of services. This is why the Town's CIP Financing Policies are a vital component of the Town's overall Financial Planning guidelines. A well-planned and properly devised debt management plan is critical to maintaining the Town's positive financial condition and to maintaining the Town's much-valued Aaa bond rating.

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of bonds and are included as part of the Town's 5.5% funding policy. The Town's credit was most recently reviewed on February 3, 2012 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by

Moody's for the Aaa rating were "[B]rookline's financial position is expected to remain healthy given the town's history of structurally balanced operations, adequate reserve levels, and strong fiscal policies" and "[I]t is anticipated that Brookline's debt position will remain manageable due to its modest net direct debt, rapid principal retirement, and affordable planned future borrowings."

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by the State as of 1/1/2010, is \$15.985 billion. Therefore, the Town's debt limit is \$799 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

Debt can be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, two projects are funded with exempt debt: the High School Renovation (\$43.8 million) and the New Lincoln School (\$13 million). The last debt service payments for the New Lincoln School and the High School are FY14 and FY20, respectively.

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy does not fund any enterprise fund debt. As previously mentioned, they are 100% cost recovery funds, so they pay for their debt service through their own revenue streams. The table below breaks out outstanding debt by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY11, this shows that the Town's total outstanding debt was \$75.96 million, of which \$16.28 million (21%) was owed by either the State (\$4.42 million) or enterprise funds (\$13.33 million), leaving \$58.21 million of outstanding debt.

**OUTSTANDING DEBT**

DESCRIPTION	FY06	FY07	FY08	FY09	FY10	FY11
<b>Total General Fund Outstanding Debt</b>	<b>85,262,645</b>	<b>79,792,568</b>	<b>82,984,105</b>	<b>82,876,289</b>	<b>60,243,947</b>	<b>62,629,298</b>
a.) Exempt (Debt Exclusion) <sup>1</sup>	39,492,216	37,054,223	34,553,585	31,966,160	10,839,685	9,286,963
b.) Non-Exempt	45,770,429	42,738,345	48,430,520	50,910,129	49,404,262	53,342,335
Minus State (SBA) Reimbursed Debt <sup>2</sup>	29,991,458	28,077,028	26,128,742	24,129,458	5,221,408	4,423,697
<b>Net General Fund Outstanding Debt</b>	<b>55,271,187</b>	<b>51,715,540</b>	<b>56,855,363</b>	<b>58,746,831</b>	<b>55,022,539</b>	<b>58,205,600</b>
Water & Sewer Enterprise Fund Outstanding Debt	18,233,854	16,526,895	14,892,054	14,215,027	13,278,553	12,245,702
Golf Course Enterprise Fund Outstanding Debt	1,012,262	1,008,710	1,032,428	883,684	860,000	1,080,000
<b>Enterprise Fund Outstanding Debt</b>	<b>19,246,116</b>	<b>17,535,605</b>	<b>15,924,482</b>	<b>15,098,711</b>	<b>14,138,553</b>	<b>13,325,702</b>
<b>TOTAL Outstanding Debt</b>	<b>104,508,761</b>	<b>97,328,173</b>	<b>98,908,587</b>	<b>97,975,000</b>	<b>74,382,500</b>	<b>75,955,000</b>

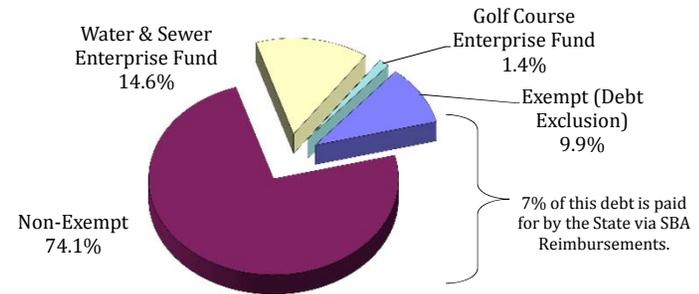
<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects were reimbursed by the State: Lincoln, Heath, High School (until FY10), and Baker.

The graph to the right depicts the FY12 figures. As it shows, 74% of the Town's debt is covered within the levy while 10% is covered outside the levy via Debt Exclusion Overrides. The remaining 16% is covered by enterprise fund revenues. The graph also notes how the State covers 6% (\$3.69 million) of the General Fund debt.

The projected level of outstanding debt based upon the Proposed CIP is shown in the table below. Also, there is a graph on page VII-24 that shows both a history and a projection of outstanding debt. The increases in FY16 and FY17 are due to the Devotion School project.

FY12 OUTSTANDING DEBT BY SOURCE



**OUTSTANDING DEBT (PROJECTED)**

DESCRIPTION	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Total General Fund Outstanding Debt</b>	<b>66,193,809</b>	<b>65,751,426</b>	<b>60,871,588</b>	<b>64,683,544</b>	<b>81,235,500</b>	<b>97,792,750</b>	<b>88,845,000</b>
a.) Exempt (Debt Exclusion) <sup>1</sup>	7,831,500	6,430,000	5,510,000	4,590,000	3,670,000	2,750,000	1,830,000
b.) Non-Exempt	58,362,309	59,321,426	55,361,588	60,093,544	77,565,500	95,042,750	87,015,000
Minus State (SBA) Reimbursed Debt <sup>2</sup>	3,688,365	2,985,950	2,580,300	2,177,700	1,866,600	1,555,500	1,244,400
<b>Net General Fund Outstanding Debt</b>	<b>62,505,444</b>	<b>62,765,476</b>	<b>58,291,288</b>	<b>62,505,844</b>	<b>79,368,900</b>	<b>96,237,250</b>	<b>87,600,600</b>
Water & Sewer Enterprise Fund Outstanding Debt	11,536,191	11,043,074	9,942,412	8,956,526	8,470,163	6,596,006	6,546,349
Golf Course Enterprise Fund Outstanding Debt	1,060,000	908,750	987,500	850,000	1,307,500	1,175,000	1,083,000
<b>Enterprise Fund Outstanding Debt</b>	<b>12,596,191</b>	<b>11,951,824</b>	<b>10,929,912</b>	<b>9,806,526</b>	<b>9,777,663</b>	<b>7,771,006</b>	<b>7,629,349</b>
<b>TOTAL Outstanding Debt</b>	<b>78,790,000</b>	<b>77,703,250</b>	<b>71,801,500</b>	<b>74,490,070</b>	<b>91,013,163</b>	<b>105,563,756</b>	<b>96,474,349</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

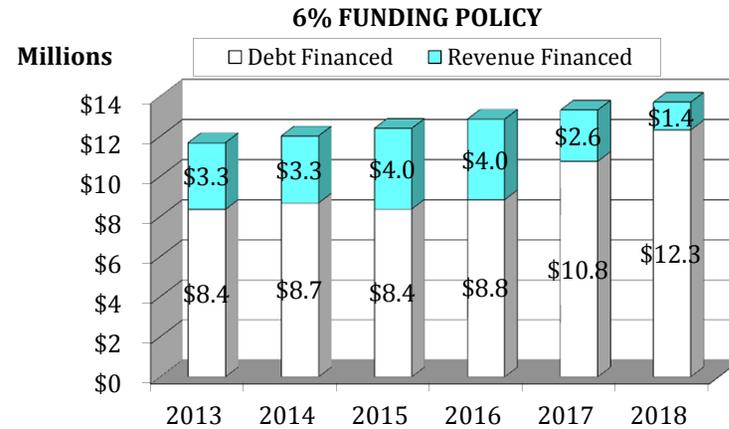
<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, and Baker.

Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and/ or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: debt service takes away funding that would otherwise be available for other areas of the Operating Budget. If decision makers are not made aware of the impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the entity.

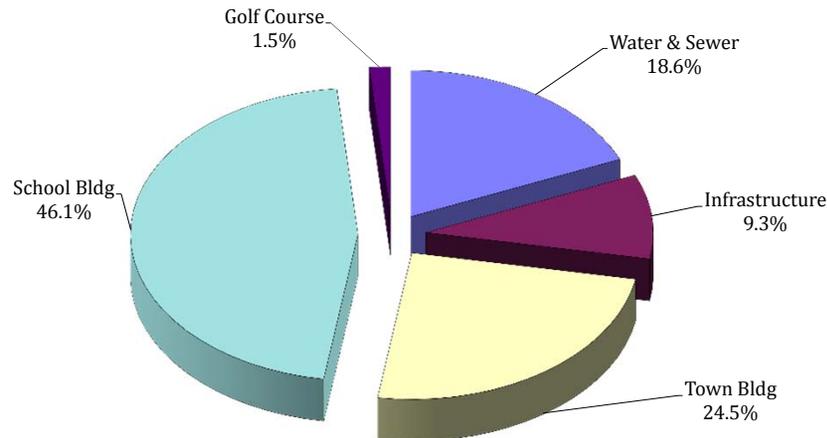
In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 6% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.

The graph to the right illustrates how the Town's 6% policy works. In each year, the amount available for the CIP is 6% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY13, \$11.7 million is dedicated to the CIP (\$8.4 million for net debt service and \$3.3 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go CIP and debt-financed CIP: as debt service increases, pay-as-you go capacity decreases, and vice versa.

The graph below breaks out existing (FY12) debt service by allocation of expenditure (e.g., school buildings, water and sewer, etc.). As it shows, the largest component of debt service is for school buildings, followed by town buildings and the water and sewer system.



**FY12 DEBT SERVICE BY ALLOCATION OF EXPENDITURE**



As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table on the following breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY12, it shows that the Town's total debt service was \$12.93 million, of which \$3.75 million (29%) was reimbursed by either the State (\$1.23 million) or enterprise funds (\$2.52 million), leaving \$9.18 million of debt service.

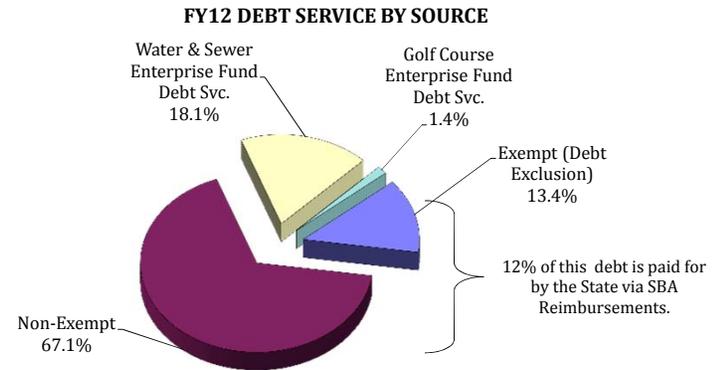
**DEBT SERVICE**

DESCRIPTION	FY07	FY08	FY09	FY10	FY11	FY12
Total General Fund Supported Debt Service	11,406,382	10,752,370	12,248,349	11,873,959	9,440,762	10,404,420
a.) Exempt (Debt Exclusion) <sup>1</sup>	4,445,657	4,399,750	4,372,943	4,347,320	1,899,453	1,730,917
b.) Non-Exempt	6,960,725	6,352,620	7,875,406	7,526,639	7,541,309	8,673,503
Minus State (SBA) Reimbursed Debt <sup>2</sup>	3,442,794	3,442,794	3,267,371	3,267,371	1,227,634	1,227,634
Net General Fund Debt Service	7,963,588	7,309,576	8,980,978	8,606,588	8,213,128	9,176,786
Water & Sewer Enterprise Fund Supported Debt Svc.	2,725,576	2,622,276	2,511,192	2,472,352	2,495,199	2,335,704
Golf Course Enterprise Fund Supported Debt Svc.	202,566	193,369	190,037	184,135	189,130	185,679
<b>Enterprise Fund Debt Service</b>	<b>2,928,142</b>	<b>2,815,645</b>	<b>2,701,229</b>	<b>2,656,487</b>	<b>2,684,329</b>	<b>2,521,383</b>
<b>TOTAL Debt Service</b>	<b>14,334,524</b>	<b>13,568,015</b>	<b>14,949,578</b>	<b>14,530,446</b>	<b>12,125,091</b>	<b>12,925,803</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects were reimbursed by the State: Lincoln, Heath, High School (until FY11), and Baker.

The graph to the right depicts the FY12 figures. As it shows, 67% of the Town's debt service is covered within the levy while 13% is covered outside the levy via Debt Exclusion Overrides. The remaining 20% is covered by enterprise fund revenues. The graph also notes how the State reimburses 12%, or \$1.23 million, of the General Fund debt service.



The projected level of debt service based upon the Proposed CIP is shown in the table below. Also, there is a graph on page VII-23 that shows both a history and a projection of debt service.

**DEBT SERVICE (PROJECTED)**

DESCRIPTION	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Total General Fund Supported Debt Service	9,986,874	9,791,449	9,470,319	9,922,684	11,803,260	13,337,122	12,913,066
a.) Exempt (Debt Exclusion) <sup>1</sup>	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	988,200
b.) Non-Exempt	8,356,066	8,678,649	8,375,919	8,846,684	10,754,860	12,316,322	11,924,866
Minus State (SBA) Reimbursed Debt <sup>2</sup>	587,125	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	9,399,749	9,204,324	8,883,194	9,335,559	11,216,135	12,749,997	12,325,941
Water & Sewer Enterprise Fund Supported Debt Svc.	2,384,946	2,490,539	2,259,261	2,315,539	2,191,035	1,793,950	1,660,956
Golf Course Enterprise Fund Supported Debt Svc.	192,419	181,831	177,725	167,019	161,856	142,544	123,910
<b>Enterprise Fund Debt Service</b>	<b>2,577,365</b>	<b>2,672,371</b>	<b>2,436,986</b>	<b>2,482,558</b>	<b>2,352,892</b>	<b>1,936,494</b>	<b>1,784,866</b>
<b>TOTAL Debt Service</b>	<b>12,564,239</b>	<b>12,463,820</b>	<b>11,907,305</b>	<b>12,405,242</b>	<b>14,156,152</b>	<b>15,273,616</b>	<b>14,697,932</b>

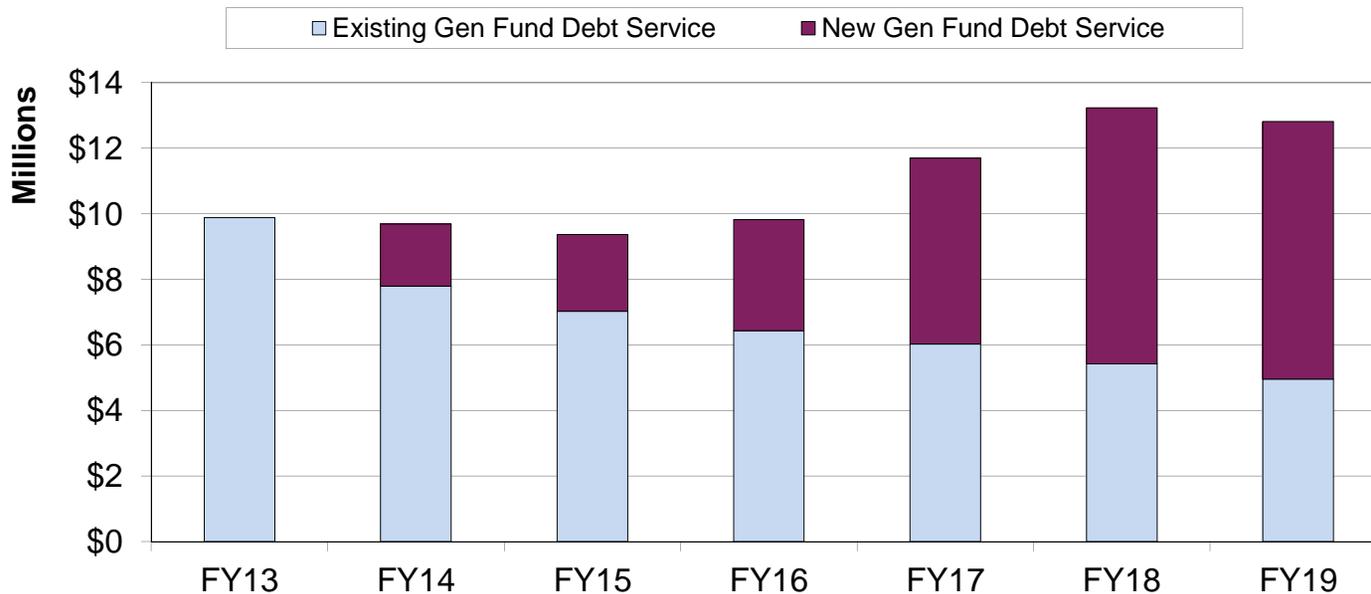
<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, and Baker.

Great care has gone into the crafting of the Debt Management Plan for the FY13 - FY18 CIP and is detailed in the table on the following page. As mentioned at the beginning of this Section VII, this debt management plan results in the Town complying with all of its CIP Financing Policies. The table shows the amount of authorization, the amount to be borrowed, and the number of years planned for paying off the principal (term). The table also shows the plan to phase borrowing for the Runkle School, Devotion School, Wastewater, and Golf Course projects. The two school projects are being phased to match cash flow needs while the Wastewater and Golf Course projects are smaller, discrete projects that are undertaken annually.

There is one project shown in the Debt Management Plan that the Town hopes to not have to borrow for: the Carlton St. Footbridge. The Town is working toward a grant for the project and if it is received, the Town will not have to float a bond for the project. Town Meeting would then be asked to rescind the bond authorization.

As previously mentioned, when Moody's last reviewed the Town's bond rating in February, 2011, they referenced the above average amortization rate. That is an important factor in being able to take on additional debt: as old debt runs off, new debt can be taken on. The graph below shows the amortization of existing debt and the proposed new debt for the General Fund.



TOWN OF BROOKLINE FY2013 PROGRAM BUDGET				CAPITAL IMPROVEMENTS PROGRAM						
Project	Authorization	Bond Amt	Term	2013	2014	2015	2016	2017	2018	2019
TH/Main Library Garages (previously authorized)	950,000	950,000	10	133,000	129,200	125,400	121,600	117,800	114,000	110,200
Heath School Addition (previously authorized)	5,240,000	5,240,000	20	484,700	473,565	462,430	451,295	440,160	429,025	417,890
Runkle School - Constr. (previously authorized)	17,580,000	5,330,000	20	479,700	469,040	458,380	447,720	437,060	426,400	415,740
Runkle School - Constr. (previously authorized)	17,580,000	1,000,000	10		142,500	138,250	134,000	129,750	125,500	121,250
Carlton St. Footbridge (previously authorized)	1,400,000	1,400,000	10		196,000	190,400	184,800	179,200	173,600	168,000
UAB Roof/Chimney/Gutters & Downspouts (future authorization)	1,300,000	1,300,000	10		185,250	179,725	174,200	168,675	163,150	157,625
Waldstein Playground + Warren Field (future authorization)	2,150,000	2,150,000	10		306,375	297,238	288,100	278,963	269,825	260,688
Muddy River (previously authorized)	745,000	745,000	10			104,300	101,320	98,340	95,360	92,380
Devotion School - Feas. & Sch. Des. (future authorization)	1,130,000	1,218,750	10			161,025	156,223	151,420	146,618	141,815
Roof Repairs / Replacements (future authorization)	1,600,000	1,600,000	10			228,000	221,200	214,400	207,600	200,800
Devotion School - Design (future authorization)	45,000,000	5,000,000	20				487,500	475,625	463,750	451,875
Ladder #2 (future authorization)	1,200,000	1,200,000	10				171,000	165,900	160,800	155,700
Rear Landfill (future authorization)	4,600,000	4,600,000	20				448,500	437,575	426,650	415,725
Baldwin School (future authorization)	1,780,000	1,780,000	10					256,500	248,850	241,200
Devotion School - Constr. (future authorization)	48,750,000	21,875,000	25					1,850,000	1,808,000	1,766,000
Brookline Reservoir Park (future authorization)	1,400,000	1,400,000	10					199,500	193,550	187,600
Roof Repairs / Replacements (future authorization)	1,125,000	525,000	10					74,813	72,581	70,350
Roof Repairs / Replacements (future authorization)	1,125,000	175,000	10						24,938	24,194
Driscoll School HVAC (future authorization)	1,500,000	1,500,000	10						213,750	207,375
Devotion School - Constr. (future authorization)	48,750,000	20,000,000	25						1,850,000	1,808,000
Engine #4 (Quint) (future authorization)	1,400,000	1,400,000	10						199,500	193,550
Roof Repairs / Replacements (future authorization)	1,125,000	425,000	10							60,563
Emerson Garden/Harry Downes (future authorization)	1,350,000	1,350,000	10							192,375
<b>NEW GEN FUND DEBT SERVICE (cumulative)</b>				<b>1,097,400</b>	<b>1,901,930</b>	<b>2,345,148</b>	<b>3,387,458</b>	<b>5,675,680</b>	<b>7,813,446</b>	<b>7,860,894</b>
Wastewater (previously authorized) - Interest Free MWRA Loan	5,500,000	210,000	5	42,000	42,000	42,000	42,000	42,000		
Wastewater (previously authorized)	5,500,000	1,000,000	10		142,500	138,250	134,000	129,750	125,500	121,250
Wastewater (previously authorized)	5,500,000	1,000,000	10			142,500	138,250	134,000	129,750	125,500
Wastewater (previously authorized)	5,500,000	914,065	10				130,254	126,369	122,485	118,600
Wastewater (future authorization)	3,000,000	1,500,000	10					213,750	207,375	201,000
Wastewater (future authorization)	3,000,000	1,500,000	10							213,750
Water Main Improvements (previously authorized)	1,000,000	500,000	10	70,000	68,000	66,000	64,000	62,000	60,000	58,000
Water Main Improvements (previously authorized)	1,000,000	500,000	10		71,250	69,125	67,000	64,875	62,750	60,625
Storm Drain Improvements (previously authorized)	500,000	500,000	10	70,000	68,000	66,000	64,000	62,000	60,000	58,000
Golf Course (previously authorized)	2,840,000	125,000	20	11,875	11,594	11,313	11,031	10,750	10,469	10,469
Golf Course (previously authorized)	2,840,000	225,000	20			21,375	20,869	20,363	19,856	19,350
Golf Course (previously authorized)	2,840,000	590,000	20						56,050	54,723
<b>NEW ENTERPRISE FUND DEBT SERVICE (cumulative)</b>				<b>193,875</b>	<b>403,344</b>	<b>556,563</b>	<b>671,404</b>	<b>865,857</b>	<b>854,235</b>	<b>1,041,267</b>
<b>TOTAL NEW DEBT SERVICE (cumulative)</b>				<b>1,291,275</b>	<b>2,305,274</b>	<b>2,901,710</b>	<b>4,058,862</b>	<b>6,541,537</b>	<b>8,667,681</b>	<b>8,902,160</b>

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table below shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund. As it shows, total debt service is projected at 5.1% in FY13 and will gradually decline until FY17 and FY18, when debt service associated with the Devotion School project kicks in. When enterprise fund-supported debt is excluded, the figure drops to 4.6% in FY13, reaching 5.4% in FY18.

**DEBT SERVICE AS A PERCENTAGE OF REVENUE**

DESCRIPTION	FY10 (Act.)	FY11 (Act.)	FY12 (Proj.)	FY13 (Proj.)	FY14 (Proj.)	FY15 (Proj.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)	FY19 (Proj.)
Total General Fund Supported Debt Service	11,873,959	9,440,762	10,404,420	9,986,874	9,791,449	9,470,319	9,922,684	11,803,260	13,337,122	12,913,066
a.) Exempt (Debt Exclusion) <sup>1</sup>	4,347,320	1,899,453	1,730,917	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	988,200
b.) Non-Exempt	7,526,639	7,541,309	8,673,503	8,356,066	8,678,649	8,375,919	8,846,684	10,754,860	12,316,322	11,924,866
Minus SBA Reimbursements	3,267,371	1,227,634	1,227,634	587,125	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	8,606,588	8,213,128	9,176,786	9,399,749	9,204,324	8,883,194	9,335,559	11,216,135	12,749,997	12,325,941
Water & Sewer Enterprise Fund Supported Debt Svc.	2,404,631	2,495,199	2,335,704	2,384,946	2,490,539	2,259,261	2,315,539	2,191,035	1,793,950	1,660,956
Golf Course Enterprise Fund Supported Debt Svc.	184,484	189,130	185,679	192,419	181,831	177,725	167,019	161,856	142,544	123,910
<b>TOTAL Debt Service</b>	<b>14,463,074</b>	<b>12,125,091</b>	<b>12,925,803</b>	<b>12,564,239</b>	<b>12,463,820</b>	<b>11,907,305</b>	<b>12,405,242</b>	<b>14,156,152</b>	<b>15,273,616</b>	<b>14,697,932</b>
General Fund Revenue	202,334,761	201,989,391	208,879,074	218,770,516	219,359,279	227,198,282	234,992,723	241,857,295	249,169,370	256,792,950
General Fund Revenue Without SBA Reimbursement	199,067,390	200,761,757	207,651,440	218,183,391	218,772,154	226,611,157	234,405,598	241,270,170	248,582,245	256,205,825
Water & Sewer Enterprise Fund Revenue	22,992,806	24,266,429	24,687,606	25,755,597	26,992,986	27,602,587	28,503,187	29,647,508	30,476,094	31,536,972
Golf Course Enterprise Fund Revenue	1,132,976	1,123,370	1,204,000	1,204,000	1,216,290	1,227,430	1,238,682	1,250,046	1,261,524	1,273,117
<b>TOTAL Revenue of Funds Supporting Debt Svc.</b>	<b>226,460,543</b>	<b>227,379,190</b>	<b>234,770,680</b>	<b>245,730,113</b>	<b>247,568,556</b>	<b>256,028,300</b>	<b>264,734,592</b>	<b>272,754,849</b>	<b>280,906,987</b>	<b>289,603,038</b>
General Fund Debt Service as a % of General Fund Revenue	5.9%	4.7%	5.0%	4.6%	4.5%	4.2%	4.2%	4.9%	5.4%	5.0%
Net General Fund Debt Service as a % of General Fund Revenue <sup>2</sup>	4.3%	4.1%	4.4%	4.3%	4.2%	3.9%	4.0%	4.6%	5.1%	4.8%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	10.5%	10.3%	9.5%	9.3%	9.2%	8.2%	8.1%	7.4%	5.9%	5.3%
Golf Course Enterprise Fund Debt Service as a % of Revenue	16.3%	16.8%	15.4%	16.0%	14.9%	14.5%	13.5%	12.9%	11.3%	9.7%
<b>TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.</b>	<b>6.4%</b>	<b>5.3%</b>	<b>5.5%</b>	<b>5.1%</b>	<b>5.0%</b>	<b>4.7%</b>	<b>4.7%</b>	<b>5.2%</b>	<b>5.4%</b>	<b>5.1%</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> Excludes both the debt service (expense) reimbursed by the State for school projects and the reimbursement from the State (revenue).

**IMPACT ON OPERATING BUDGET**

The "Debt and Debt Service" section discussed details the impact of debt service on the Operating Budget. Another potential impact of a CIP on a community's Operating Budget is an increase or decrease in operating expenses. For example, adding another facility in the community will add costs for utilities and building maintenance. Conversely, undertaking energy conservation projects will help reduce costs in the Operating Budget. The proposed CIP contains a number of projects that will impact the Operating Budget, both positively and negatively. They are listed below:

- Craftsmen Garage Construction / Parks Facility Improvements – if a new garage were to be constructed, there would be additional maintenance and utility expenses associated with the building. Depending on what the feasibility study's recommendations are for improvements to the park facility, there could be a reduction in operating budget expenses (the current facility is inefficient in terms of energy consumption) or there could be an increase (if additional space is recommended, that space would have maintenance and utility expenses). The feasibility study is certain to take these issues into account.
- Technology Applications – projects undertaken by the Information Technology Department (ITD) are focused on improving efficiencies in numerous departments. While it is difficult to put a dollar figure on savings, past applications have proven to yield savings in the Operating Budget, including a reduction in headcount.
- Coolidge Corner Library Rear Windows – these nine large panels of glass windows in the rear of the building date from the original construction in 1970. The glass is not insulated and is loose in a number of areas. New windows are certain to help reduce energy consumption.
- Fisher Hill Reservoir Acquisition / Conversion to Active and Passive Recreation - this project calls for the Town to develop this property for park and recreation purposes with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. The FY09 Override provided additional funds in the DPW budget to care for the new 10-acre recreation site.
- Storm Drain Improvements - this program will decrease the amount of storm water the Town is paying to have treated at the Deer Island treatment plant.
- Wastewater System Improvements - these projects will help prevent costly system failures, lower MWRA wholesale costs by reducing extraneous flows, and making more efficient use of annual operating funds.
- Town / School Energy Management Systems and Energy Conservation - these on-going items are meant to yield savings in the operating budget. With large increases in utility costs over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs would include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment.
- Parking Meter Enhancements - this project would move the multi-space parking meters from the current "pay-and-display" model to "pay-by-space". This change is being to address a couple of issues, one of which is to make meter enforcement easier for the Parking Control Officers. By making the issuance of parking tickets more efficient, revenue could increase.
- Solar Powered Waste Collection Trash Barrels - in addition to being a great improvement over the standard trash receptacles both environmentally and aesthetically, these barrels monitor collection activity in real time via web-based wireless capabilities. As a result, efficiency is improved since fewer trips are required to collect the trash and recyclables, thereby allowing for the reduction in labor required for this service.

- Playground Projects - as playgrounds are renovated and new or improved water play features are included as part of the project, water/sewer costs will increase.
- Town / School Emergency Generator Replacement, Elevator Replacement, Roof Replacement, Masonry Repairs, and Fenestrian - these items represent an approach to systematically replace various core facility needs that only become more expensive to maintain if not replaced in a timely manner. They also help eliminate the need for larger expenditures that might arise if allowed to deteriorate.
- Baldwin School HVAC / Windows – the heating system at the Baldwin School is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and covert the system to forced hot water. This would allow for better control, more even temperatures, zoning, and energy savings. In addition, there will be less spent on fixing the system. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows.
- Devotion School Renovation – new electrical and HVAC systems and new windows will be more efficient. In addition, there will be less spent on fixing the system. However, with increased space required to house additional pre-school programs (from other schools), then there will be additional utility and maintenance costs. The School budget will continue to be impacted by the growth in enrollment, as additional teachers are required.
- Driscoll School HVAC – a new forced hot water system will be easier to control, thereby saving energy and reducing operating repair costs.

**RECOMMENDED PROJECTS**

The following pages contain the FY13 - FY18 CIP as proposed by project. Commencing on page VII-25 is a project description for each project.

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

**TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2013 - FY2018**

CATEGORY CODES (CC):				REVENUE CODES (RC):													
1 = New Facility Construction		4 = Infrastructure		A = Property Tax/Free Cash/Overlay Surplus			D = Golf Budget		G = Utility Bond		J = Re-Appropriation of Funds						
2 = Facility Renovation / Repair		5 = Vehicles		B = General Fund Bond			E = Golf Bond		H = CDBG								
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous		C = State / Federal Aid			F = Utility Budget		I = Other								
CC	Total	Prior Year (FY12)	FY2013		FY2014		FY2015		FY2016		FY2017		FY2018		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
<b>GENERAL GOVERNMENT</b>																	
2	Senior Ctr Recarpeting	110,000	110,000														
2	Garages-Floor Sealant & Water/Oil Separators	360,000			25,000	A	75,000	A	60,000	A	70,000	A	80,000	A	50,000	A	
6	Technology Applications	2,120,000	265,000	250,000	A	255,000	A	260,000	A	265,000	A	270,000	A	275,000	A	280,000	A
	General Government Total	2,590,000	375,000	250,000		280,000		335,000		325,000		340,000		355,000		330,000	
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>																	
4	Village Square Circulation Improv. - CD	2,250,000			2,250,000	H											
4	Village Square Circulation Improv. - Other	750,000			750,000	I											
4	Village Square Circulation Improv. - State	1,500,000			1,500,000	C											
4	Commercial Area Improvements	400,000	50,000	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Gateway West (Chestnut Hill) District Plan	75,000													75,000	A	
4	Cypress Village Zoning Analysis	50,000													50,000	A	
4	Riverway Park Pedestrian/Bike Path - Fed	600,000					600,000	C									
4	Riverway Park Pedestrian/Bike Path - Town	40,000			40,000	A											
	Planning & Community Development Total	5,665,000	50,000	50,000		4,590,000		650,000		50,000		50,000		50,000		175,000	
<b>PUBLIC SAFETY</b>																	
5	Fire Apparatus Rehab	285,000	50,000	50,000	A				185,000	A							
5	Ladder #2 Replacement	1,400,000					1,400,000	B									
5	Engine #3 Replacement	465,000			465,000	A											
5	Engine #4 (Quint) Replacement	1,250,000								1,250,000	B						
2	Fire Station Renovations	3,285,000	625,000	320,000	A	195,000	A	190,000	A	205,000	A	300,000	A		1,450,000	A	
1	Emergency Mgmt Storage	55,000			55,000	A											
	Public Safety Total	6,740,000	675,000	370,000		715,000		1,590,000		390,000		1,550,000		-	1,450,000		
<b>LIBRARY</b>																	
2	Coolidge Corner - Elevator / Rear Windows	355,000					220,000	A			135,000	A					
6	Library Furnishings	100,000											100,000	A			
2	Library Interior Painting / Facelift	200,000	100,000												100,000	A	
	Library Total	655,000	100,000	-		-		220,000		-		135,000		100,000	100,000		

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2013 - FY2018																	
CATEGORY CODES (CC):				REVENUE CODES (RC):													
1 = New Facility Construction		4 = Infrastructure		A = Property Tax/Free Cash/Overlay Surplus				D = Golf Budget		G = Utility Bond			J = Re-Appropriation of Funds				
2 = Facility Renovation / Repair		5 = Vehicles		B = General Fund Bond				E = Golf Bond		H = CDBG							
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous		C = State / Federal Aid				F = Utility Budget		I = Other							
CC		Total	Prior Year (FY12)	FY2013		FY2014		FY2015		FY2016		FY2017		FY2018		Future Years	
				Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	<b>PUBLIC WORKS:</b>																
	<b>Transportation</b>																
4	Traffic Calming / Safety Improvements	300,000				50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Bicycle Access Improvements	123,040	48,040	75,000	A												
4	Harvard / Green Pedestrian Crossing Study	25,000		25,000	A												
4	Dean / Chestnut Hill Ave Signal	325,000								35,000	A					290,000	A
4	Cypress / High Traffic Signal Study	30,000				30,000	A										
	Public Works - Transportation Sub-Total	803,040	48,040	100,000		80,000		50,000		85,000		50,000		50,000		340,000	
	<b>Engineering/Highway</b>																
4	Street Rehab - Town	12,880,000	1,750,000	1,470,000	A	1,510,000	A	1,550,000	A	1,590,000	A	1,630,000	A	1,670,000	A	1,710,000	A
4	Street Rehab - State	7,557,048	944,631	944,631	C	944,631	C	944,631	C	944,631	C	944,631	C	944,631	C	944,631	C
4	Sidewalk Repair	2,352,960	270,960	276,000	A	283,000	A	290,000	A	297,000	A	304,000	A	312,000	A	320,000	A
4	Sidewalk Revolving Fund	65,000		65,000	A												
4	Streetlight Repair/Replacement Program	25,000	25,000														
4	Parking Lot Rehab.	335,000	45,000	85,000	A					205,000	A						
4	Newton St. Landfill - Rear Landfill Closure	4,600,000						4,600,000	B								
4	Parking Meter System Enhancements	100,000		100,000	I												
6	Solar Powered Waste Collection Trash Barrels	435,000						435,000	A								
2	Transfer Station Floor	70,000				70,000	A										
2	Municipal Service Ctr Floor / Space Needs	1,075,000	25,000	300,000	A	750,000	A										
	Public Works - Engineering/Highway Sub-Total	29,495,008	3,060,591	3,240,631		3,557,631		7,819,631		3,036,631		2,878,631		2,926,631		2,974,631	
	<b>Water / Sewer</b>																
4	Singletree Tank Exterior Rehab.	300,000		300,000	F												
4	Water Dept. Garage - Roof Repl.	260,000				260,000	F										
4	Storm Drain Improvements	500,000	500,000														
4	Wastewater System Improvements	3,000,000						3,000,000	G								
4	Water Main Improvements	1,000,000	1,000,000														
	Public Works - Water / Sewer Sub-Total	5,060,000	1,500,000	300,000		260,000		-		3,000,000		-		-		-	
	<b>Parks and Playgrounds</b>																
3	Billy Ward Playground	630,000	630,000														
3	Brookline Ave Playground	835,000				60,000	A	775,000	A								
3	Brookline Reservoir Park	1,400,000								1,400,000	B						
3	Clark Playground	510,000	510,000														
3	Corey Hill Playground	570,000						40,000	A	530,000	A						
3	Emerson Garden Playground	660,000										60,000	A	600,000	B		
3	Fisher Hill - Field/Playground	3,250,000		3,250,000	I												
3	Gatehouse Roof	250,000								250,000	A						
3	Gatehouse Carpentry, Stairs, Masonry - Grant	400,000								400,000	C						
3	Harry Downes Field & Playground	825,000										75,000	A	750,000	B		
3	Larz Anderson Park	3,750,000	50,000					600,000	A					1,600,000	B	1,500,000	B
3	Murphy Playground	700,000												40,000	A	660,000	A
3	Pierce Playground	850,000														850,000	A
3	Riverway Park	425,000														425,000	A
3	Schick Playground	750,000												50,000	A	700,000	A
3	Soule Athletic Fields	560,000						60,000	A	500,000	A						
3	Waldstein Playground	1,430,000	80,000	1,350,000	B												
3	Warren Field / Playground	860,000	60,000	800,000	B												
3	Parks/Playgrounds Rehab/Upgrade	2,485,000	280,000	285,000	A	295,000	A	305,000	A	315,000	A	325,000	A	335,000	A	345,000	A
3	Town/School Ground Rehab.	800,000	135,000	80,000	A	85,000	A	90,000	A	95,000	A	100,000	A	105,000	A	110,000	A
3	Tennis Courts / Basketball Courts	450,000				100,000	A	150,000	A					100,000	A	100,000	A
2	Comfort Stations	200,000				50,000	A			50,000	A			50,000	A	50,000	A
	Public Works - Parks and Playground Sub-Total	22,590,000	1,745,000	5,765,000		590,000		2,020,000		3,540,000		560,000		3,630,000		4,740,000	

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

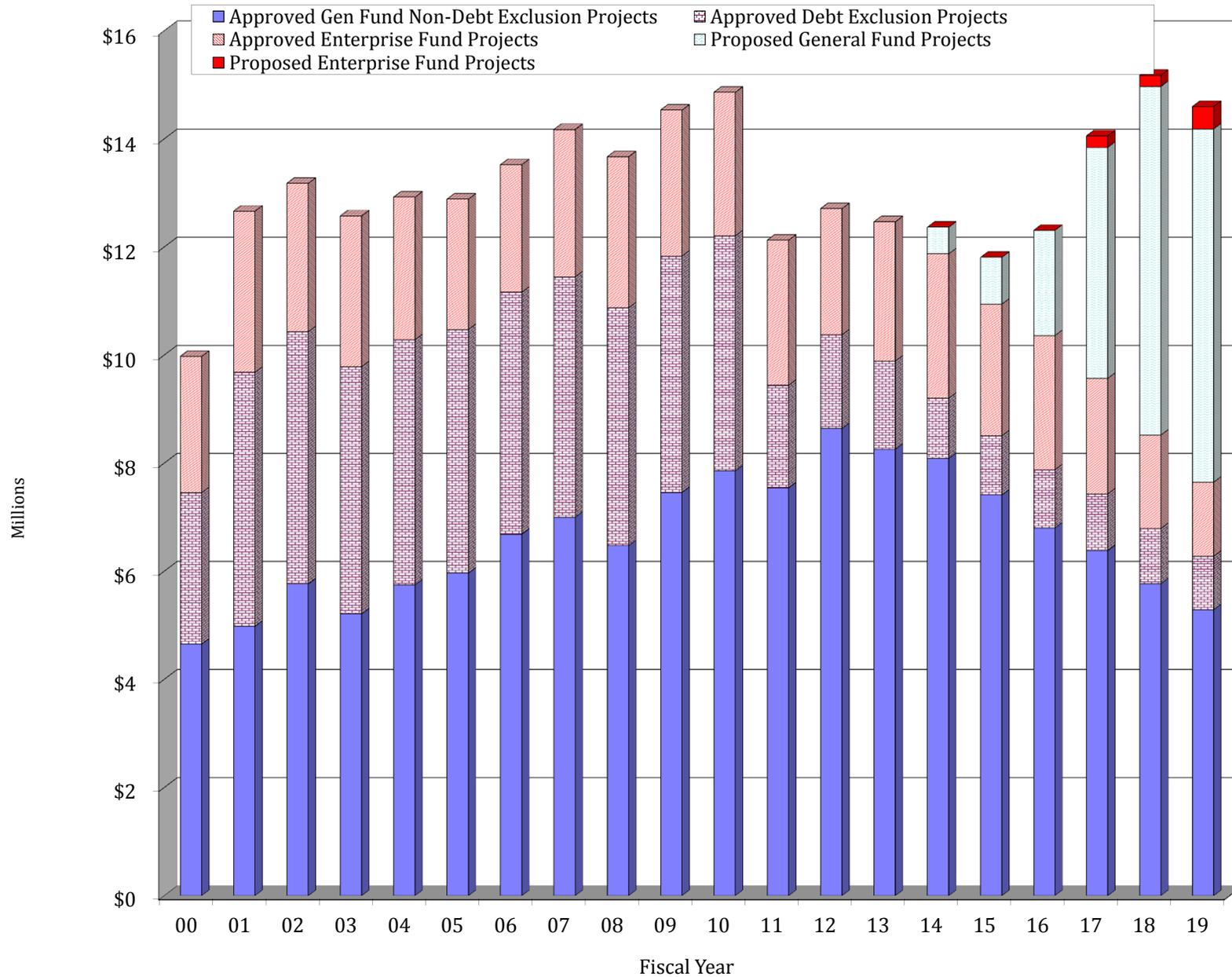
TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2013 - FY2018																	
CATEGORY CODES (CC):				REVENUE CODES (RC):													
1 = New Facility Construction		4 = Infrastructure		A = Property Tax/Free Cash/Overlay Surplus			D = Golf Budget			G = Utility Bond			J = Re-Appropriation of Funds				
2 = Facility Renovation / Repair		5 = Vehicles		B = General Fund Bond			E = Golf Bond			H = CDBG							
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous		C = State / Federal Aid			F = Utility Budget			I = Other							
CC	Description	Total	Prior Year (FY12)	FY2013		FY2014		FY2015		FY2016		FY2017		FY2018		Future Years	
				Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
<b>Conservation/Open Space</b>																	
3	Tree Removal/Repl - Town	1,450,000	190,000	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A	195,000	A
3	Old Burial Ground	350,000		250,000	A											100,000	A
	Public Works - Conser /Open Space Sub-Total	1,800,000	190,000	415,000		170,000		175,000		180,000		185,000		190,000		295,000	
	Public Works Total	59,748,048	6,543,631	9,820,631		4,657,631		10,064,631		9,841,631		3,673,631		6,796,631		8,349,631	
<b>RECREATION</b>																	
2	Swimming Pool - UV Filters/Shower Renovations/Pool Repointing	600,000	50,000									350,000	A	200,000	A		
2	Skating Rink Pavilion Floor Replacement	30,000	30,000														
2	Golf Course Maint. Bldg. Replacement	500,000		500,000	A												
2	Tappan St. Gym Enhancements	30,000				30,000	A	NA									
	Recreation Total	1,160,000	80,000	500,000		30,000		-		-		350,000		200,000		-	
<b>SCHOOL</b>																	
6	Furniture Upgrades	375,000	25,000	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
2	Town/School ADA Renovations	540,000	60,000	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A	75,000	A
2	Town/School Elevator Renov. Program	1,275,000	25,000	250,000	A			250,000	A	250,000	A	250,000	A	250,000	A		
2	Town/School Emer Generator Repl	250,000		125,000	A	125,000	A										
2	Town/School Energy Conservation Projects	1,085,000	125,000	150,000	A	150,000	A	160,000	A	160,000	A	170,000	A	170,000	A		
2	Town/School Energy Management System	325,000	75,000	100,000	A	150,000	A										
2	Town/School Building Envelope Repairs	2,250,000	250,000			500,000	A	500,000	A	500,000	A					500,000	A
2	Town/School Hazardous Material Removal	540,000	60,000	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A	75,000	A
2	Town/School Fenestrian Improvements	1,075,000						25,000	A	50,000	A	500,000	A			500,000	A
2	Town/School Roof Repair/Repl. Program	2,725,000				1,600,000	B			1,125,000	B						
2	Town/School Building Security / Life Safety Sys	1,010,000	50,000	150,000	A	150,000	A	160,000	A	160,000	A	170,000	A	170,000	A	170,000	A
2	Intercom/Safety System Replacement	300,000	50,000	250,000	A												
2	High School - Campus Ventilation (Cooling)	175,000										175,000	A				
2	High School - Stage	55,000		55,000	A												
2	High School - Quad	525,000				25,000	A			500,000	A						
2	High School - Space Needs	50,000		50,000	A			TBD									
2	UAB - Roof&Chimney/Pointing/Gutters & Down	1,430,000	130,000	1,300,000	B												
2	Baldwin School Renovations	2,005,000				25,000	A	180,000	A	1,800,000	B						
2	Driscoll School - HVAC	2,200,000								200,000	A	2,000,000	B				
2	Devotion Rehab. - Town Share (60%)	46,130,000				1,130,000	B	45,000,000	B								
2	Devotion Rehab. - State Share (40%)	30,750,000				750,000	C	30,000,000	C								
2	Heath School Addition - Town Share (61%)	5,250,000	5,250,000														
2	Heath School Addition - State Share (39%)	3,250,000	3,250,000														
2	Old Lincoln Surface Structural Repairs	500,000		500,000	A												
2	Pierce - Renov. Aud./ Elec. Distrib. Upgrade	1,162,500	750,000	37,500	A	375,000	A										
2	Classroom Capacity	1,190,000		1,190,000	A			TBD									
2	Classroom Capacity	560,000		560,000	J			TBD									
	School Total	106,982,500	10,100,000	4,887,500		5,160,000		76,455,000		4,935,000		3,455,000		620,000		1,370,000	

**TOWN OF BROOKLINE  
FY2013 PROGRAM BUDGET**

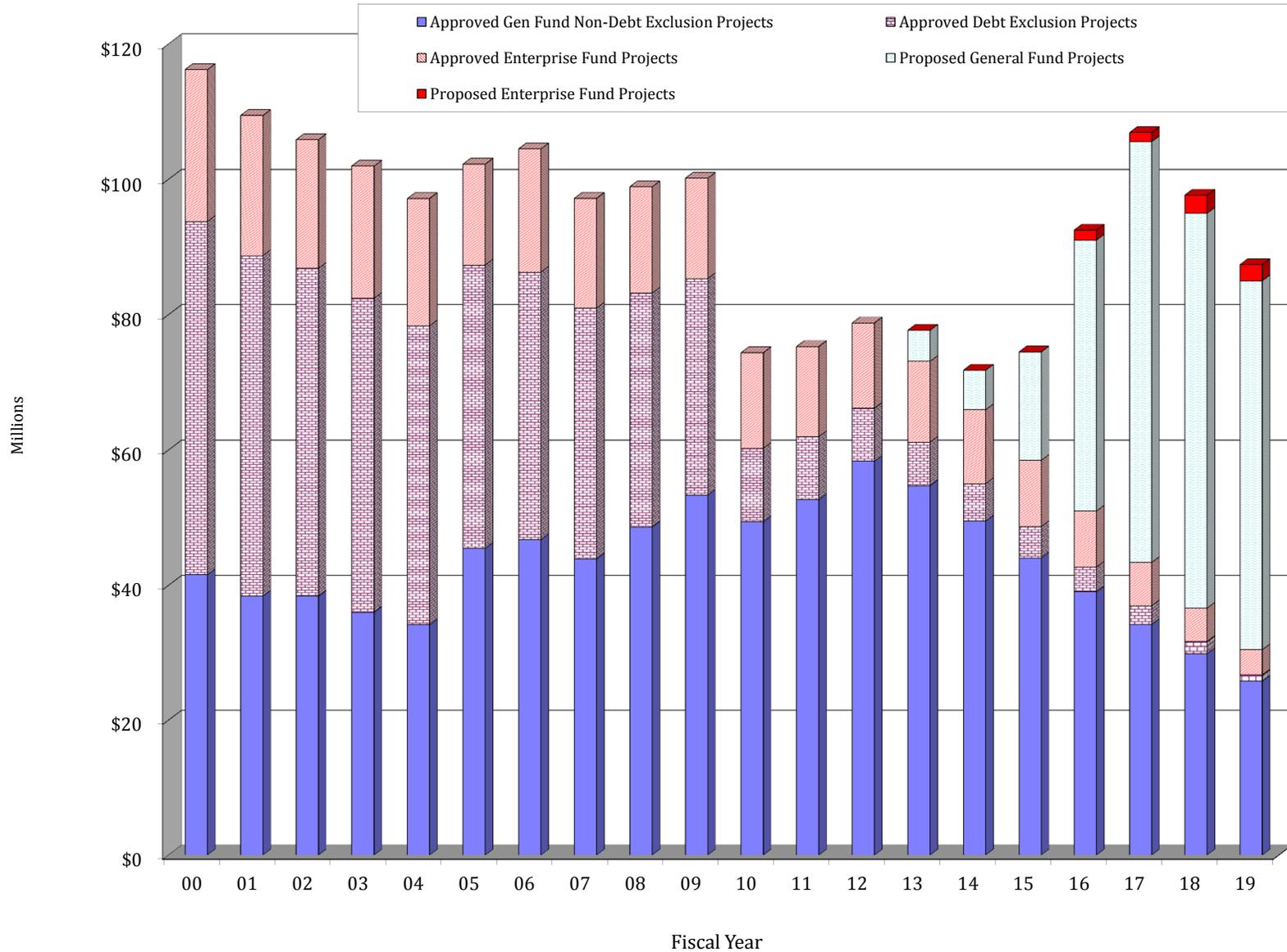
**CAPITAL IMPROVEMENTS PROGRAM**

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2013 - FY2018																
CATEGORY CODES (CC):			REVENUE CODES (RC):													
1 = New Facility Construction		4 = Infrastructure		A = Property Tax/Free Cash/Overlay Surplus			D = Golf Budget			G = Utility Bond			J = Re-Appropriation of Funds			
2 = Facility Renovation / Repair		5 = Vehicles		B = General Fund Bond			E = Golf Bond			H = CDBG						
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous		C = State / Federal Aid			F = Utility Budget			I = Other						
CC	Total	Prior Year (FY12)	FY2013		FY2014		FY2015		FY2016		FY2017		FY2018		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
<b>GRAND TOTAL</b>	<b>183,540,548</b>	<b>17,923,631</b>	<b>15,878,131</b>		<b>15,432,631</b>		<b>89,314,631</b>		<b>15,541,631</b>		<b>9,553,631</b>		<b>8,121,631</b>		<b>11,774,631</b>	
<b>GRAND TOTAL BY SOURCE</b>																
A = Property Tax / Free Cash / Overlay Surplus	53,058,500	6,979,000	7,273,500	46%	6,248,000	40%	6,770,000	8%	6,872,000	44%	5,359,000	56%	4,227,000	52%	9,330,000	79%
B = General Fund Bond	74,455,000	5,250,000	3,450,000	22%	2,730,000	18%	51,000,000	57%	4,325,000	28%	3,250,000	34%	2,950,000	36%	1,500,000	13%
C = State / Federal Grants	44,057,048	4,194,631	944,631	6%	3,194,631	21%	31,544,631	35%	1,344,631	9%	944,631	10%	944,631	12%	944,631	8%
D = Golf Budget	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
E = Golf Bond	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
F = Utility Budget	560,000	-	300,000	2%	260,000	2%	-	0%	-	0%	-	0%	-	0%	-	0%
G = Utility Bond	4,500,000	1,500,000	-	0%	-	0%	-	0%	3,000,000	19%	-	0%	-	0%	-	0%
H = CDBG	2,250,000	-	-	0%	2,250,000	15%	-	0%	-	0%	-	0%	-	0%	-	0%
I = Other	4,100,000	-	3,350,000	21%	750,000	5%	-	0%	-	0%	-	0%	-	0%	-	0%
J = Re-Approp. of Existing Funds	560,000	-	560,000	4%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
<b>Grand Total</b>	<b>183,540,548</b>	<b>17,923,631</b>	<b>15,878,131</b>		<b>15,432,631</b>		<b>89,314,631</b>		<b>15,541,631</b>		<b>9,553,631</b>		<b>8,121,631</b>		<b>11,774,631</b>	
<b>GRAND TOTAL BY ALLOCATION</b>																
General Government	2,590,000	375,000	250,000	2%	280,000	2%	335,000	0%	325,000	2%	340,000	4%	355,000	4%	330,000	3%
Planning and Community Development	5,665,000	50,000	50,000	0%	4,590,000	30%	650,000	1%	50,000	0%	50,000	1%	50,000	1%	175,000	1%
Public Safety	6,740,000	675,000	370,000	2%	715,000	5%	1,590,000	2%	390,000	3%	1,550,000	16%	-	0%	1,450,000	12%
Library	655,000	100,000	-	0%	-	0%	220,000	0%	-	0%	135,000	1%	100,000	1%	100,000	1%
DPW - Transportation	803,040	48,040	100,000	1%	80,000	1%	50,000	0%	85,000	1%	50,000	1%	50,000	1%	340,000	3%
Engineering/Highway	29,495,008	3,060,591	3,240,631	20%	3,557,631	23%	7,819,631	9%	3,036,631	20%	2,878,631	30%	2,926,631	36%	2,974,631	25%
Water / Sewer	5,060,000	1,500,000	300,000	2%	260,000	2%	-	0%	3,000,000	19%	-	0%	-	0%	-	0%
Parks & Playgrounds	22,590,000	1,745,000	5,765,000	36%	590,000	4%	2,020,000	2%	3,540,000	23%	560,000	6%	3,630,000	45%	4,740,000	40%
Conservation/Open Space	1,800,000	190,000	415,000	3%	170,000	1%	175,000	0%	180,000	1%	185,000	2%	190,000	2%	295,000	3%
Recreation	1,160,000	80,000	500,000	3%	30,000	0%	-	0%	-	0%	350,000	4%	200,000	2%	-	0%
Public Schools	106,982,500	10,100,000	4,887,500	31%	5,160,000	33%	76,455,000	86%	4,935,000	32%	3,455,000	36%	620,000	8%	1,370,000	12%
<b>Grand Total</b>	<b>183,540,548</b>	<b>17,923,631</b>	<b>15,878,131</b>		<b>15,432,631</b>		<b>89,314,631</b>		<b>15,541,631</b>		<b>9,553,631</b>		<b>8,121,631</b>		<b>11,774,631</b>	
<b>GRAND TOTAL BY CATEGORY</b>																
1 New Facility Construction	55,000	-	-	0%	55,000	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2 Facility Renovation / Repair	114,072,500	11,015,000	5,957,500	38%	6,230,000	40%	76,890,000	86%	5,850,000	38%	4,260,000	45%	900,000	11%	2,970,000	25%
3 Parks / Open Space / Playgrounds	28,140,000	1,935,000	6,180,000	39%	710,000	5%	6,795,000	8%	3,020,000	19%	745,000	8%	3,770,000	46%	4,985,000	42%
4 Infrastructure	34,843,048	4,633,631	3,390,631	21%	7,667,631	50%	3,484,631	4%	6,171,631	40%	2,978,631	31%	3,026,631	37%	3,489,631	30%
5 Vehicles	3,400,000	50,000	50,000	0%	465,000	3%	1,400,000	2%	185,000	1%	1,250,000	13%	-	0%	-	0%
6 Miscellaneous	3,030,000	290,000	300,000	2%	305,000	2%	745,000	1%	315,000	2%	320,000	3%	425,000	5%	330,000	3%
<b>Grand Total</b>	<b>183,540,548</b>	<b>17,923,631</b>	<b>15,878,131</b>		<b>15,432,631</b>		<b>89,314,631</b>		<b>15,541,631</b>		<b>9,553,631</b>		<b>8,121,631</b>		<b>11,774,631</b>	
<b>6-Year Total</b>	<b>153,842,286</b>															

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY13 - FY18 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS  
IN FY13 - FY18 CIP



## FY 2013-2018 CIP PROJECT DESCRIPTIONS

NOTE: The figures included in this report are based on the best available cost estimates at the time of the development of the CIP and are subject to change due to revised estimates and bids.

### **GENERAL GOVERNMENT**

#### **1. SENIOR CENTER - RECARPETING**

The Senior Center is an 18,000 square foot building that opened in February, 2001. High attendance at the Center resulted in wear and tear on the carpeting. It is soiled in certain areas and some of the seams are coming apart. The rugs have been cleaned on a regular basis in order to maintain them as long as possible, but, despite best efforts, they are showing their age. \$110,000 was appropriated in FY2012 for new carpeting.

Estimated Cost: \$110,000

Time Schedule: Prior Year -- \$110,000 Property Tax / Free Cash

#### **2. GARAGES - FLOOR SEALANT & WATER/OIL SEPARATORS**

In order to maintain the integrity of the concrete floors in garages, proper maintenance is required, including removing and refinishing the seal coat on those floors. The floors can deteriorate over time due to chemicals, normal wear and tear, cracks and unforeseen conditions. This project would remove and clean the surface of those floors, make any concrete patches, and provide a seal coat to maintain the floor, which should last for 5 - 10 years. This work would be completed in the following buildings:

Main Library	DPW garages	Fire Stations	UAB	Devotion School	Pierce School
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All new garages are supposed to have water/oil separators. This program would add to or modify existing systems and add new systems, thereby allowing the Town to meet the environmental requirements of the DEP and EPA.

Estimated Cost: \$360,000

Time Schedule:	FY 2014 -- \$25,000	Property Tax / Free Cash
	FY 2015 -- \$75,000	Property Tax / Free Cash
	FY 2016 -- \$60,000	Property Tax / Free Cash
	FY 2017 -- \$70,000	Property Tax / Free Cash

FY 2018 -- \$80,000 Property Tax / Free Cash  
 Future Years -- \$50,000 Property Tax / Free Cash

**3. TECHNOLOGY APPLICATIONS**

This annual appropriation is for funding the projects included in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and / or create efficiencies.

Estimated Cost: \$2,120,000

Time Schedule: Prior Year -- \$265,000 Property Tax / Free Cash  
 FY 2013 -- \$250,000 Property Tax / Free Cash  
 FY 2014 -- \$255,000 Property Tax / Free Cash  
 FY 2015 -- \$260,000 Property Tax / Free Cash  
 FY 2016 -- \$265,000 Property Tax / Free Cash  
 FY 2017 -- \$270,000 Property Tax / Free Cash  
 FY 2018 -- \$275,000 Property Tax / Free Cash  
 Future Years -- \$280,000 Property Tax / Free Cash

**PLANNING AND COMMUNITY DEVELOPMENT**

**4. VILLAGE SQUARE CIRCULATION IMPROVEMENTS**

This project involves reconfiguration of the existing circulation system at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle used to provide access to Washington Street from Route 9 eastbound would be removed and replaced with a new four-way intersection at Pearl Street. Signals would be relocated and upgraded and a new ADA-compliant surface-level pedestrian crosswalk with walk signal would cross Route 9 just west of Pearl Street as part of a new four-way intersection, replacing the existing pedestrian bridge that crosses Route 9. This solution was developed in response to Town Meeting opposition to repairing the existing pedestrian bridge, which would be removed as part of this project. In addition, lighting and landscaping improvements will be made in the area, improving the overall aesthetics of this portion of Route 9 and Brookline Village.

The funding for the project comes from three sources:

1. a \$2.25 million Section 108 loan allowed for under the CDBG Program

- 2. \$750,000 as part of the 1% of off-site improvements related to the re-development of the 2 Brookline Place site
- 3. a \$1.5 million grant from the State Transportation Improvement Program (STIP).

Estimated Cost: \$4,500,000

Time Schedule: FY 2014 -- \$2,250,000 CDBG  
 FY 2014 -- \$1,500,000 State / Federal Grant  
 FY 2014 -- \$750,000 Other (1% Off-Site Improvements from 2 Brookline Place)

**5. COMMERCIAL AREAS IMPROVEMENTS**

This annual appropriation is intended to fund projects detailed in the Economic Development Division’s Strategic Plan, which serves as the framework for the selection and management of Commercial Area Improvements and is updated periodically by the Economic Development Advisory Board. Additionally, projects that are short-term in nature and need urgent attention are expected to arise from time to time and should be addressed in order to protect our high-functioning commercial areas. Maintaining healthy, local commercial areas affects the quality of life and adds much needed support to our tax base. Annual investment toward easy to use and attractive streets, pedestrian amenities, and other civic spaces makes our commercial areas more enjoyable to live, shop, dine, and work.

Estimated Cost: \$400,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash  
 FY 2013 -- \$50,000 Property Tax / Free Cash  
 FY 2014 -- \$50,000 Property Tax / Free Cash  
 FY 2015 -- \$50,000 Property Tax / Free Cash  
 FY 2016 -- \$50,000 Property Tax / Free Cash  
 FY 2017 -- \$50,000 Property Tax / Free Cash  
 FY 2018 -- \$50,000 Property Tax / Free Cash  
 Future Years -- \$50,000 Property Tax / Free Cash

**6. GATEWAY WEST (CHESTNUT HILL) DISTRICT PLAN**

The Brookline Comprehensive Plan recommended that the Town begin a series of district plans in Coolidge Corner, Brookline Village, and Chestnut Hill. It also recommended that the Town plan for growth and change along Route 9, particularly in the Village Square and Gateway West (Chestnut Hill) areas. Planning for the Village Square project is currently under way. This project would involve the development of transportation, land use, zoning, and housing plan for the Chestnut Hill district.

Estimated Cost: \$75,000

Time Schedule: Future Years -- \$75,000 Property Tax / Free Cash

**7. CYPRESS VILLAGE ZONING ANALYSIS**

This project would involve a study of the land use and zoning on Route 9 from Cypress Street to Brookline Village. The purpose would be to evaluate the zoning of the area and whether it is adequate to implement the vision of the corridor outlined in the Town's Comprehensive Plan. The study would involve a public participation component, an economic feasibility component, and a legal component.

Estimated Cost: \$50,000

Time Schedule: Future Years -- \$50,000 Property Tax / Free Cash

**8. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS**

There has been interest for years in a safer crossing for pedestrians and bicycles at Route 9 and the Riverway. Since the DPW completed the construction of a bike/pedestrian path in Olmsted Park, there has been increased use of this park by pedestrians and bicyclists. The path ends at the intersection with Washington Street with no means of crossing Washington Street except at the Brookline Avenue intersection. The Department of Conservation and Recreation (DCR) commissioned a study to look at viable methods of crossing Washington Street, both in Brookline and Boston.

The Gateway East Public Realm plan developed a preferred solution for this crossing, involving a widening of the median, reconfiguring existing traffic lanes, and a marked crossing. The federal transportation bill earmarked \$600,000 for construction of such an improvement. The \$40,000 in town funding is to design the plan that the federal funds will support.

Estimated Cost: \$640,000

Time Schedule: FY 2014 -- \$40,000 Property Tax / Free Cash  
FY 2015 -- \$600,000 State / Federal Grant

**PUBLIC SAFETY**

**9. FIRE APPARATUS REHAB**

The Town's policy is to replace front line engines every 17 years and front line ladder trucks every 20 years. While this replacement schedule serves the Town very well, funding needs to be appropriated every 10 years to rehab engines and every 12 years to rehab ladder trucks. The proposed funding is for Engine #3 (\$50,000 in FY13) and Engine #1 (\$185,000 in FY16).

Estimated Cost: \$285,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash  
FY 2013 -- \$50,000 Property Tax / Free Cash  
FY 2016 -- \$185,000 Property Tax / Free Cash

**10. LADDER #2 REPLACEMENT**

The Town's policy is to replace front-line ladder trucks every 20 years. Ladder #2 will be 20 years old in FY15.

Estimated Cost: \$1,400,000

Time Schedule: FY 2015 -- \$1,400,000 General Fund Bond

**11. ENGINE #3 REPLACEMENT**

Based on current fire apparatus rehab / replacement policy, Engine #3 is slated to be rehabbed in FY14 at an estimated cost of \$160,000. This revised proposal is to replace Engine #3 earlier than scheduled, an action that improves both the front-line and reserve apparatus of the Fire Department.

Under the previous plan, \$320,000 was planned for FY14 to rehab Engine #3 and Reserve Engine #5. This revised plan calls for \$465,000 for a new Engine #3, thereby allowing current Engine #3 to become a spare, replacing Reserve Engine #1, which is currently 20 years old. This change is recommended because Reserve Engine #1 would be close to 30 years old when able to be replaced, an untenable situation. By making current Engine #3 a reserve, the amount required to refurbish the vehicle can be reduced from \$160,000 to \$50,000. In addition, since Reserve Engine #1 would be retired and replaced by current Engine #3, no funds are required to refurbish Reserve Engine #5 (\$160,000 is currently planned for FY14) since the Department is able to absorb the dramatically reduced refurbishment cost for Reserve Engine #5 in the FY12 and FY13 operating budget.

A key outcome of this revised plan is that the Department will have three spares that are more reliable than under the previous plan. As previously stated, Reserve Engine #1 is currently 20 years old. With no engine replacement on the horizon until FY19, except for Engine #4 (Quint), which cannot be used as a spare because of its inability to fit in all stations, Reserve Engine #1 would become an unacceptable spare.

Estimated Cost: \$465,000

Time Schedule: FY 2014 -- \$465,000 Property Tax / Free Cash

**12. FIRE ENGINE #4 (QUINT) REPLACEMENT**

The Town's policy is to replace front-line engines every 17 years. Engine #4, which is a Quint, will be 17 years old in FY17.

Estimated Cost: \$1,250,000

Time Schedule: FY 2017 -- \$1,250,000 General Fund Bond

**13. FIRE STATION RENOVATIONS**

A study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. The work outlined in the report includes flooring, shoring, beams, columns, and structural work. The report also includes recommendations for the HVAC systems, generators, lighting, sprinklers, fire alarms, mechanical, electrical, plumbing, and other peripheral systems.

The \$3.285 million requested can be broken into three categories: (1) structural, (2) sprinkler systems / life safety systems, and (3) mechanical, electrical, and plumbing (MEP). The recommended approach is to fund all required structural work in the first year (\$625,000 in FY12), then fund sprinkler and life safety systems by stations as prioritized by the Fire Chief (FY13 – FY17), and then undertake the MEP work (Future Years). The estimates for each station are as follows:

	<u>Structural</u>	<u>Sprinkler/ Life Safety</u>	<u>MEP</u>
Sta 1 (Brookline Village)	\$248,000	\$320,000 (FY13)	\$310,000
Sta 4 (Rt. 9/Reservoir Rd)	\$ 60,000	\$190,000 (FY15)	\$305,000
Sta 5 (Babcock St)	\$ 0	\$300,000 (FY17)	\$225,000
Sta 6 (Hammond St)	\$154,000	\$205,000 (FY16)	\$300,000
Sta 7 (Washington Sq)	\$165,000	\$195,000 (FY14)	\$310,000

Estimated Cost: \$3,285,000

Time Schedule: Prior Year -- \$625,000 Property Tax / Free Cash  
 FY 2013 -- \$320,000 Property Tax / Free Cash  
 FY 2014 -- \$195,000 Property Tax / Free Cash  
 FY 2015 -- \$190,000 Property Tax / Free Cash  
 FY 2016 -- \$205,000 Property Tax / Free Cash  
 FY 2017 -- \$300,000 Property Tax / Free Cash  
 Future Years -- \$1,450,000 Property Tax / Free Cash

**14. EMERGENCY MANAGEMENT - STORAGE**

A new metal building is needed to store the equipment the Town owns as part of its emergency preparedness operation, including three emergency trailers and portable emergency generator, all of which must be accessible 24/7 in all seasons. The trailers contain valuable emergency equipment that should be protected from the elements and stored safely and securely in the event of an emergency. The portable emergency generator, which is large enough to power the entire High School, is presently temporarily stored at the Larz Anderson Park Garage. Other emergency equipment would be stored in the building as well, which would be located at Fire Station No 6. on Hammond St.

Estimated Cost: \$55,000

Time Schedule: FY 2014 -- \$55,000 Property Tax / Free Cash

**LIBRARY****15. COOLIDGE CORNER LIBRARY - ELEVATOR (ADA) / REAR WINDOWS**

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the library fully accessible, a lift is proposed for installation at the rear of the library, which would allow access directly below. This situation has been under review for a several years and there have been extensive architectural and structural reviews of proposed locations along with different types of lifts.

The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost \$220,000. By installing the lift on the exterior of the existing building, the library can remain in operation during the construction and the library will avoid having to discard a significant number of books due to the loss of space caused by the new equipment and resulting ADA code restrictions. These funds are planned for FY15.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass will be replaced with operable windows that can be locked for security purposes. The \$135,000 in FY17 is for plans and specs (\$15,000) and the windows (\$120,000).

Estimated Cost: \$355,000

Time Schedule: FY 2015 -- \$220,000 Property Tax / Free Cash (Elevator)  
 FY 2017 -- \$135,000 Property Tax / Free Cash (Windows)

**16. LIBRARY FURNISHINGS**

This request of \$100,000 will be used to replace furnishings and equipment at all three libraries. The furnishings at the Main Library will be 15 years old in 2018. While the tables are expected to last 25 years or more, most of the wood and all of the upholstered chairs will have to be replaced.

Estimated Cost: \$100,000

Time Schedule: FY 2018 -- \$100,000 Property Tax / Free Cash

**17. LIBRARY INTERIOR FACELIFT/PAINTING AND REPAIRS**

This project will allow for repairs to the heavy traffic areas of all three libraries. It will provide for the painting of the interior of the libraries every 6-7 years; the replacement of carpeting and other flooring and ceiling tiles, as needed; and the ability to make minor electrical repairs and lighting upgrades. Each library would be done in sections to avoid having to close each facility.

Estimated Cost: \$200,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash  
Future Years -- \$100,000 Property Tax / Free Cash

**TRANSPORTATION**

**18. TRAFFIC CALMING / SAFETY IMPROVEMENTS**

This funding will be used to implement approved traffic calming measures, which are those that have been reviewed, analyzed, and designed by the Transportation Division using the Traffic Calming Policy as a guide.

Estimated Cost: \$300,000

Time Schedule: FY 2014 -- \$50,000 Property Tax / Free Cash  
FY 2015 -- \$50,000 Property Tax / Free Cash  
FY 2016 -- \$50,000 Property Tax / Free Cash  
FY 2017 -- \$50,000 Property Tax / Free Cash  
FY 2018 -- \$50,000 Property Tax / Free Cash  
Future Years -- \$50,000 Property Tax / Free Cash

**19. BICYCLE ACCESS IMPROVEMENTS**

As recommended in the bicycle master plan, the following projects have been identified for implementation:

- Install bicycle contraflow lanes on Dudley Street from Dudley Way to Walnut Street; Park Street from Marion Street to Beacon Street; and Green Street from Dwight Street to Beacon Street.
- Install bike lanes or priority bike lanes (when the roadway is too narrow) on Washington Street from Cypress Street to the town line at Corey Road.

Installation includes lines and symbol pavement markings in thermoplastic paint.

Estimated Cost: \$123,040

Time Schedule: Prior Year -- \$48,040 Property Tax / Free Cash  
FY 2013 -- \$75,000 Property Tax / Free Cash

**20. HARVARD ST / GREEN ST PEDESTRIAN CROSSING STUDY**

At the November 15, 2011 Special Town meeting, Article 13 called for a study of the feasibility, costs and benefits of installing a pedestrian signal at the intersection of Harvard Street and Green Street. The analysis is to include the impact of traffic signals in proximity to this location. During the debate of the article, a member of the Transportation Board stated that the Transportation Board would commission a study of this issue regardless of the vote of Town Meeting. This funding will be used to hire a qualified consultant to undertake this study. The estimate for the fee for this study was based on previous studies with a similar scope of work.

Estimated Cost: \$25,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash

**21. DEAN/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE**

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signal that needs to be upgraded. The \$35,000 in FY16 is for design while the \$290,000 in Future Years is for the signal upgrades.

Estimated Cost: \$325,000

Time Schedule: FY 2016 -- \$35,000 Property Tax / Free Cash  
Future Years -- \$290,000 Property Tax / Free Cash

**22. CYPRESS/HIGH ST. TRAFFIC SIGNAL STUDY**

The traffic signal at Cypress and High Street is a flashing yellow and red signal that is controlled by an electro-mechanical controller. This funding will be used to determine if this intersection requires a complete traffic control signal and, if not, what improvements should be made.

Estimated Cost: \$30,000

Time Schedule: FY 2014 -- \$30,000 Property Tax / Free Cash

**ENGINEERING/HIGHWAY****23. STREET REHABILITATION - TOWN**

In 1992, the Department of Public Works (DPW) undertook a comprehensive study of its roads and implemented a pavement management system. The system was designed to bring Town-owned streets to a sufficient level of repair such that the roads could be maintained without undertaking costly full reconstruction. From 1992 to 1997, the Town made some progress in this regard, but funding was inconsistent. Starting in 1997, the Town began allocating \$1 million per year to streets, in addition to Chapter 90 funding from the State.

The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Its analysis showed that while funding for road construction activities remained level, construction costs increased approximately 35% between 1997 and 2007, reducing the amount of work that could be completed each year. Had the funding levels for roads been increased each year, the level of funding at that time would have been \$1.35 million.

The OSC's report also explained how the pavement management system included a strategy that each of the roads reconstructed beginning in 1992 should begin receiving maintenance expenditures by the beginning of the 7th year of the program. However, this maintenance (estimated to cost approximately \$150,000 per year) was not performed. The result was that the prior road investments began to deteriorate in 1999 and were not revisited for 8 years. The OSC recommended addressing this shortfall by investing an additional \$1.2 million over a multi-year period for "catch-up" work.

Based on the recommendations of the OSC, the 2008 Override approved by the voters included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$580,000 was appropriated for streets, with \$300,000 addressing the underfunding caused by level-funding and \$280,000 for the "catch-up". In FY13, the appropriation is recommended at \$1.47 million (the original \$1 million base, plus the \$300,000 added in FY09 increased annually by 2.5%). The appropriation continues to be increased annually by 2.5%.

Estimated Cost: \$12,880,000

Time Schedule: Prior Year -- \$1,750,000 Property Tax / Free Cash  
 FY 2013 -- \$1,470,000 Property Tax / Free Cash  
 FY 2014 -- \$1,510,000 Property Tax / Free Cash  
 FY 2015 -- \$1,550,000 Property Tax / Free Cash  
 FY 2016 -- \$1,590,000 Property Tax / Free Cash  
 FY 2017 -- \$1,630,000 Property Tax / Free Cash  
 FY 2018 -- \$1,670,000 Property Tax / Free Cash  
 Future Years -- \$1,710,000 Property Tax / Free Cash

#### 24. STREET REHABILITATION - STATE

The State provides monies under its Chapter 90 program for the maintenance of certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. This money supplements the funding appropriated from Town funds for street rehabilitation.

Estimated Cost: \$7,557,048

Time Schedule: Prior Year -- \$944,631 State / Federal Grant  
 FY 2013 -- \$944,631 State / Federal Grant  
 FY 2014 -- \$944,631 State / Federal Grant  
 FY 2015 -- \$944,631 State / Federal Grant  
 FY 2016 -- \$944,631 State / Federal Grant  
 FY 2017 -- \$944,631 State / Federal Grant  
 FY 2018 -- \$944,631 State / Federal Grant  
 Future Years -- \$944,631 State / Federal Grant

#### 25. SIDEWALK REPAIR

The Department of Public Works has prepared a sidewalk management program that prioritizes repairs. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Based on the recommendations of the OSC, the 2008 Override approved by the voters included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$50,000 was appropriated for sidewalks. In FY13, the appropriation is recommended at \$276,000 (the original \$200,000 base, plus the \$50,000 added in FY09 increased annually by 2.5%). It then continues to be increased annually by 2.5%.

Estimated Cost: \$2,352,960

Time Schedule: Prior Year -- \$270,960 Property Tax / Free Cash  
 FY 2013 -- \$276,000 Property Tax / Free Cash  
 FY 2014 -- \$283,000 Property Tax / Free Cash  
 FY 2015 -- \$290,000 Property Tax / Free Cash  
 FY 2016 -- \$297,000 Property Tax / Free Cash  
 FY 2017 -- \$304,000 Property Tax / Free Cash  
 FY 2018 -- \$312,000 Property Tax / Free Cash  
 Future Years -- \$320,000 Property Tax / Free Cash

**26. SIDEWALK REVOLVING FUND**

Under Article 6 of the May 28, 2002 Annual Town Meeting, a revolving fund was approved for the construction and reconstruction, upkeep, maintenance, repair and improvement of sidewalks. Seed money in the amount of \$200,000 for this fund was appropriated. Basically, the program allows for residents who would like to have their sidewalks replaced but which are not scheduled to be done in the near future, the opportunity to do so provided that they contribute half of the construction cost. In its nine years of existence, the program has been well received, resulting in a diminished balance in the fund of approximately \$32,000. Currently, there is \$13,000+/- in current requests. For FY13, \$65,000 is being requested, which should get through the next two or three years.

Estimated Cost: \$65,000

Time Schedule: FY 2013 -- \$65,000 Property Tax / Free Cash

**27. STREETLIGHT REPLACEMENT PROGRAM**

In 2001, the Town purchased approximately 3,900 streetlights from NStar, which reduced the Town's operating budget by approximately \$400,000. A significant capital investment was required to first purchase the lights and then repair/upgrade them. Most in need of upgrades were the streetlights with underground conduit. Since FY03, an annual appropriation was included in the CIP for these purposes. As a result of this investment, the streetlight infrastructure is vastly improved, needing only basic repair and maintenance, which is not a CIP expense. Therefore, this program is removed from the CIP.

Estimated Cost: \$25,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash

**28. PARKING LOT REHABILITATION**

This item is for the rehabilitation of three Town-owned parking lots: Webster St. (\$45,000 in FY12), Fuller Street (\$85,000 in FY13), and Centre St. East (\$205,000 in FY16).

- The Webster Street parking lot pavement is in need of replacement. In addition, the granite curbing needs to be reset to bring it to proper alignment and grade. This lot has not had substantial maintenance in over 20 years.
- The Fuller Street parking lot is in need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The other features of the lot are in good condition and do not need any work.
- Lastly, since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs done to date have been more reactive and of the "band-aid" type. The rehabilitation work will consist of removing and resetting curbing, repaving, new signage, pavement line painting, replacing sidewalks, landscaping, and street light modifications.

Estimated Cost: \$335,000

Time Schedule:      Prior Year -- \$45,000    Property Tax / Free Cash  
                              FY 2013 -- \$85,000      Property Tax / Free Cash  
                              FY 2016 -- \$205,000    Property Tax / Free Cash

**29. NEWTON STREET LANDFILL - REAR LANDFILL CLOSURE**

The capping of the front landfill and the partial capping of the rear landfill is complete. \$4.6 million is the estimated cost to complete the capping of the rear landfill, along with the construction of the DPW operations area. Grading of the rear landfill will be modified to accommodate acceptance of soil contaminated with ash from the Martha's Lane, Kensington Circle, and Arlington Road neighborhood.

Estimated Cost: \$4,600,000

Time Schedule:      FY 2015 -- \$4,600,000    General Fund Bond

**30. PARKING METER SYSTEM ENHANCEMENTS**

The Town recently installed 90 new multi-space parking meters throughout the commercial districts. Initially, they were not well received and were the cause of much discussion during the Summer and Fall of 2011, including a resolution at the November Special Town Meeting. Many improvements have been made to the system, resulting in a reduction in the number of complaints; however, there are still concerns, centered primarily around the issue of having to go back to the vehicle and place a receipt on the dashboard.

An alternative to the current “pay-and-display” structure is “pay-by-space”, where a user inputs the parking space number into the machine. There is no need to go back to the vehicle to leave the receipt. Another advantage of the pay-by-space model is simplified enforcement: a parking control officer no longer is required to look into the windshield of all vehicles; rather, s/he goes to the lot and can read from a handheld which spaces have run out of meter time. In addition to moving to pay-by-space, DPW is in the process of developing a plan to relocate some multi-space meters from the curb to parking lots, where the multi-space meters have proven to be successful. Putting more meters in the parking lots will reduce waiting time, one other complaint about the current system.

In order to setup a pay-by-space system, poles and signs are required (along with the labor to install), along with new hand-held enforcement technology. The estimate for these changes is \$100,000, although work is still required to finalize the plan and the cost.

Estimated Cost: \$100,000

Time Schedule: FY 2013 -- \$100,000 Other (Parking Meter Receipts)

### **31. SOLAR POWERED WASTE COLLECTION SYSTEM**

The solar powered waste collection system is a trash receptacle that has a compaction system within the receptacle that is solar-powered and automatically compacts the trash when the trash reaches a certain level. The system has web-based wireless capabilities to monitor collection activity in real time. This system is completely enclosed except for the hinged inlet chute that eliminates overflowing trash and decreases animal infestation. The DPW has found them to be a great improvement over the standard trash receptacles both environmentally and aesthetically. They also improve efficiency since fewer trips would be required to collect the trash and recyclables from the municipal receptacles in commercial areas.

Estimated Cost: \$435,000

Time Schedule: FY 2015 -- \$435,000 Property Tax / Free Cash

### **32. TRANSFER STATION CONCRETE FLOOR REPAIR**

The work consists of repairing the existing elevated concrete slab within the existing building. The existing concrete floor is cracking which is exposing the reinforcing steel. Unless this is repaired, it is just a matter of time before heavy equipment hock on the steel and rip the floor. The floor will be pressure washed to allow for inspection. Hydro-demolition will be performed to remove structurally deficient material to sound concrete. Exposed reinforcing steel will be cleaned free of concrete, rust or scale and all surfaces will be coated with a bonding agent. The floor will be covered with a one-component, cementitious, polymer-modified, self-consolidating concrete mix.

Estimated Cost: \$70,000

Time Schedule:           FY 2014 -- \$70,000   Property Tax / Free Cash

**33.   MUNICIPAL SERVICE CENTER FLOOR**

The Municipal Service Center (MSC) was built more than 10 years ago on land next to the Robert T. Lynch at Putterham Meadows Golf Course. The floor at the MSC was repaired and sealed and has a warranty of seven years. The floor, due to its type of use and exposure to severe elements and chemicals (salt, fuels), must be resealed after a set number of years. This involves removal of the remaining sealants, shot blasting, floor prep, and reapplication of a new epoxy sealant. This work is required or the floor will fail prematurely and structural damage to the building would result. As a cost savings measure and part of a reorganization of services, the Parks and Open Space Division of the DPW relocated to the MSC. The move provided better services and an improved operating environment for the for the Parks staff. The move also caused a storage issue as Parks equipment and vehicles were also relocated.

With the move of the Parks and Open Space Division of DPW to the MSC during the Summer of 2009, there exists a potential alternative plan to spending tax dollars frequently for repairs to the floor. In FY09, \$40,000 was approved by Town Meeting for a study of space and facility needs of both the Parks and Open Space Division and the Building Department's maintenance craftsmen. Since the Parks and Open Space Division has moved to the MSC, the study will include an analysis of what, if anything, could be done at the MSC to address the Parks and Open Space Division's needs there, potentially freeing up space at the Parks and Open Space Division's old location at Larz Anderson. The outcome of the study will determine how to proceed with (1) the MSC floor, (2) Parks and Open Space Division space needs, and (3) Building Department space needs.

Monies are requested to move walls, re-secure flooring, and change the operational use of the municipal garage in order that it may be efficiently utilized. The \$300,000 in FY13 is for the first step of reinforcement and restabilization of the floor, floor preparation and floor sealing. Some areas/offices will be moved to new locations depending on the ease of the move and access to the space. At a later date, block walls will be removed at the left rear of the building to relocate equipment. A new entrance or wider entrance to the rear and side will be made. The balance of work is estimated to cost \$750,000. The work would be done over several years with the first phase beginning in the summer of 2012.

Estimated Cost:           \$1,075,000

Time Schedule:           Prior Year -- \$25,000   Property Tax / Free Cash  
                                  FY 2013 -- \$300,000   Property Tax / Free Cash  
                                  FY 2014 -- \$750,000   Property Tax / Free Cash

**WATER/SEWER****34. SINGLETREE TANK EXTERIOR REHAB**

The Singletree Hill water storage tank provides the water distribution system with storage and operating reserves. Scheduled maintenance requires that the interior of the steel tank be reconditioned every 10 to 15 years and the exterior be painted every 10 years. The interior was completely renovated in 2008 while the exterior was last completed in 2003. These funds will provide for the complete rehabilitation of the exterior surfaces of the tank.

Estimated Cost: \$300,000

Time Schedule: FY 2013 -- \$300,000 Water and Sewer Enterprise Fund Budget

**35. WATER DEPARTMENT GARAGE - ROOF REPLACEMENT**

In 2008, the Town conducted a study in order to develop a long-term roof repair and replacement schedule. The plan is complete and includes the Water Department facility on Netherlands Road in FY2014.

Estimated Cost: \$260,000

Time Schedule: FY 2014 -- \$260,000 Water and Sewer Enterprise Fund Budget

**36. STORM DRAIN IMPROVEMENTS**

Studies have indicated that there is storm water entering the Town's sanitary sewer system through public connections (i.e., catch basins, site drains) and private connections (i.e., sump pumps, roof drains, yard drains, etc.). Recently, the Town completed two projects that separated combined sewers by installing a separate storm drain where there was none, and reconnecting the catch basins and other drain connections. Funding for this project will be used to further this type of work by investigating, identifying, designing, and constructing measures to correct the problem where drain pipes are connected to the sanitary sewer (inflow). This project will also provide funding for the investigation, remediation, and rehabilitation of storm drain systems to remove potential sanitary sewer connections and to improve system capacity and discharge water quality. This program will have three major benefits: 1.) increasing the capacity of the sanitary sewers and storm drains, 2.) decreasing the amount of storm water the Town is paying to have treated at the Deer Island treatment plant, and 3.) improving discharge water quality.

Estimated Cost: \$500,000

Time Schedule: Prior Year -- \$500,000 Water and Sewer Enterprise Fund Bond

**37. WASTEWATER SYSTEM IMPROVEMENTS**

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer) based on the recommendations of the Wastewater Master Plan completed in 1999. Construction projects to correct sewer system deficiencies have been identified and categorized as: 1) structural improvements, 2) sewer and storm drain separation, 3) infiltration reduction, 4) hydraulic capacity restoration, and 5) cleaning and television inspection to identify areas for further investigation and/or maintenance. Projects are designed, grouped, and constructed with the overall goals of eliminating sewerage backups into homes and businesses, preventing costly system failures, lowering MWRA wholesale costs by reducing extraneous flows, and making more efficient use of annual operating funds. Funding for this project should enable completion of the currently identified system deficiencies.

Estimated Cost: \$3,000,000

Time Schedule: FY 2016 -- \$3,000,000 Water and Sewer Enterprise Fund Bond

**38. WATER MAIN IMPROVEMENTS**

In 2005, a comprehensive evaluation and hydraulic analysis of the water distribution system was completed to determine the effectiveness of the completed Water Main Cleaning and Lining Program. The report recommended additional improvements to the system to reinforce capacity for fire flows. This project will provide for the design and construction of improvements to both the Low-Service and High-Service water systems.

Estimated Cost: \$1,000,000

Time Schedule: Prior Year -- \$1,000,000 Water and Sewer Enterprise Fund Bond

**PARKS/PLAYGROUNDS****39. BILLY WARD PLAYGROUND**

Billy Ward Playground, located at Brook Street and Aspinwall Avenue, is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, reconstruction of the existing retaining wall, rehabilitation of pathways and stairs, landscape improvements to both the Brook St. and Aspinwall Ave. entrances, consideration of picnic/passive areas, review of spray pool utilities, and rehabilitation of the planted seating area. Funding was approved in FY12 in the amount of \$630,000.

Estimated Cost: \$630,000

Time Schedule: Prior Year -- \$630,000 Property Tax / Free Cash

**40. BROOKLINE AVENUE PLAYGROUND**

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, serves both the neighborhood and the Brookline Early Education program and is in need of complete replacement including new safety surfacing and accessibility improvements. This project also includes renovation of the athletic field that serves soccer, football, youth baseball, and softball. Funding is estimated to total \$835,000, with \$60,000 in FY14 for design and \$775,000 in FY15 for construction.

Estimated Cost: \$835,000

Time Schedule: FY 2014 -- \$60,000 Property Tax / Free Cash (Design)  
FY 2015 -- \$775,000 Property Tax / Free Cash (Construction)

**41. BROOKLINE RESERVOIR PARK**

Brookline Reservoir Park is a multigenerational community park in the middle of town with a walking/jogging stonedust track that circles the reservoir. The interior basin of the Reservoir is a stone riprap wall and is in need of repointing, regrouting and replacement of stones. The stonedust path is in need of repair, including expansion for both accessibility and safety. The design review process and restoration project will include consideration of plantings, park furniture, screening from Route 9, and access/entry points. Funding for the restoration, design, development and oversight is estimated to total \$1,400,000.

Estimated Cost: \$1,400,000

Time Schedule: FY 2016 -- \$1,400,000 General Fund Bond

**42. CLARK PLAYGROUND**

Clark Playground is a multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The \$510,000 allocated for this project in FY12 was intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and hard court play areas.

Estimated Cost: \$510,000

Time Schedule: Prior Year -- \$510,000 Property Tax / Free Cash

**43. COREY HILL PLAYGROUND**

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of Boston, lawn area, sundial, and seating. The playground is in need of complete replacement including site regrading and accessibility improvements. This project will replace all playstructures at the site and review the layout and design of the active playground portion of the park. Site masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. Funding for the restoration, design, development and oversight is estimated to total \$570,000, with \$40,000 in FY15 for design and \$530,000 in FY16 for construction.

Estimated Cost: \$570,000

Time Schedule: FY 2015 -- \$40,000 Property Tax / Free Cash (Design)  
FY 2016 -- \$530,000 Property Tax / Free Cash (Construction)

**44. EMERSON GARDEN PLAYGROUND**

Emerson Garden is a park located along Davis Avenue and Emerson Street with a circuitous walking path, seating, playground and lawn area. The play equipment for tots and older children is in need of replacement, new perimeter fencing is required, and accessibility needs improvement. The playground review will include consideration of picnic/passive areas, review of spray pool utilities, park furniture, and rehabilitation of the landscaped areas. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration, design, development and oversight is estimated to total \$660,000, with \$60,000 in FY17 for design and \$600,000 in FY18 for construction.

Estimated Cost: \$660,000

Time Schedule: FY 2017 -- \$60,000 Property Tax / Free Cash (Design)  
FY 2018 -- \$600,000 General Fund Bond (Construction)

**45. FISHER HILL FIELD/PLAYGROUND CONSTRUCTION**

The former MWRA Fisher Hill Reservoir located on Fisher Avenue was purchased in February, 2011 in order to construct a new 10-acre park, incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. The site currently consists of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. A Design Review Committee has been established by the Park and Recreation Commission to work on the final design and construction documents for the park development project incorporating the programmatic recommendations of the Board of Selectmen-led Master Planning Committee. Park construction is proposed to commence in FY13.

Funding for the project comes from the sale of the Town's reservoir site on Fisher Hill, which is being transformed into a mixed-income housing development.

Estimated Cost: \$3,250,000

Time Schedule: FY 2013 -- \$3,250,000 Other (Sale of Town-owned Land)

#### 46. **BROOKLINE RESERVOIR GATEHOUSE ROOF**

The Parks and Open Space Division of the DPW and the Building Department are working with the Preservation Commission to preserve and potentially reuse this nationally significant 1848 granite and iron building, which is located along Route 9 and Warren Street. The gatehouse and Reservoir Park are listed on the National Register of Historic Places. The Preservation Commission believes they are eligible to be a National Historic Landmark (NHL). (The JFK Birthplace and the Olmsted site are NHLs.)

A 2009 engineering study by Structures North determined that its masonry is in good condition and its roof structure could be rehabilitated, despite damage to the truss ends from failed built-in gutters (now covered). In 2010, temporary shoring secured the roof from heavy snow loads and North Bennet Street School students restored the doors and some windows. A master planning process for the Reservoir Park will consider possible uses for its upper interior level.

This funding is to restore the ends of the trusses, re-secure them to the original iron roof with which they are structurally integrated, and replace the present pre-WWI standing-seam steel roof. The engineering study budgets approximately \$20,000 for interior demolition, \$135,000 for structural work, and \$95,000 for a new metal roof. At least \$50,000 of this might be offset by an MHC matching grant. If the gatehouse is designated a NHL, it would be eligible to compete for "Save America's Treasures" funding. The Study also addressed carpentry, stair, and masonry repairs, the estimate for which is \$400,000. This work is predicated upon the receipt of outside funding.

Estimated Cost: \$650,000

Time Schedule: FY 2016 -- \$250,000 Property Tax / Free Cash  
FY 2016 -- \$400,000 State / Federal Grant

#### 47. **HARRY DOWNES FIELD & PLAYGROUND**

While the oval and track at Harry Downes Field, located at Pond Avenue and Jamaica Road, were renovated in 2006, the play area, softball field and comfort station/storage space are in need of renovation. This budget item is intended for funds to plan, design and implement the replacement of play equipment, park furniture, installation of a water play/spray pool amenity, renovation of the softball field, and assessment of the comfort station/field house. Funding for the design review process, development, bid documents, construction and oversight is estimated to total \$825,000, with \$75,000 in FY17 for design and \$750,000 in FY18 for construction.

Estimated Cost: \$825,000

Time Schedule: FY 2017 -- \$75,000 Property Tax / Free Cash (Design)  
FY 2018 -- \$750,000 General Fund Bond (Construction)

**48. LARZ ANDERSON PARK**

The entire access roadway through the park from Newton Street to Avon Street is failing and is in need of replacement. The FY15 request will complete this designated work by renovating the main roadway and installing support drainage structures and swales. Pedestrian pathways through the park are also in need of repair/replacement. In addition, the FY15 request will rehabilitate the pathways and stairs in the park that are currently in poor condition.

The FY18 request is for replacement of the deteriorating Temple of Love and Fountain. A detailed conditions assessment of the structure, including sampling and lab tests, found that the concrete used to manufacture the various components of the Temple are cracking principally as a result of freeze-thaw damage resulting from corrosion and expansion of steel reinforcement bar and/or mesh. The extensive network of cracks on the cornice, ledges and dome represent a progressive condition that is irreversible and not repairable on a long-term basis. The assessment looked at the Town's options for maintenance, stabilization and replacement. Due to the condition of the concrete, replacement is recommended course of action. In looking out towards the future years, the Park and Recreation Commission, staff and the public are continuing the Master Planning process looking at the historic structures, walls, buildings, circulation, landscaping, lagoon, and sections of the park still in need of preservation and restoration.

Estimated Cost: \$3,750,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash  
FY 2015 -- \$600,000 Property Tax / Free Cash  
FY 2018 -- \$1,600,000 General Fund Bond  
Future Years -- \$1,500,000 General Fund Bond

**49. MURPHY PLAYGROUND**

Located at Kent and Brook Streets, Murphy Playground is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, restoration of the field, rehabilitation of pathways, landscape improvements, review of picnic/passive areas, and review of spray pool utilities. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration, design, development and oversight is estimated to cost \$700,000, with \$40,000 for design in FY18 and \$660,000 for construction in Future Years.

Estimated Cost: \$700,000

Time Schedule:       FY 2018 -- \$40,000     Property Tax / Free Cash (Design)  
                           Future Years -- \$660,000     Property Tax / Free Cash (Construction)

#### 50.   **PIERCE PLAYGROUND**

Pierce Playground, located between School Street and Harvard Avenue, is in need of a full renovation that will include drainage improvements, play equipment for both younger children and school-aged children, upgraded utilities, site furniture, rehabilitated field, and repair to pathways, masonry and fencing. Funding for this project is estimated to total \$850,000.

Estimated Cost:       \$850,000

Time Schedule:       Future Years -- \$850,000     Property Tax / Free Cash

#### 51.   **RIVERWAY PARK**

This is a continuing project of the Olmsted Park/Riverway Improvements program. Prior appropriations included preparation of plans for Riverway Park. This appropriation is for the work, including reconstruction of the riverbanks that have eroded in some places by as much as 10 feet, replacement of failing or hazard trees, edge planting, lawn restoration, rebuilding the path system, and re-grading to prevent future erosion. The project was originally anticipated to be implemented in FY2003; however, with the Brookline/Boston/Commonwealth of Massachusetts/US Army Corps of Engineers joint restoration of the Muddy River, this phase of restoration will be coordinated with the overall flood mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost:       \$425,000

Time Schedule:       Future Years -- \$425,000     Property Tax / Free Cash

#### 52.   **SCHICK PLAYGROUND**

Schick Park, located on Addington Road, is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, fencing, paving and site furniture. The estimated cost of this project is \$750,000, with \$50,000 in FY18 for design and \$700,000 in Future Years for construction.

Estimated Cost:       \$750,000

Time Schedule:       FY 2018 -- \$50,000     Property Tax / Free Cash (Design)

Future Years -- \$700,000    Property Tax / Free Cash (Construction)

### 53. SOULE ATHLETIC FIELDS & SITE RENOVATION

The Soule Early Education Center is located on Hammond Street. The athletic fields on site serve daycare programs, athletic leagues, camps, and residents of all ages and abilities. The circulation and stormwater management of the site are in need of redesign and renovation. Funds will provide for design and construction for increased capacity and improvements to parking areas, pathway connections, linkage between the Baldwin School and the Soule site, storm drainage improvements, and the construction of new athletic fields. Funding for the restoration, design, development and oversight is estimated to total \$560,000, with \$60,000 in FY15 for design and \$600,000 in FY16 for construction.

Estimated Cost:            \$560,000

Time Schedule:            FY 2015 -- \$60,000    Property Tax / Free Cash (Design)  
                                   FY 2016 -- \$500,000    Property Tax / Free Cash (Construction)

### 54. WALDSTEIN PLAYGROUND RENOVATION

Waldstein Playground is located close to Beacon Street on Dean Road. It is a large community playground with tennis, basketball, playing field, and playground facilities and large perimeter shade trees. The play equipment has wooden components that are in need of replacement. The project will replace all children's play equipment, two large banks of swings and sandplay, in addition to renovation of the spray pool area, drinking fountains, field, tennis courts, and pathways. Funding for the restoration, design, development and oversight is estimated to cost \$1,280,000, with \$80,000 for design development appropriated in FY12.

Included in this project are improvements to the small building located on the grounds of Waldstein Playground. It is used seasonally (spring, summer and fall) by the tennis players and the spring, summer and fall soccer camps, contains two toilet areas, a meeting room, a storage area for use by the Town's contracted tennis pro, and a small utility room. Improvements are needed including making the restrooms handicapped accessible, new windows, doors, light fixtures, roof, and plumbing fixtures. The estimate for this part of the overall project is \$150,000.

Estimated Cost:            \$1,430,000

Time Schedule:            Prior Year -- \$80,000    Property Tax / Free Cash (Design)  
                                   FY 2013 -- \$1,350,000    General Fund Bond (Construction)

**55. WARREN FIELD / PLAYGROUND**

Warren Field (Eliot Playground), located between Eliot Street, Dean Road, and Chestnut Hill Avenue, includes nearly 11 acres of active recreational amenities such as baseball and little league fields, soccer fields, basketball and tennis courts, and numerous playground structures for a variety of age groups. This funding is intended to allow for the design and development of park improvements, new installation of playground equipment for toddlers and older children, signage, tree pruning, planting, field restoration, new backstop and players benches, trash receptacles, pathways, and lighting. Funding for the project is estimated at \$800,000. The \$60,000 appropriated in FY12 was for design.

Estimated Cost: \$860,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash (Design)  
FY 2013 -- \$800,000 General Fund Bond (Construction)

**56. PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE**

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Improvements include fence installations, backstops, masonry work, retaining walls, picnic furniture repairs, turf restoration, bench replacements, playstructures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$2,485,000

Time Schedule: Prior Year -- \$280,000 Property Tax / Free Cash  
FY 2013 -- \$285,000 Property Tax / Free Cash  
FY 2014 -- \$295,000 Property Tax / Free Cash  
FY 2015 -- \$305,000 Property Tax / Free Cash  
FY 2016 -- \$315,000 Property Tax / Free Cash  
FY 2017 -- \$325,000 Property Tax / Free Cash  
FY 2018 -- \$335,000 Property Tax / Free Cash  
Future Years -- \$345,000 Property Tax / Free Cash

**57. TOWN/SCHOOL GROUNDS REHAB**

Town and School grounds require on-going landscaping, structural improvements, and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installation, regrading, reseeding, tree work, new concrete or asphalt walkways, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads,

railings, benches, or other exterior structures. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$800,000

Time Schedule:	Prior Year -- \$135,000	Property Tax / Free Cash
	FY 2013 -- \$80,000	Property Tax / Free Cash
	FY 2014 -- \$85,000	Property Tax / Free Cash
	FY 2015 -- \$90,000	Property Tax / Free Cash
	FY 2016 -- \$95,000	Property Tax / Free Cash
	FY 2017 -- \$100,000	Property Tax / Free Cash
	FY 2018 -- \$105,000	Property Tax / Free Cash
	Future Years -- \$110,000	Property Tax / Free Cash

**58. TENNIS COURTS/BASKETBALL COURTS**

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts.

Estimated Cost: \$450,000

Time Schedule:	FY 2014 -- \$100,000	Property Tax / Free Cash
	FY 2015 -- \$150,000	Property Tax / Free Cash
	FY 2018 -- \$100,000	Property Tax / Free Cash
	Future Years -- \$100,000	Property Tax / Free Cash

**59. COMFORT STATIONS**

These funds are programmed for the renovation of the comfort stations that are located in various parks.

Estimated Cost: \$200,000

Time Schedule:	FY 2014 -- \$50,000	Property Tax / Free Cash
	FY 2016 -- \$50,000	Property Tax / Free Cash
	FY 2018 -- \$50,000	Property Tax / Free Cash
	Future Years -- \$50,000	Property Tax / Free Cash

**CONSERVATION/OTHER OPEN SPACE**

**60. TREE REMOVAL AND REPLACEMENT**

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the summer, and improve the overall quality of life in Brookline. In addition, this line item includes funding for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary). Storm damage, disease, and old age continue to reduce tree canopies. The funds will be utilized to remove hazard trees and provide structural, health, and safety pruning to prolong the life and viability of our significant trees that are located in conservation and sanctuary areas. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Estimated Cost: \$1,450,000

Time Schedule:	Prior Year -- \$190,000	Property Tax / Free Cash
	FY 2013 -- \$165,000	Property Tax / Free Cash
	FY 2014 -- \$170,000	Property Tax / Free Cash
	FY 2015 -- \$175,000	Property Tax / Free Cash
	FY 2016 -- \$180,000	Property Tax / Free Cash
	FY 2017 -- \$185,000	Property Tax / Free Cash
	FY 2018 -- \$190,000	Property Tax / Free Cash
	Future Years -- \$195,000	Property Tax / Free Cash

**61. OLD BURIAL GROUND**

The Old Burying Ground, located on Walnut Street, is Brookline's first cemetery. Although the cemetery dates back to 1717, its appearance today reflects the ideals of the 19th century rural cemetery movement. The cemetery is listed as part of the Town Green National Register Historic District and has been featured in a publication by the Massachusetts Department of Environmental Management entitled "Preservation Guidelines for Historic Burial Grounds and Cemeteries". Research completed by both landscape architects and specialists in monument conservation indicates that the Town has much work to do in restoring the perimeter walls, markers and footstones, tombs, and monuments, as well as landscape improvements.

Estimated Cost: \$350,000

Time Schedule: FY 2013 -- \$250,000 Property Tax / Free Cash

Future Years -- \$100,000    Property Tax / Free Cash

**RECREATION**

**62. SWIMMING POOL - UV FILTERS/SHOWER RENOVATION/POOL REPOINTING**

The Evelyn Kirrane Aquatics Center, located on Tappan Street, consists of three pools. The pool structure needs to have the concrete repointed to prevent foundation cracks and leaks, as it has required increased repair and maintenance in the past few years. If a larger-scale project of this type is not undertaken, structural issues could arise in the future. \$350,000 is included in FY17 for this project.

The locker rooms require new showers and tiles on both the men's and women's sides. The areas have heavy use throughout the year and require consistent maintenance and upkeep. The project will include replacement of showers and tiles and renovation of the surrounding areas. \$200,000 is included in FY18 for this project.

The MWRA introduced a new chemical process to eliminate bacteria and other contaminants in the water supply. This process is apparently successful and cost effective for the MWRA; however, it affected pool water chemistry in all pool systems in Massachusetts. As a result, a harmful, corrosive environment was created that affected metal and HVAC equipment. \$50,000 was approved in FY12 for a UV filtration system to eliminate this problem and balance water chemicals in the pool water.

Estimated Cost:            \$600,000

Time Schedule:            Prior Year -- \$50,000    Property Tax / Free Cash  
                                      FY 2017 -- \$350,000    Property Tax / Free Cash  
                                      FY 2018 -- \$200,000    Property Tax / Free Cash

**63. LARZ ANDERSON SKATING RINK PAVILION FLOOR REPLACEMENT**

The Larz Anderson Skating Rink Pavilion floor is in disrepair and in need of replacement. The floor includes the main area that the public uses to access the rink and the public bathroom area, as well as the office area. \$30,000 was approved for this project in FY12.

Estimated Cost:            \$30,000

Time Schedule:            Prior Year -- \$30,000    Property Tax / Free Cash

**64. GOLF COURSE - REPLACEMENT OF MAINTENANCE BUILDING**

The Robert T. Lynch Municipal Golf Course at Putterham Meadows maintenance building is in disrepair to the point of needing complete replacement. There are several safety issues of concern, both for players and for personnel. In addition, the current space is not adequate to house the various pieces of equipment necessary for golf course operations. A new building would contain appropriate space for both equipment and personnel. \$500,000 is estimated for FY13.

Estimated Cost: \$500,000

Time Schedule: FY 2013 -- \$500,000 Property Tax / Free Cash

**65. TAPPAN ST. GYM ENHANCEMENTS**

The Tappan St. Gym building has thousands of square feet of space that could be used differently to accommodate the changing needs of the community. Working with the School Department, the project would create a link between the Evelyn Kiranne Aquatics Center and the gym facility and redesign the Tappan St. gym space for better use during off-school hours. The \$30,000 is for a feasibility study.

Estimated Cost: \$30,000

Time Schedule: FY 2014 -- \$30,000 Property Tax / Free Cash

**SCHOOL**

**66. SCHOOL FURNITURE**

This is a continuous program to upgrade furniture in all schools, which absorbs significant wear and tear annually. This program will replace the most outdated and worn items.

Estimated Cost: \$375,000

Time Schedule:	Prior Year -- \$25,000	Property Tax / Free Cash
	FY 2013 -- \$50,000	Property Tax / Free Cash
	FY 2014 -- \$50,000	Property Tax / Free Cash
	FY 2015 -- \$50,000	Property Tax / Free Cash
	FY 2016 -- \$50,000	Property Tax / Free Cash
	FY 2017 -- \$50,000	Property Tax / Free Cash

FY 2018 -- \$50,000 Property Tax / Free Cash  
Future Years -- \$50,000 Property Tax / Free Cash

**67. TOWN/SCHOOL BUILDING - ADA RENOVATIONS**

This annual program of improvements is requested in order to bring Town/School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all.

Estimated Cost: \$540,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash  
FY 2013 -- \$60,000 Property Tax / Free Cash  
FY 2014 -- \$65,000 Property Tax / Free Cash  
FY 2015 -- \$65,000 Property Tax / Free Cash  
FY 2016 -- \$70,000 Property Tax / Free Cash  
FY 2017 -- \$70,000 Property Tax / Free Cash  
FY 2018 -- \$75,000 Property Tax / Free Cash  
Future Years -- \$75,000 Property Tax / Free Cash

**68. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS**

When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). The buildings that have not been renovated have elevators that are close to 40 years old. Maintenance is an issue and parts are becoming increasingly difficult to find. This project would upgrade those cars and lifts with new equipment. The \$25,000 appropriated in FY12 was for a study. The anticipated order of renovations is as follows:

Lawrence School (FY13) Pierce School (FY15) Lynch Center (FY16) PE Building (FY17) UAB (FY18)

Estimated Cost: \$1,275,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash  
FY 2013 -- \$250,000 Property Tax / Free Cash  
FY 2015 -- \$250,000 Property Tax / Free Cash  
FY 2016 -- \$250,000 Property Tax / Free Cash  
FY 2017 -- \$250,000 Property Tax / Free Cash  
FY 2018 -- \$250,000 Property Tax / Free Cash

**69. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT**

Buildings are required by the Massachusetts Building Code to provide for emergency egress in case of a power failure. This is done by either emergency lights on batteries or through the use of a generator. This project would fund the replacements of generators and/or installation of emergency lights, or circuits as needed at Fire Station No 5 (FY 13) and the Pierce School (FY14).

Estimated Cost: \$250,000

Time Schedule: FY 2013 -- \$125,000 Property Tax / Free Cash  
FY 2014 -- \$125,000 Property Tax / Free Cash

**70. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION**

With continued volatility in utility costs, it is imperative that monies be invested to decrease energy consumption in buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program augments existing gas and electric utility conservation programs. Monies also go toward more efficient heating and cooling equipment to save money. A new area of focus is building commissioning. Many years ago, a building's HVAC system was set up by multiple contractors and then signed off by the design engineer. Sometimes there would be control issues, leading to complaints or high energy usage. The Building Department, for all new projects, hires a Commissioning Agent. This has been done for many years and has been very successful. Recommissioning of certain buildings is suggested in order to confirm that the equipment was designed, installed and set up properly.

Estimated Cost: \$1,085,000

Time Schedule: Prior Year -- \$125,000 Property Tax / Free Cash  
FY 2013 -- \$150,000 Property Tax / Free Cash  
FY 2014 -- \$150,000 Property Tax / Free Cash  
FY 2015 -- \$160,000 Property Tax / Free Cash  
FY 2016 -- \$160,000 Property Tax / Free Cash  
FY 2017 -- \$170,000 Property Tax / Free Cash  
FY 2018 -- \$170,000 Property Tax / Free Cash

**71. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM**

This project is to upgrade the energy management systems in town and school buildings. Most of the larger buildings have older (25 years) energy management systems that have gone beyond their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. The Building Department will continue to work in conjunction with the Information Technology Department on this project.

Software Upgrades are needed at:

Baker School	High School	Water Department	Municipal Garage
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This list presumes that the HVAC systems are replaced as part of renovations at Devotion School.

Estimated Cost: \$325,000

Time Schedule:	Prior Year -- \$75,000	Property Tax / Free Cash
	FY 2013 -- \$100,000	Property Tax / Free Cash
	FY 2014 -- \$150,000	Property Tax / Free Cash

**72. TOWN/SCHOOL BUILDING - ENVELOPE REPAIRS**

The \$250,000 in FY12 was appropriated for costs associated with repairs to the outside envelope of all Town and School buildings, including a visual inspection of all buildings that will help prioritize the repairs. The outside envelope of facilities includes masonry, bricks and mortar, flashing, dental work, coping stones, metal shelves, and tower work. Some buildings are over 100 years old and have never had exterior work done to them.

As part of the Town’s project to convert heating systems to be able to burn both oil and natural gas, new liners are required to be installed in those buildings with the dual-fuel burners. This is due to gas code requirements. Chimneys will be inspected and repaired if appropriate; if not, a new metal liner will be installed to connect to the gas burning equipment in the building.

The \$500,000 in FY’S14-FY16 and Future Years is the estimate for funding in the long-term.

Estimated Cost: \$2,250,000

Time Schedule:	Prior Year -- \$250,000	Property Tax / Free Cash
	FY 2014 -- \$500,000	Property Tax / Free Cash
	FY 2015 -- \$500,000	Property Tax / Free Cash
	FY 2016 -- \$500,000	Property Tax / Free Cash
	Future Years -- \$500,000	Property Tax / Free Cash

**73. TOWN/SCHOOL BUILDING - HAZARDOUS MATERIAL REMOVAL**

This annual appropriation will allow for the removal of asbestos, lead paint, mold, toxins, and any other hazardous materials whenever it is discovered in a Town/School facility. Many times when mechanical system repairs are in progress, expensive asbestos abatement has been required. Also, mold can be an issue and needs to be addressed. These funds will allow for the proper abatement.

Estimated Cost: \$540,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash  
 FY 2013 -- \$60,000 Property Tax / Free Cash  
 FY 2014 -- \$65,000 Property Tax / Free Cash  
 FY 2015 -- \$65,000 Property Tax / Free Cash  
 FY 2016 -- \$70,000 Property Tax / Free Cash  
 FY 2017 -- \$70,000 Property Tax / Free Cash  
 FY 2018 -- \$75,000 Property Tax / Free Cash  
 Future Years -- \$75,000 Property Tax / Free Cash

**74. TOWN/SCHOOL BUILDING - FENESTRIAN IMPROVEMENTS**

A number of buildings have windows, door entrances, and other wall openings that are in need of replacement. This causes leaking into buildings and security and safety problems. The plan is to develop a long range plan to replace these openings, prioritizing them as required.

Estimated Cost: \$1,075,000

Time Schedule: FY 2015 -- \$25,000 Property Tax / Free Cash (Feasibility Study)  
 FY 2016 -- \$50,000 Property Tax / Free Cash (Plans and Specifications)  
 FY 2017 -- \$500,000 Property Tax / Free Cash (Improvements)  
 Future Years -- \$500,000 Property Tax / Free Cash

**75. TOWN/SCHOOL BUILDING - ROOF REPAIR/REPLACEMENT PROGRAM**

A master plan for repair and replacement of roofs on all town and school buildings was prepared by a consultant. The plan includes a priority list and schedule and calls for \$29.3 million over a 20-year period, with \$2.725 million required within the six-year period of this FY13 – FY18 CIP -- \$1.6 million in FY14 and \$1.125 million in FY16. The \$1.125 million will be phased in over three years at \$525,000 in FY16, \$175,000 in FY17, and \$425,000 in FY18. Facilities addressed within this time frame are the Pierce School, Main Library, Old Lincoln School, Fire Station #7, Coolidge Corner Library, Lynch Center, Public Safety Headquarters, and the carpentry shop at Larz Anderson.

Estimated Cost: \$2,725,000

Time Schedule: FY 2014 -- \$1,600,000 General Fund Bond  
 FY 2016 -- \$1,125,000 General Fund Bond

**76. TOWN/SCHOOL BUILDING - SECURITY/LIFE SAFETY SYSTEMS**

Over the last few years, there have been several large capital projects that improved the security situation of Town/School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the front door a speaker and doorbell will be added to interconnect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building. It is not the intent to install a large scale monitoring system due to complexity, monitoring issues, and costs.

School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can, and should, be improved. These funds will be used at various locations, including Devotion School, High School, Fire Stations, Soule Recreation Center, Eliot Recreation Center, and the Libraries. There have been requests made to increase security for MDF/computer rooms due to thefts and vandalism. This will be reviewed. These funds would also be used to continue the on-going process of replacement and installation of new and upgraded burglar alarms, fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$1,010,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash  
 FY 2013 -- \$150,000 Property Tax / Free Cash  
 FY 2014 -- \$150,000 Property Tax / Free Cash  
 FY 2015 -- \$160,000 Property Tax / Free Cash  
 FY 2016 -- \$160,000 Property Tax / Free Cash  
 FY 2017 -- \$170,000 Property Tax / Free Cash  
 Future Years -- \$170,000 Property Tax / Free Cash

**77. INTERCOM /SAFETY SYSTEM REPLACEMENT (SCHOOLS)**

The intercom / safety system in school buildings are critical, as they are used for both daily announcements and emergencies, such as lock down situations. Therefore, it is imperative that a PA system is working in all school areas. The existing intercom equipment in

certain school buildings is out of date and has become more difficult and costly to maintain. The buildings' existing, stand-alone intercom systems are up to 50 years old in some locations. In addition, not all areas of school buildings can receive announcements, such as hallways, gyms, and auditoriums.

Fortunately, all school buildings now have VOIP phones, which have the ability to be used as both telephones and intercoms. This new model is now in place and operational at the Driscoll School and has been designed into the Runkle and Heath renovation plans. In order to expand this functionality to other schools, software licenses, extra wiring (data drops), and equipment are required. The Pierce, New Lincoln, Lawrence, Old Lincoln, and the High School buildings would be outfitted for the VOIP-based intercom system. These monies will be used in conjunction with monies already appropriated in FY12.

Estimated Cost: \$300,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash  
FY 2013 -- \$250,000 Property Tax / Free Cash

**78. HIGH SCHOOL CAMPUS VENTILATION (COOLING)**

The original plan for the High School renovation was to air condition the entire building. These options were valued engineered out of the original project except for the Administrative Wing. There is a need to ventilate/cool certain parts of the building that have experienced excessive heat gain during hot weather. This project would install window film on certain rooms, install ceiling fans, and install limited air conditioning in certain rooms where needed.

Estimated Cost: \$175,000

Time Schedule: FY 2017 -- \$175,000 Property Tax / Free Cash

**79. HIGH SCHOOL STAGE**

The main stage at the High school is original to the building. While it has been refurbished and refinished over the years, the heavy use it endures makes further refurbishment no longer an option. This funding request is to allow for the removal of the existing wood surface and structure.

Estimated Cost: \$55,000

Time Schedule: FY 2013 -- \$55,000 Property Tax / Free Cash

**80. HIGH SCHOOL QUAD**

This funding is planned to rebuild the brick/concrete high school quad, reset drainage basins, and repair the stairs to meet safety and accessibility requirements. The front of the high school grounds will be regraded and planted to address drainage problems.

Estimated Cost: \$525,000

Time Schedule: FY 2014 -- \$25,000 Property Tax / Free Cash (Design)  
FY 2016 -- \$500,000 Property Tax / Free Cash (Construction)

**81. HIGH SCHOOL SPACE NEEDS**

The Enrollment growth that Brookline’s Elementary Schools have been experiencing during the past seven years will begin to affect Brookline High School in FY15 (September, 2014). Beginning in FY15, the High school enrollment is expected to grow by approximately 100 students per year from just under 1,800 students to 2,400 students by 2012 – a growth of 600 students in seven years. This enrollment level presents a capacity challenge because the High School was renovated to accommodate 2,100 – 2,200 students and enrollment will reach 2,200 by 2018.

This requested \$50,000 appropriation is to fund a concept study to review all possible options for addressing the capacity needs of BHS. This study will be integrated into the other strategic enrollment planning initiatives of the school department (classroom capacity, Devotion School Concept Study, Demographic Update of Facilities Master Plan, etc.).

Estimated Cost: \$50,000

Time Schedule: FY 2013 -- \$50,000 Property Tax / Free Cash

**82. UAB - ROOF/CHIMNEY/ POINTING/GUTTERS & DOWNSPOUTS**

This project consists of re-pointing, repairs to the existing chimney for the heating and lighting plant, and repairs to the roof and gutters. The existing slate roof is close to 100 years old and patchwork has been done on some valleys and overhangs. This project would replace missing or damaged tiles, redo all of the copper in the valleys, and replace all damaged downspouts and gutters that have failed over the years. The chimney is in need of re-pointing due to its age. The \$130,000 appropriated in FY12 was for plans and specs while the \$1.3 million in FY13 is for the construction.

Estimated Cost: \$1,430,000

Time Schedule: Prior Year -- \$130,000 Property Tax / Free Cash (Design)  
FY 2013 -- \$1,300,000 General Fund Bond (Construction)

**83. BALDWIN SCHOOL RENOVATIONS**

The Baldwin School, which was built in the 1930's as a library, needs to be renovated. The heating system is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and covert the system to forced hot water, thereby allowing for better control, more even temperatures, zoning, and energy savings. The electrical system is also in need of upgrade. In addition, the building is not fully accessible. This project would install an elevator that would connect the top and bottom floors and work would be done on the front entrance to make it accessible. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows. The slate roof also needs repairs along with the gutters.

The breakout of the \$2,005,000 is as follows:

- o feasibility study = \$25,000 (FY14)
- o plans and specs = \$180,000 (FY15)
- o HVAC = \$455,000 (FY16)
- o electrical = \$250,000 (FY16)
- o elevators = \$355,000 (FY16)
- o ADA = \$485,000 (FY16)
- o windows = \$255,000 (FY16)

As part of the school enrollment / space issue, the Baldwin School will be looked at in terms of better utilization of the facility. The building could end up housing some segment of the student population rather than being used as it currently is.

Estimated Cost: \$2,005,000

Time Schedule:	FY 2014 -- \$25,000	Property Tax / Free Cash (Feasibility)
	FY 2015 -- \$180,000	Property Tax / Free Cash (Design)
	FY 2016 -- \$1,800,000	General Fund Bond (Construction)

**84. DRISCOLL SCHOOL HVAC UPGRADE**

The existing HVAC system for the Driscoll School is in need of replacement. The existing boilers and burners are relatively new (12 years) as is the underground oil tank, and the energy management system was replaced two years ago. All other equipment, however, is original. The steam system is in need of replacement: the piping, which dates back to the original structures (1910, 1928,1953), are failing; univentilators are becoming harder to maintain since controls and parts are not made for them anymore; and replacement parts are difficult to find. The new forced hot water system would be easier to control, save energy, and reduce operating repair costs.

There exists the potential to get partial reimbursement from the Massachusetts School Building Authority (MSBA), the Department of Telecommunications and Energy via the Green Communities Act, and/or the utilities.

Estimated Cost: \$2,200,000

Time Schedule: FY 2016 -- \$200,000 Property Tax / Free Cash (Design)  
FY 2017 -- \$2,000,000 General Fund Bond (Construction)

**85. DEVOTION SCHOOL REHABILITATION**

The 148,633 sq. ft. Edward Devotion School, originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation. One option is a renovation/addition project that would include additional space, new electrical and HVAC systems, new roofs, plumbing upgrades, new windows, and ADA work. Another option is to build a new school. If a new school is built, the Town could consider a land swap to site the new facility on what is currently park space and replacing that open space with a new park/playground where the building currently sits. This option is under consideration because it eliminates the logistical and financial issues associated with the phasing of the project and partial relocation of students, and maximizes the availability of the Old Lincoln School for system-wide enrollment needs. By eliminating the need to relocate some students to the Old Lincoln School while the project is under construction, the Old Lincoln School can be used for more immediate classroom space needs. This option also allows for the related advantages/efficiencies that can be achieved from new construction, without the constraints of working within an existing footprint or structure. This, and other concepts, will be reviewed by the architect hired to conduct the Devotion School Concept Study.

Under either scenario, the Town is assuming that 40% of both design and construction costs will be funded by the Massachusetts School Building Authority (MSBA). Without MSBA assistance, a debt exclusion would be required, as that level of debt service would exceed the Town's 6% CIP Financing Policy.

Estimated Cost: \$76,880,000

Time Schedule: FY 2014 -- \$1,130,000 General Fund Bond (Feasibility/Schematic Design)  
FY 2014 -- \$750,000 State / Federal Grant (Feasibility/Schematic Design)  
FY 2015 -- \$45,000,000 General Fund Bond (Design Completion/Constr.)  
FY 2015 -- \$30,000,000 State / Federal Grant (Design Completion/Constr.)

**86. HEATH SCHOOL ADDITION**

As part of the plan to address the serious issue of enrollment growth in the elementary schools, various mitigation measures have been taken, including the Runkle School Renovation/Addition project and the Heath Addition project, both of which enjoy financial support from the Massachusetts School Building Authority (MSBA). The additional classrooms at the Heath School will allow each

class there to have an appropriate full size regular classroom. Additional classrooms at Heath will also allow the schools to assign district-wide Pre-K classes to the building in the years prior to the grades fully advancing to three sections at the higher grades, and if enrollments in the out years (FY15 - FY20) fall back to more historic levels (425 - 475 students per incoming class), the additional capacity will allow for the growth of Pre-K programs. \$8.5 million was approved in FY12, of which 39.93% of reimbursable expenses will be paid for by the MSBA.

Estimated Cost: \$8,500,000

Time Schedule: Prior Year -- \$5,250,000 General Fund Bond  
\$3,250,000 State / Federal Grant

#### **87. OLD LINCOLN SCHOOL SURFACE STRUCTURAL REPAIRS**

The outside areas of the Old Lincoln School have deteriorated. Due to leaking in the asphalt above, erosion, and other conditions, there is a concern that a sink hole may develop. It is anticipated that the area above the garages and the areas along front of the building will need to be replaced. In FY11, \$100,000 was appropriated for an engineering conditions analysis to help determine the need and the solution. The \$500,000 in FY13 reflects the current estimate. Bids are expected prior to the May, 2012 Annual Town Meeting, so adjustments to this figure can be made at that time, if necessary.

Estimated Cost: \$500,000

Time Schedule: FY 2013 -- \$500,000 Property Tax / Free Cash

#### **88. PIERCE SCHOOL – RENOVATE AUDITORIUM/ELECTRIC DISTRIBUTION UPGRADE**

The scope of the auditorium project is to enhance the existing Pierce School Auditorium within the existing walls by improving on the sight lines, stage, seating, sound, lighting, egress, etc., to provide a more programmatically appropriate space for school performances. In FY10, \$75,000 was included for design of the auditorium and \$750,000 was appropriated in FY12 for construction.

The School also has an outdated electrical system. The building was equipped with Federal breakers and distribution systems. Federal is a company that went bankrupt due to faulty equipment. Although the equipment is safe, breakers and parts do fail and replacement parts are not available. The \$37,500 in FY13 is for plans and specs which also would include a replacement generator, with the \$375,000 for construction planned for FY14.

Estimated Cost: \$1,162,500

Time Schedule: Prior Year -- \$750,000 Property Tax / Free Cash (Auditorium)  
FY 2013 -- \$37,500 Property Tax / Free Cash (Elec. Distrib. Design)

FY 2014 -- \$375,000 Property Tax / Free Cash (Elec. Distrib. Constr.)

**89. CLASSROOM CAPACITY**

As has been previously documented, the Public Schools of Brookline have been experiencing K-8 enrollment increases for the past seven years. K-8 Elementary enrollment has grown by 941 students (24%) in the seven years between FY05 and FY12. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee) and Town/School staff have been engaged in discussions regarding the best options for addressing the space needs of the elementary schools. This effort will continue, including reviewing options for the Baldwin School, Devotion School, Old Lincoln School, and the Lynch Center.

In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition project and the Heath School Addition. Other mitigation activities have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used to fund the costs associated with creating the additional classroom spaces the Schools have required. In FY11, Town Meeting appropriated an additional \$530,000 to continue the necessary work. The eight preK-8 schools are currently utilizing 34 more classrooms in FY12 than in FY05 to accommodate the 941 student increase that has occurred during this seven-year period.

The \$1.75 million proposed for FY13 will allow the school department to explore all options for space, including the continuation of work to create classrooms within existing buildings, a process that is more complex and challenging each year as available space is reduced. The School department expects to need an additional 21 Elementary classrooms by FY16, if the projections of approximately 600 incoming Kindergarten students per year hold.

Estimated Cost: \$1,750,000

Time Schedule: FY 2013 -- \$1,190,000 Property Tax / Free Cash  
FY 2013 -- \$560,000 Re-Appropriation of Existing Funds

**TOWN OF BROOKLINE, MASSACHUSETTS**

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community with urban characteristics. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

The Town of Brookline continues to be a highly desirable place to live, due to its proximity to job opportunities, excellent public transportation and school systems, and livable neighborhoods, that balance green space, historic preservation, and outstanding commercial services. Surrounded by the City of Boston on three sides, Brookline consists of roughly six square miles of land.

The Town, which began as an agricultural community in the 17th century, became a streetcar suburb of Boston during the mid-19th century. By 1900, most of the remaining farmland had been divided into residential developments that were supported by the existing mass transit linkages. Brookline's transformation from farm to suburb meant that, unlike many other Massachusetts towns, it never had significant industrial areas. Currently less than 6% of Town land is zoned for commercial use.

Some important facts about Brookline include:

- Over the past several decades, Brookline's population has remained fairly stable, fluctuating between 54,000 and 59,000 since 1950. The current population is 58,732. (Source: US Census)
- 26.3% of Brookline's residents are foreign born. In 2000, 30% of all children 5+ lived in a home where a language other than English was spoken. (Source: American Community Survey (ACS) 2008-2010)
- Brookline has continued to become more racially diverse over the past several decades with approximately 23.3% of the Town's population being minority or mixed-race, according to the 2010 Census. The fastest growing minority group is Asian, at nearly 15.6% of the population – a much higher percentage than Boston and many other surrounding communities. (Source: Census 2010)
- Brookline median housing prices are among the highest in Massachusetts with a current median price of over \$1.2 million for a single family home and \$505,000 for an average condominium. 46% of all renters and 26% of homeowners pay more than 30% of their incomes towards housing costs. (Source: Warren Reports Town Stats, ACS 2008 – 2010)
- Form of Government: Representative Town Meeting (240 Elected Town Meeting Members and eight At-Large) with five-member Board of Selectmen who appoints a Town Administrator.

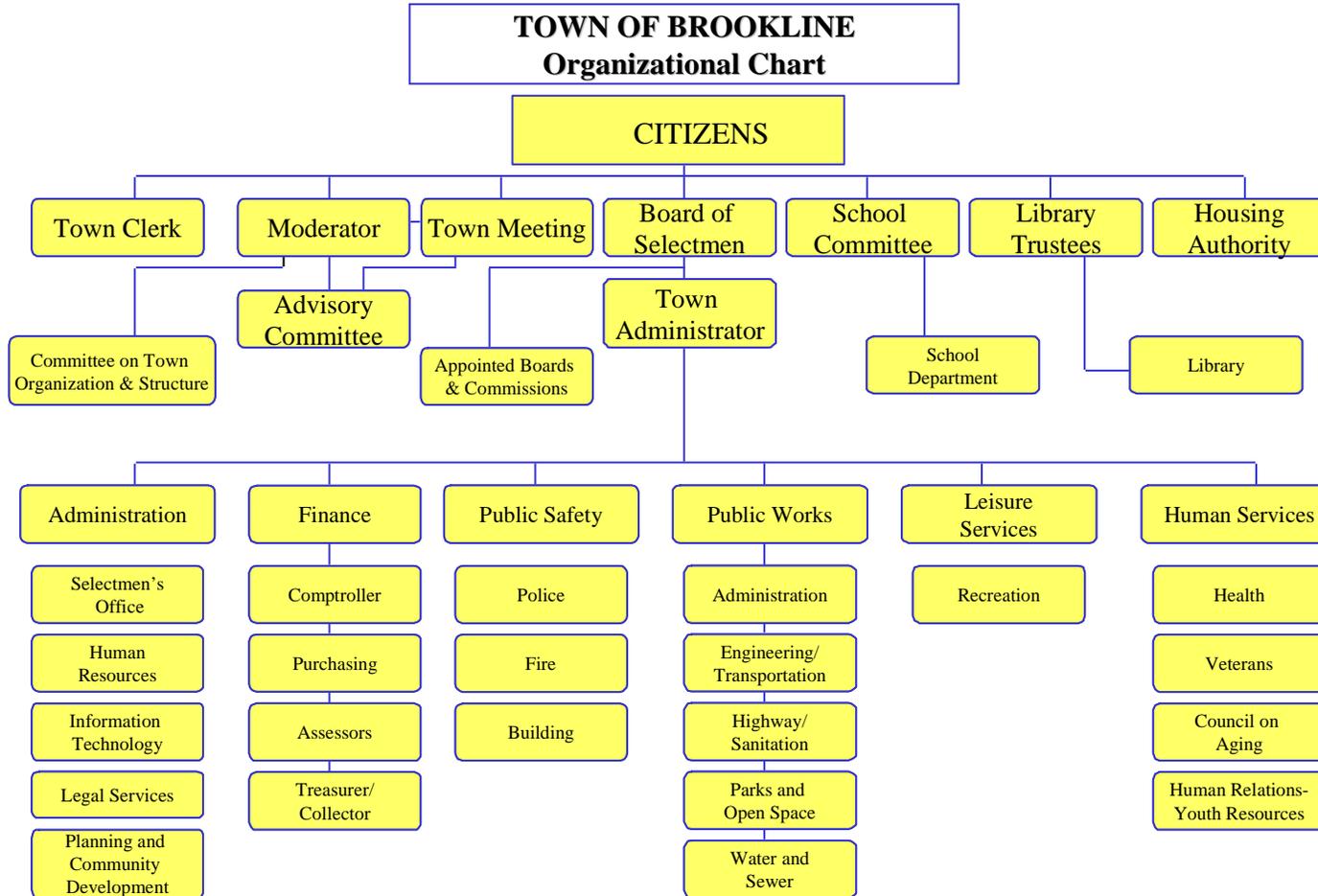


**BROOKLINE FACTS (Con't.)**

- Brookline tax bills, while significantly higher than the state median, are lower than in other high per capita income communities. In addition, with condos comprising 60% of all residential parcels, it is important to note that the median tax bill for a condo is \$2,920, well under the median tax bill for a single-family home (\$10,187) which makup just 28% of residential parcels.
- As of 2010, there were 26,448 housing units in Town, of which 33% were located in buildings of more than 20 units. Approximately 8% of Brookline’s housing units are under affordability restrictions. (Source: US Census 2010, Brookline Assessor’s Department, and Brookline Department of Planning and Community Development)
- 75% of the Town’s residential land is zoned for single-family housing, while only 23.3% of Brookline’s housing units are single family homes. (Source: ACS 2008 – 2010 and Brookline Department of Planning and Community Development).
- The number of homeowner and renter households in Brookline is nearly even with approximately 51.5% of residents being homeowners. (Source: Census 2010)
- Brookline has eight distinct commercial areas – Coolidge Corner, Brookline Village, Washington Square, JFK Crossing, St. Mary’s, Chestnut Hill, Putterham Circle, and Commonwealth Avenue. Each commercial district is unique and part of a residential neighborhood, providing a strong symbiotic relationship between residential and commercial uses.
- As of 2000, Brookline had over 2,500 businesses, including home-based businesses. 50% of jobs located in Brookline are in the service sector while 24% are in the trade sector and 14% are in government. (Source: Brookline Comprehensive Plan 2005-2015)
- 82% of Brookline residents work outside of Town. (Source: Census 2010)
- Brookline is well-serviced by public transportation with four bus routes and access to the MBTA Green C, D, and B lines. As of 2010, 24.9% of all households owned no vehicles while 46.9% of households owned only one vehicle. Over 49% of Brookline workers either walk or take public transportation to work or work at home. (Source: ACS 2008 – 2010)
- Brookline has significant protected parks and recreation resources including 506 acres of protected public and private conservation and park land. An additional 653 acres are unprotected public and private open space, including Allendale Farm, the area’s last working farm. (Source: Brookline Comprehensive Plan 2005-2015)

**BROOKLINE BY THE NUMBERS**

Settled: 1638	Total Area: 6.82 square miles	Demographics (2010 U.S. Census)	Median Age (years): 34.5
Incorporated: 1705	Land Area: 6.79 square miles	Population: 58,732	
Bond Rating: Aaa		White: 76.7%	Male: 45%
		Asian: 16.8%	Female: 55%
FY2012 Assessed Valuation: \$15,264,163,420		Black or African American: 3.4%	
		American Indian or Alaskan Native: 0.1%	
FY2012 Tax Rate:		Other: 3.2%	
Residential \$11.40			
Commercial \$18.58			
Residential Exemption \$1,890			



TOWN OF BROOKLINE FY2013 PROGRAM BUDGET	BUDGET PROCESS		
<p><b><u>THE BUDGET PROCESS</u></b></p> <p>The budget process begins each year in the fall when Town Administration staff work with departments on developing "maintenance budgets". Department Heads also prepare expansion requests that are reviewed and prioritized for use if revenue is available. If the department has a board or commission, it reviews the budget requests before they are submitted to the Town Administrator. Eventually departmental budget targets are set based on revenue availability as defined in the most recent Long-Range Financial Forecast.</p> <p>The Town Administrator then develops the Financial Plan, which encompasses the recommended municipal budget, with costs, goals, and objectives for every department, the proposed Capital Improvements Program (CIP), and comments on all other fiscal matters for the ensuing fiscal year. The Financial Plan also includes the School Department appropriation, estimates of state and county assessments, collective bargaining objectives, and the property tax abatement reserve (Overlay).</p> <p>In February*, the Town Administrator submits the recommended Financial Plan to the Board of Selectmen and Advisory Committee, The Town's Finance Committee appointed by the Town Moderator, for review and consideration. The Town Administrator, budget staff, and Department Heads regularly appear at meetings of these bodies to explain and defend the proposals contained in the Plan.</p> <p>The budget is presented to Town Meeting upon the motion of the Advisory Committee and is contained in the Advisory Committee's report in the Combined Reports to Town Meeting. Also included in the Combined Reports are the Selectmen's separate comments and recommendations.</p> <p>Town Meeting must approve most budget items by a majority vote, with the exception of bond authorizations and deposits into or withdrawals from the Stabilization Fund, all of which require a two-thirds vote. Individual items within the proposed budget may be increased, decreased, or stricken so long as expenditures do not exceed available revenues. Only Town Meeting can amend the budget after adoption. If necessary, this is done at a subsequent Town Meeting.</p> <p>The Town of Brookline prepares its basic financial statements on the basis of "generally accepted accounting principles" (GAAP). Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting.</p> <p>*Per Town by-laws, the Town Administrator shall submit the Financial Plan by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later.</p>	CAPITAL IMPROVEMENT PROGRAM	DATES	OPERATING BUDGET
	Fiscal Year Begins	July 1	Fiscal Year Begins
	Request Forms distributed	July	
	- Board/Commission Public Hearings - Building Commission review in Sept	Aug / Sept	
	Request Forms due	September	Budget Forms distributed
	CIP Committee reviews requests	Sept / Oct	- Boards/Commissions review budget requests  - Department Heads prepare budget requests
	CIP Committee reviews preliminary recommendations	October	Budget Requests due
	- CIP Committee submits final recommendations to Town Administrator  - Town Administrator submits recommendations to Selectmen, who hold a public hearing	Nov / Dec	- Selectmen hold Public Hearing on the Budget  - Long-Range Financial Forecast is presented  - Town Administrator and staff meet with Department Heads to ascertain the need for cutbacks and/or expansion based on projected revenue
	Planning Board and Advisory Committee's Capital Subcommittee review the proposed CIP	Dec / Jan	
	Town Administrator submits Financial Plan to Selectmen and Advisory Committee	February 15* (or next Town business day)	Town Administrator submits Financial Plan to Selectmen and Advisory Committee
	- Selectmen review and vote CIP  - Advisory Committee reviews and makes recommendations to Town Meeting	Feb / Apr	- Selectmen review and vote Budget  - Advisory Committee reviews and makes recommendations to Town Meeting
	Town Meeting votes CIP	May / June	Town Meeting votes Budget
	Fiscal Year ends	June 30	Fiscal Year ends

**THE BUDGET PROCESS (con't.)**

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting in the following ways:

- Real and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- Encumbrances are recorded as the equivalent of expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- The Retirement Board has been included as a component in the reporting entity, because of the significance of its operational and/or financial relationship (GAAP).

A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30,2010 is presented below:

**Adjustments Between Budgetary Basis and GAAP Basis of Accounting in FY11**

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis	\$ (321,915)
 <u>Perspective Difference:</u>	
Activity of the stabilization fund recorded in the general fund for GAAP	105,449
 <u>Basis of accounting differences:</u>	
Recognition of expenditures on modified accrual basis	(11,044)
Net change in recording 60-day receipts accrual	17,945
Recognition of revenues on modified accrual basis	171,405
Tax refunds payable	241,000
Recognition of revenue for on-behalf payments	(14,623,000)
Recognition of expenditures for on-behalf payments	14,623,000
 Excess of revenues and other financing sources (uses) over expenditures - GAAP basis	 <u>\$ 202,840</u>

**TOWN OF BROOKLINE FISCAL POLICIES**

As approved by the Board of Selectmen on June 28, 2011

**RESERVE POLICIES**

The Town shall maintain the following general, special, and strategic reserve funds:

• **Budget Reserve** – to respond to extraordinary and unforeseen financial obligations, an annual budget reserve shall be established under the provisions of MGL Chapter 40, Section 6. The funding level shall be an amount equivalent to 1% of the prior year’s net revenue, maintained in the manner set out below. Any unexpended balance at the end of the fiscal year must go toward the calculation of free cash; no fund balance is maintained.

- o **Funding from Property Tax Levy** – an amount equivalent to .75% of the prior year’s net revenue shall be allocated from the Property Tax levy to the Appropriated Budget Reserve.
- o **Funding from Free Cash** – an amount equivalent to 0.25% of the prior year’s net revenue shall be allocated from Free Cash, per the Town’s Free Cash Policies, to the Appropriated Budget Reserve.

• **Unreserved Fund Balance / Stabilization Fund** – the Town shall maintain an Unreserved Fund Balance plus Stabilization Fund in an amount equivalent to no less than 10% of revenue, as defined in the Town’s Audited Financial Statements, with a goal of 12.5%. If the balance falls below 10% at the end of the fiscal year, then Free Cash shall be used to bring the amount up to 10%, as described in the Free Cash Policy, as part of the ensuing fiscal year’s budget. The Stabilization Fund shall be maintained, under the provisions of MGL Chapter 40, Section 5B.

1. The Stabilization Fund may only be used under the following circumstances:
  - a. to fund capital projects, on a pay-as-you-go basis, when available Free Cash drops below \$2 million in any year; and/or
  - b. to support the operating budget when Net Revenue, as defined in the CIP policies, increases less than 3% from the prior fiscal year.
2. The level of use of the Stabilization Fund shall be limited to the following:
  - a. when funding capital projects, on a pay-as-you-go basis under #1a. above, no more than \$1 million may be drawn down from the fund in any fiscal year. The maximum draw down over any three year period shall not exceed \$2.5 million.
  - b. when supporting the operating budget under #1b. above, the amount drawn down from the fund shall be equal to the amount necessary to bring the year-over-year increase in the Town’s prior year net revenue to 3%, or \$1 million, whichever is less. The maximum draw down over any three year period shall not exceed \$2.5 million.
3. In order to replenish the Stabilization Fund if used in the year immediately following any draw down, an amount at least equivalent to the draw down shall be deposited into the fund. Said funding shall come from Free Cash.

**RESERVE POLICIES (con't.)**

**Liability / Catastrophe Fund** – established by Chapter 66 of the Acts of 1998, and amended by Chapter 137 of the Acts of 2001, this fund shall be maintained in order to protect the community against major facility disaster and/or a substantial negative financial impact of litigation. The uses of, and the procedures for accessing, the fund are prescribed in the above referenced special act. The target fund balance is 1% of the prior year's net revenue and funding shall come from available Free Cash and other one-time revenues.

**Overlay Reserve** – established per the requirements of MGL Chapter 59, Section 25, the Overlay is used as a reserve, under the direction of the Board of Assessors, to fund property tax exemptions and abatements resulting from adjustments in valuation. The Board of Selectmen shall, at the conclusion of each fiscal year, require the Board of Assessors to submit an update of the Overlay reserve for each fiscal year, including, but not limited to, the current balances, amounts of potential abatements, and any transfers between accounts. If the balance of any fiscal year overlay exceeds the amount of potential abatements, the Board of Selectmen may request the Board of Assessors to declare those balances a surplus, for use in the Town's Capital Improvement Plan (CIP) or for any other one-time expense.

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**FREE CASH POLICIES**

Free Cash shall not be used for Operating Budget purposes. It shall be utilized in the following manner and order:

**Appropriated Budget Reserve** – an amount equivalent to 0.25% of the prior year's net revenue shall be appropriated as part of the Town's 1% Appropriated Budget Reserve Fund, as allowed for under MGL Chapter 40, Section 6 and as described in the Town's Reserve Policies.

**Unreserved Fund Balance / Stabilization Fund** – Free Cash shall be used to maintain an Unreserved Fund Balance plus Stabilization Fund in an amount equivalent to no less than 10% of revenue, as defined in the Town's Audited Financial Statements, with a goal of 12.5%, as described in the Town's Reserve Policies. If the Stabilization Fund were drawn down in the immediate prior fiscal year, then an allocation shall be made to the Fund in an amount at least equivalent to the draw down of the immediate prior fiscal year.

**Liability / Catastrophe Fund** – to the extent necessary, Free Cash shall be used to reach the funding target of the Town's Liability / Catastrophe Fund, as outlined in the Town's Reserve Policies.

**Capital Improvement Program (CIP)** – remaining Free Cash shall be dedicated to the CIP so that total CIP funding as a percent of the prior year's net revenue is not less than 7.5%, to the extent made possible by available levels of Free Cash.

**FREE CASH POLICIES (Con't.)**

Affordable Housing Trust Fund (AHTF) – in order to support the Town’s efforts toward creating and maintaining affordable housing, 15% of remaining Free Cash shall be appropriated into the AHTF if the unreserved fund balance in the AHTF, as calculated in the Town’s financial system, is less than \$5 million.

Special Use – remaining Free Cash may be used to augment the trust funds related to fringe benefits, unfunded liabilities related to employee benefits, including pensions and Other Post-Employment Benefits (OPEB’s), and other one-time uses, including additional funding for the CIP and AHTF.

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**CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES**

**Definition of a CIP Project**

A capital improvement project is any project that improves or adds to the Town's infrastructure, has a substantial useful life, and costs \$25,000 or more, regardless of the funding source. Examples of capital projects include the following:

- . Construction of new buildings
- . Major renovation of or additions to existing buildings
- . Land acquisition or major land improvements
- . Street reconstruction and resurfacing
- . Sanitary sewer and storm drain construction and rehabilitation
- . Water system construction and rehabilitation
- . Major equipment acquisition and refurbishment
- . Planning, feasibility studies, and design for potential capital projects

**Evaluation of CIP Projects**

The Capital Improvement Program shall include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the available financial resources.

Only those projects that have gone through the CIP review process shall be included in the CIP. The CIP shall be developed in concert with the operating budget and shall be in conformance with the Board's CIP financing policy. No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy.

Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects that preserve the essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the distributional effects of a project and the qualitative impact on services, as well as the level of disruption and inconvenience.

**CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (Con't.)**

The evaluation criteria shall include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values
- Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

**CIP Financing Policies**

An important commitment is providing the funds necessary to fully address the Town's capital improvement needs in a fiscally prudent manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible.

For the purposes of these policies, the following definitions apply:

- Net Operating Revenue - Gross revenues, less net debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers from other non-recurring non-general funds, and non-appropriated costs.
- Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.
- Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers, and non-recurring special revenue funds.

The Capital Improvements Program shall be prepared and financed in accordance with the following policies:

**OUTSIDE FUNDING**

State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.

**ENTERPRISE OPERATIONS - SELF SUPPORTING**

Capital projects for enterprise operations shall be financed from enterprise revenues solely.

**CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)**

CIP BUDGET ALLOCATIONS - 6% OF NET REVENUES

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 6% of prior year net operating revenues.

• TAX FINANCED ALLOCATION - 1.5% OF NET REVENUES

Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.5% of prior year net operating revenues.

• DEBT-FINANCED ALLOCATION - 4.5% OF NET REVENUES

Net direct debt service shall be maintained at a target equivalent to 4.5% of prior year net operating revenues.

DEBT MANAGEMENT POLICIES

Debt financing of capital projects shall be utilized in accordance with the following policies:

- Debt financing for projects supported by General Fund revenue shall be reserved for capital projects and expenditures which either cost in excess of \$250,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more. For projects supported by Enterprise Fund revenue, debt financing shall be reserved for capital projects and expenditures that cost in excess of \$100,000.
- Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.
- Bond maturities shall be maintained so that at least 60% of the outstanding net direct debt (principal) shall mature within 10 years.
- Total outstanding general obligation debt shall not exceed 2.5% of the total assessed value of the property.
- Total outstanding general obligation debt per capita shall not exceed \$2,385, which reflects \$2,000 inflated annually since July 1, 2004. This amount shall continue to be adjusted annually by the consumer price index (CPI) for all urban consumers (northeast region all items).
- Total outstanding general obligation debt per capita shall not exceed 6% of per capita income, as defined by the Census Bureau of the U.S. Department of Commerce.

FREE CASH

After using free cash in accordance with the Town's free cash policy, available free cash shall be used to supplement the CIP so that total CIP funding as a percent of the prior year's net revenue is not less than 7.5%, to the extent made possible by levels of available free cash.

**GLOSSARY OF TERMS**

**Accrual Basis** - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Annual Required Contribution (ARC)** - An amount equal to the sum of 1.) the employer's cost of normal cost of retirement benefits earned in the current year and 2.) the amount needed to amortize any existing unfunded accrued liability over a period or not more than 30 years.

**Appropriation** - An authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

**Assessed Valuation** - A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors.

**Balanced Budget** - A budget in which estimated expenditures equal actual and estimated revenues.

**Bond** - A means to raise money through the issuance of debt.

**Bond Anticipation Note (BAN)** - Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. BANs are typically issued for a term of less than one year.

**Budgetary Fund Balance** - See "Free Cash"

**Capital Improvement Program (CIP)** - An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. The Town's CIP is a six-year plan, with projects in the first year of the plan being voted by Town Meeting.

**Cash Basis** - A basis of accounting under which transactions are recognized only when cash is increased or decreased.

**Chapter 70** - The school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet.

**Chapter 90** - The formula by which state highway funds are distributed to communities. The formula is comprised of three variables: local road mileage, local employment level, and population estimates.

**Cherry Sheet** - Named for the cherry-colored paper on which they were originally printed, the Cherry Sheet is the official notification to municipalities of the next fiscal year's state aid and assessments (to cover the cost of certain state and county programs).

**Cherry Sheet Offset Items** - Local aid that may be spent without appropriation in the budget, but which must be spent for specific programs (e.g., School Lunch Program, Library Aid).

**Conditions of Appropriation** - Conditions set forth in the budget vote which define how a particular appropriation is to be spent, whether and how transfers of funds from one category to another can be made, or any other conditions which Town Meeting may make on the appropriation.

**GLOSSARY OF TERMS (con't.)**

**Debt Burden** - The amount of debt carried by an issuer.

**Debt Exclusion** - An action taken by a community through a referendum to vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½.

**Debt Limit** - The maximum amount of debt that a municipality may authorize for qualified purposes under state law.

**Deficit** - The excess of expenditures over revenues.

**Enterprise Fund** - Authorized by MGL Ch. 44, section 53F½, this fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services.

**Equalized Valuation (EQV)** - The full and fair cash value of property within a municipality.

**Excess Levy Capacity** - The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.

**Expendable Trust Fund** - An expendable trust is created to account for money and other property that is receivable to be held in trust and is to be used in accordance with the terms of a trust agreement. All assets of an expendable trust fund may be used, and thus expended, to carry out the objectives of the trust agreement, which generally restricts the purpose for which assets of the expendable fund may be used.

**Fiscal Year** - Since 1974, Massachusetts municipalities have operated on a cycle that begins July 1 and ends June 30.

**Fixed Costs** - Costs that are legally or contractually mandated, such as retirement, insurance, debt service, or interest on loans.

**Free Cash (Also "Budgetary Fund Balance")** - Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as Free Cash. The calculation of Free Cash is based on the balance sheet as of June 30, which is submitted by the community's comptroller. Free Cash is not available for appropriation until certified by the Commonwealth Director of Accounts.

**Fund** - An accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on identified activities.

**Fund Accounting** - Organizing the financial records of a municipality into multiple, segregated locations for money.

**Fund Balance** - The difference between assets and liabilities reported in a governmental fund.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization.

**GLOSSARY OF TERMS (con't.)**

**General Fund** - The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

**Levy** - The amount a community raises through the property tax.

**Levy Ceiling** - One of two types of levy restrictions imposed by Proposition 2½. It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property.

**Levy Limit** - One of two types of levy restrictions imposed by Proposition 2½. It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions.

**Local Aid** - Revenue allocated by the state to municipalities. Estimates of local aid are transmitted annually by the "Cherry Sheets."

**Local Receipts** - Locally generated revenues, other than real and personal property taxes. Examples include fees, fines, and investment income.

**Maintenance Budget** - A "no-growth" budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

**Modified Accrual Basis:** - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

**New Growth** - The additional tax revenue generated by new construction, renovations, and other increase in the property tax base during a calendar year.

**Non-Expendable Trust Fund** - A non-expendable trust fund is created to account for money and/or property received, the principal amount of which is to be retained intact, the income of which is restricted by a trust agreement.

**Normal Cost** - the value of benefits that employees are expected to earn during the current year.

**Operating Budget** - A plan of proposed expenditures for personnel, supplies, services, and other expenses for the fiscal year.

**Other Post Employment Benefits (OPEBs)** - Retirement benefits other than conventional pension benefits, including medical, dental, life insurance and long-term care benefits.

**Overlay** - An account established annually to fund anticipated property tax abatements, exemptions, and uncollected taxes in that year.

**Overlay Surplus** - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Overlay surplus may be appropriated for any lawful purpose.

**GLOSSARY OF TERMS (con't.)**

**Override** - A vote by a community at an election to permanently increase the levy limit.

**Payments in Lieu of Taxes (PILOT)** - An agreement between a municipality and an entity not subject to taxation, such as charitable or education organizations, in which the payer agrees to make a voluntary payment to the municipality.

**Proposition 2½** - A tax limitation measure adopted by state-wide referendum in 1980 (MGL Ch. 59, section 21C) which limits the ability of the Town to increase its budget from year to year. The principle provision outlines the Levy Ceiling and Levy Limit of a community. To override these tax limitations requires a Town-wide referendum.

**Reserve Fund** - An amount set aside annually within the budget of a town (by law, not to exceed 5% of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures.

**Residential Exemption** - An option that allows a community to grant an exemption to owner-occupied residential properties of up to 20% of the properties assessed value.

**Revenue Anticipation Note** - A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revolving Fund** - Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**School Building Assistance Program (MSBA)** - Established in 1948 and frequently revised by statutory amendments, this state program reimburses municipalities varying percentages of their school construction costs depending on the wealth of the community and the category of reimbursement.

**Special Revenue Fund** - A fund, established by statute only, that contains revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include revolving funds, grants, and gifts.

**Stabilization Fund** - A fund designed to accumulate amounts for future spending purposes, although it may be appropriated for any lawful purpose. A two-thirds vote of Town Meeting is required to appropriate money from the stabilization fund.

**State Aid Anticipatory Note (SAAN)** - A short-term loan issued in anticipation of a state grant or aid.

**Tax Anticipation Note** - A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

**Tax Rate Recapitulation Sheet ("Recap")** - A document submitted by a municipality to the state Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate.

**Underride** - A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

**GLOSSARY OF TERMS (con't.)**

**Undesignated Fund Balance** - Monies in the various government funds as of June 30 which are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash.

**Unfunded Actuarial Accrued Liability (UAAL)** - the portion of the unfunded benefits earned in prior years.

**Unfunded Pension Liability** - The difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is re-determined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future cost of living increases to pensioners.

**Selected Acronym Table**

ADA	Americans with Disabilities Act	HMO	Health Maintenance Organization
ARC	Annual Required Contribution	HRA	Health Reimbursement Account
ARRA	American Recovery and Reinvestment Act	HRIS	Human Resources Information System
CAC	Climate Action Committee	HUD	Federal Department of Housing and Urban Development
CDBG	Community Development Block Grant	IMGC	Information Management Governance Committee
CDL	Commercial Driver's License	IOD	Injured on Duty
CERT	Civilian Emergency Response Team	ITAC	Information Technology Advisory Committee
CIMS	Critical Infrastructure Monitoring System	IT	Information Technology
CIP	Capital Improvements Program	ITD	Information Technology Department
CMMS	Cartograph Maintenance Management System	KwH	Kilowatt Hour
COA	Council on Aging	LED	Light Emitting Diode
COLA	Cost-Of-Living-Allowances	LEED	Leadership in Energy and Environmental Design
COOP	Continuity of Operations Plan	MBTA	Massachusetts Bay Transportation Authority
CORI	Criminal Offender Record Information	MCAS	Massachusetts Comprehensive Assessment System
CPA	Community Preservation Act	MGL	Massachusetts General Laws
BAT	Brookline Access Television	MLC	Municipal Lien Certificate
B-CASA	Brookline Coalition Against Substance Abuse	MSBA	Massachusetts School Building Authority
BEEP	Brookline Early Education Program	MWPAT	Massachusetts Water Pollution Abatement Trust
BPD	Brookline Police Department	MWRA	Massachusetts Water Resources Authority
BPL	Brookline Public Library	NCLB	No Child Left Behind
DAS	Distributed Antenna System	NEA	National Endowment for the Arts
DOR	Massachusetts Department of Revenue	OPEB	Other Post Employment Benefits
DPW	Department of Public Works	OSC	Override Study Committee
EAP	Employee Assistance Program	OSHA	Occupational Safety and Health Administration
EECBG	Energy Efficiency and Conservation Block Grant	OT	Overtime
EFT	Electronic Funds Transfer	PEC	Public Employee Committee
EIC	Efficiency Initiative Committee	PERAC	Public Employee Retirement Administration Commission
EMT	Emergency Medical Treatment/Technician	PILOT	Payments In-Lieu-Of Tax
EOC	Emergency Operations Center	PSB	Public Schools of Brookline
ERI	Early Retirement Incentive	RMV	Registry of Motor Vehicles
FEMA	Federal Emergency Management Association	SADD	Students Against Destructive Decisions
FTE	Full-time equivalent	SBA	School Building Assistance
FPAC	Financial Planning Advisory Committee	SOPs	Standard Operating Procedures
GAAP	Generally Accepted Accounting Principles	SWAC	Solid Waste Advisory Committee
GASB	Government Accounting Standards Board	UAAL	Unfunded Actuarial Accrued Liability
GIS	Geographic Information System	VA	U.S. Department of Veterans Affairs
GIC	Group Insurance Commission	VFW	Veterans of Foreign Wars
GPS	Global Positioning System	VOIP	Voice Over Internet Protocol
GREAT	Gang Resistance Education and Training	ZBA	Zoning Board of Appeals

