TOWN OF BROOKLINE

FY-2012 FINANCIAL PLAN

BOARD OF SELECTMEN

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TOWN OF BROOKLINE
FY2012 PROGRAM BUDGET

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February 15, 2011

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

It is a privilege to submit my first budget and financial plan as Town Administrator. In my first few months in this position, I have observed a strong culture of financial management and fiscal discipline. This is a major factor in retaining the Town's premier bond rating of Aaa, and has served the Town well in weathering the economic storm that has plagued Massachusetts and the country over the last few years. Fiscal Year (FY) 2012 is no exception. While the Town still faces difficult choices, it is in far better shape than most cities and towns and will be able to avoid deep reductions in services and depletion of its financial reserves. Several factors have contributed to this success, including the following;

- Better control of employee health insurance costs by joining the Commonwealth of Massachusetts' Group Insurance Commission
- Careful allocation of one-time federal stimulus funding to minimize impacts on the future growth of operating budgets
- Diversification of the Town's revenue mix by adopting local option hotel and meals taxes
- Negotiation of Payment in Lieu of Taxes (PILOT) agreements with tax-exempt institutions
- Investment in energy conservation and new technologies in order to reduce operation and maintenance costs
- Selective privatization of programs and services in order to minimize costly employee benefits and future liability
- Consolidation and reorganization of departmental staffing and operations
- Implementation of efficiencies in municipal operations

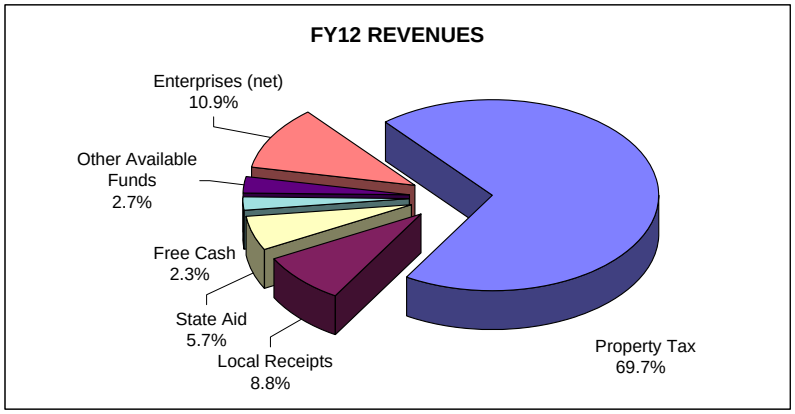
The FY 2012 financial plan (budget) balances $234,206,016 in revenues and expenses, representing a 3.6% increase over FY 2011.

	FY 2011	FY 2012	$$$ CHANGE	% CHANGE
REVENUES				
Property Tax	157,878,286	163,159,995	5,281,709	3.3%
Local Receipts	19,718,475	20,525,792	807,317	4.1%
State Aid	13,796,542	13,302,525	(494,017)	-3.6%
Free Cash	4,590,079	5,380,264	790,185	17.2%
Other Available Funds	5,059,259	6,218,966	1,159,708	22.9%
Enterprises (net)	24,995,838	25,618,474	622,636	2.5%
TOTAL REVENUES	**226,038,478**	**234,206,016**	**8,167,538**	**3.6%**
EXPENDITURES				
Municipal Departments	61,886,857	63,203,477	1,316,620	2.1%
School Department	72,043,133	74,740,587	2,697,454	3.7%
Non- Departmental	52,532,109	56,128,482	3,596,372	6.8%
Special Appropriations	7,102,000	6,979,000	(123,000)	-1.7%
Enterprises (net)	24,995,838	25,618,474	622,636	2.5%
Non-Appropriated	7,478,540	7,535,997	57,457	0.8%
TOTAL EXPENDITURES	**226,038,478**	**234,206,016**	**8,167,538**	**3.6%**

In the following sections of this Financial Plan, all revenues and expenses are reviewed in detail. The highlights are as follows:

Revenues

Taxes: Property taxes are projected to be $163,159,995 and represent 70% of the revenues available to the Town. Of this amount, $3.9 million reflects the annual 2.5% allowable growth in the tax levy, $1.5 million from the value of new construction (New Growth) and $1.1 million for debt service on capital projects that the voters have excluded from the Proposition 2½ levy limit. While the annual tax levy is limited to 2.5%, it is a very stable source of revenue that has not been negatively impacted by the downturn in the economy. The Town is hopeful that major new commercial construction, including the development at Brookline Place, will provide additional revenue in the future.

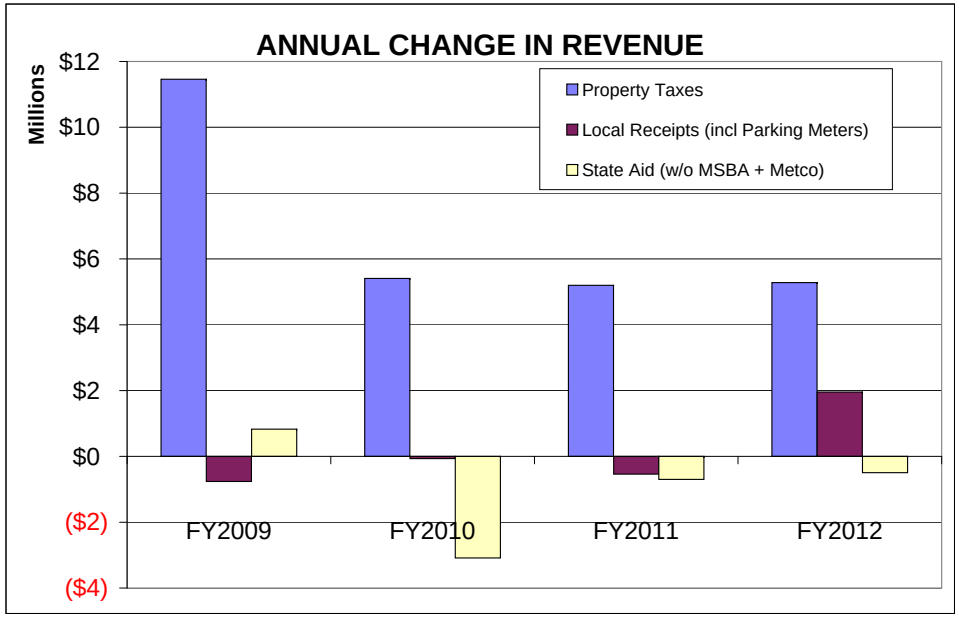


Taxes on the value of automobiles (Motor Vehicle Excise), on hotels and on meals are included in the Local Receipts category.

State Aid: FY 2012 represents the fourth straight year that Brookline has experienced a reduction in general government aid from the Commonwealth of Massachusetts. Total aid in FY 2012 is $13,302,525, down by nearly $500,000, or 3.6%, from FY 2011. The projection of State Aid is based mostly from the budget proposed by Governor Patrick on January 26. However, it recognizes that, in Massachusetts, the

Legislature retains independent authority to prepare and approve the budget. As a result, we have more conservatively projected the amount of aid than the Governor has proposed. This projection assumes a slight increase in the Chapter 70 Education formula and a 10% reduction in the major Unrestricted General Government Aid formula.

Local Receipts: This category of revenue represents a variety of sources generated by Town fees and charges. Most prominent are the Motor Vehicle Excise taxes, Parking and Traffic fines, Building Permit fees, Local Option taxes, and the Trash Collection charge. Local receipts are directly impacted by the regional economy. FY 2012 represents the first budgeted increase in Local Receipts since FY 2008, indicating that the economic recovery has taken hold. The FY 2012 budget assumes $20,525,792, an increase of $807,317, or 4.1% over FY 2011. In addition to improved economic performance, the Town has assertively pursued a Payment in Lieu of Tax (PILOT) program. This budget includes $330,000 in new PILOT revenue, mostly resulting from an agreement with Boston University.



Free Cash: The unrestricted fund balance from the prior fiscal year is certified by the State as Free Cash. Based upon an historical Town financial policy and formula, this amount has been allocated to fund certain operating reserves and the subsequent year's Capital Improvement Plan. The amount of Free Cash available in FY 2012 is $7.1 million. I have recommended that only $5.38 million of Free Cash be available for allocation in FY 2012. I am not recommending that the full amount be allocated to the CIP because of the pressure by Moody's Investors Services on the Town to maintain sufficient "unrestricted" reserves. Over the past few years, Moody's has expressed concern over the trend of the Town's undesignated fund balance. It is generally recommended by Moody's that 10% of general fund revenues be maintained as unrestricted reserves. The recommendation to retain a portion of Free Cash is a deviation from the Town's current Free Cash Policy and, as a result, I have convened the Fiscal Policy Review Committee (FPRC) to review this issue.

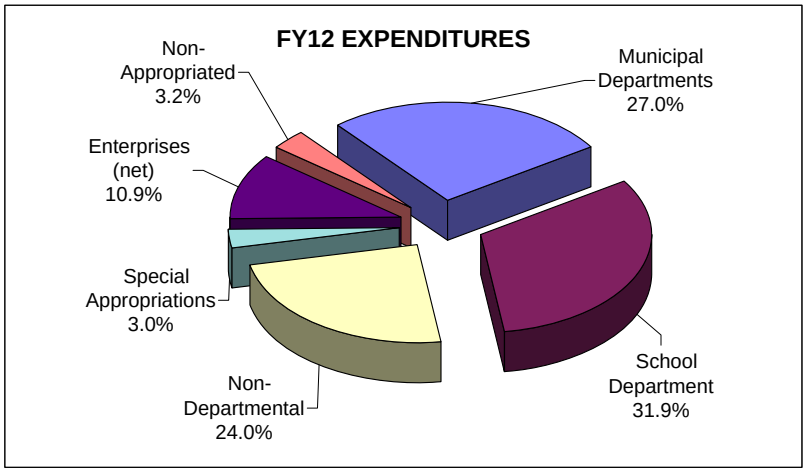
Other Available Funds: There are a number of special funds whose revenue is used to offset general government expenditures supporting those funds. This includes portions of Water and Sewer fees, Recreation Program/Golf fees, Cemetery, Library and Parking Meter revenue. In FY 2012, revenue from these funds will total $6,218,966, an increase of $1,159,708, or 23%, from FY 2011. This increase is almost entirely attributable to an increase in the Town's Parking Meter rates/policies. In response to a long-standing

initiative of increasing parking supply and turnover in the Town's commercial areas, the Board of Selectmen adopted a $0.25 increase in the hourly parking rate. This increase, when combined with the Transportation Board's expansion of the hours the meters are in effect, will generate $1 million in additional revenue to the Parking Meter Fund. $50,000 of this revenue has been set aside in the Capital Improvement Plan (CIP) to meet the commitment to invest back into the Town's commercial areas. 75% of the remaining amount, or $712,500, will be distributed to meet the challenges in the School budget and 25%, or $237,500, to the municipal budget for increasing the commitment to fund the Town's OPEB liability.

Expenditures

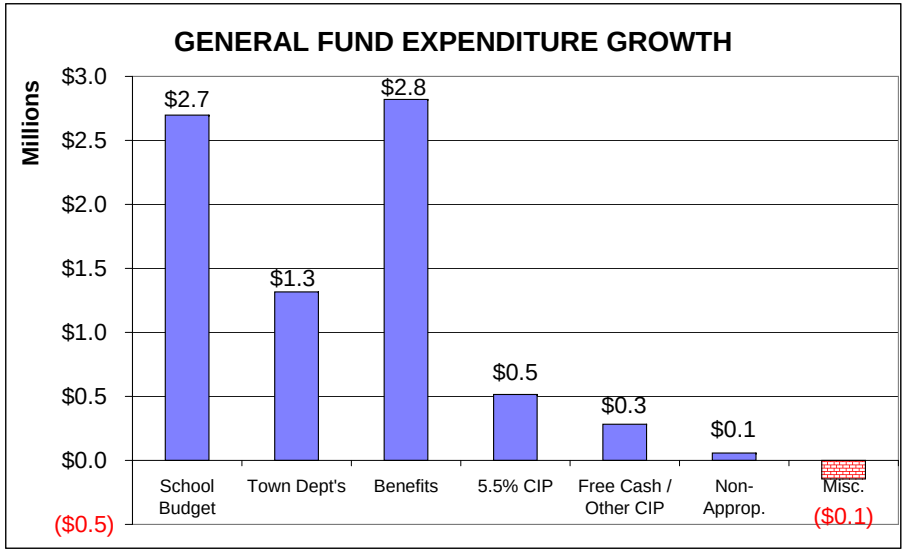
Municipal Departments: In FY 2012, the projected cost for all municipal (non-school) departments is $63,203,477, an increase over FY 2011 of 2.1%. This amount includes a reserve for wage and salary increases for municipal employees, conditional upon a negotiated settlement. The number of full-time equivalent personnel in municipal departments was reduced slightly over FY 2011. In general, any increase in departmental expenses was limited to an actual increase in 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 2012 by increasing enrollment, special education and the loss of federal stimulus funds. For this reason, I have recommended that $712,500 of new revenue from the Parking Meter program be allocated the School budget.



Overall, I propose a School budget of $74,740,587, inclusive of any reserve for negotiated salary increases. This budget represents an increase of 3.7%. I understand that this allocation may not be sufficient to maintain the high quality of educational programs in Brookline. We remain hopeful that assumptions for State Aid and Group Health Insurance are too conservative and that the final numbers will favorably impact the School budget. It is essential that the School budget remain sustainable over the long-term. While FY 2012 represents a unique year given the loss of federal stimulus funding, future annual budget increases of this magnitude will be very difficult to maintain given the limitation on the Town's revenue growth and the level of increases in the cost of employee benefits.

Non-Departmental: This is a large category of expenses that incorporates personnel benefits for municipal and school employees, debt service on the Town's bonds, insurance coverages and reserve funds. The proposed budget for FY 2012 is $56,128,482, an increase of 6.8% from FY 2011. By far, the municipal cost that is increasing greater than all others is the cost of providing health insurance for the Town's employees and retirees. 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 that the existing plan of benefits, and we anticipate that the annual rate of increase will be more moderate. Still, the cost of health insurance under the GIC is projected to increase by 10% in FY 2012 for an additional cost of about $2.5 million. To put this amount in perspective, this increase consumes 64% of the additional taxes the Town is allowed to levy under Proposition 2½. The Town is also allocating funds to continue funding its future liability for retiree health care. A recent actuarial study required under municipal accounting standards has identified this liability at $208 million.



Special Appropriations: The Town funds it 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. The cost of the current funding (revenue-financed) for the CIP is $6,979,000 in FY 2012, a slight reduction of 1.7% from FY 2011. A more detailed discussion of the CIP is included in Section VII.

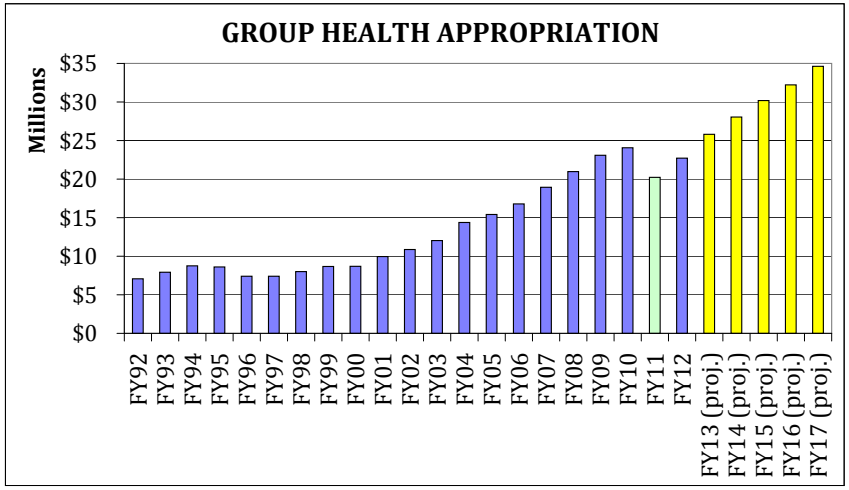
Non-Appropriated: This category includes required expenses that are raised directly without appropriation by Town Meeting. This includes State Charges, of which the largest sum is the Town's assessment for the MBTA, and the Overlay, which is a reserve for tax abatements and exemptions issued by the Board of Assessors. Overall, the cost of Non-Appropriated items in FY 2012 is $7,535,997, an increase of 0.8% from FY 2011.

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 2012 is $25,618,474, an increase over FY 2011 of 2.5%. The Town is more carefully accounting for all costs of the enterprises, both direct and indirect, to ensure that the financial relationship between these funds and the General Fund is appropriate.

FY 2012 POLICY ISSUES AND INITIATIVES

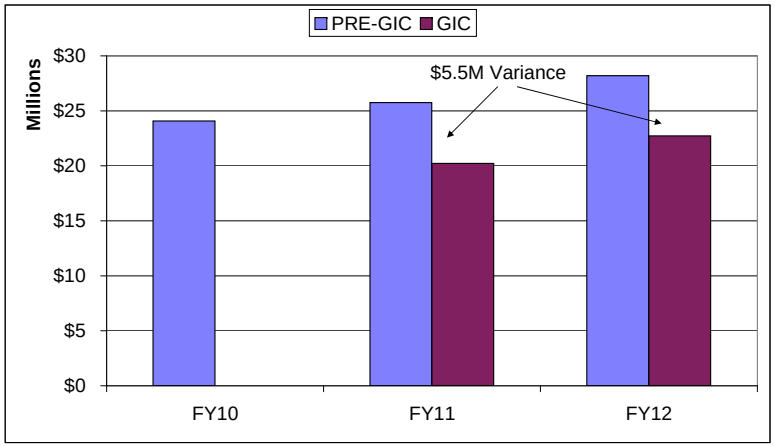
There are a number of policy issues that have influenced the FY 2012 Budget and Financial Plan. They are addressed below:

Employee Health Insurance: Clearly, the rising cost of health care is the largest budgetary problem facing all levels of government. Despite relatively flat inflation, the annual increase in managed health care plans ranged from 10.2% to 10.8% in 2010. This is a problem that impacts both the employer and the employee. According to the Segal Company's 2010 Health Care Plan Cost Trend Survey, the cost trends in U.S. health plans will continue to be more than four times greater than the annual increase in average hourly earnings. The discussion of solutions to this problem has been a long-standing and productive dialogue between the Town and its employee groups. Still, the implementation of solutions has been difficult given that a major change in employee benefits requires collective bargaining with all municipal and school unions.



In 2007, the Town adopted the "coalition bargaining" statute that replaced the serial approach of bargaining with individual union agreements with a group process involving a Public Employee Committee (PEC) with a weighted vote to each union or employee/retiree group. Last year, the Town and the PEC reached agreement on joining the State's GIC which provides health insurance to 350,000 state employees, retirees and dependents. In addition to a large purchasing pool, the GIC retains more discretion and flexibility to modify its plan design to respond to market forces. The cost of the GIC plans were substantially less than the existing Town plans, but carried higher deductibles and co-payments for services. Working closely with the PEC and the GIC, the Town established a Health Reimbursement Account (HRA) to ease the transition. This account was established and funded by the Town to reimburse employees with many of the out of pocket expenses employees incur with the

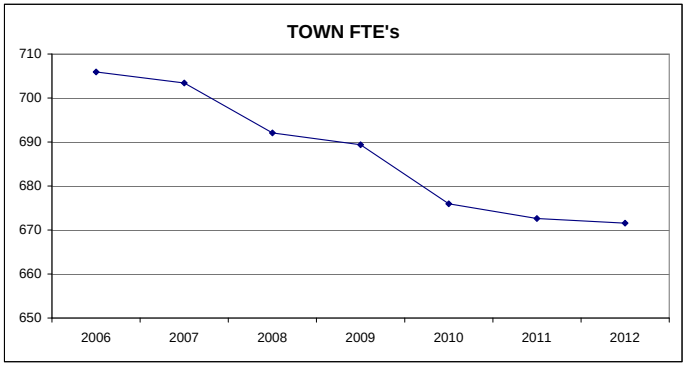
GIC plan design. In anticipation that the GIC may continue to increase deductibles and co-payments, I have proposed $250,000 in funding to continue the HRA in FY 2012. The ability to retain the HRA is subject to approval by the GIC and conditional upon negotiation between the Town and its PEC.



AVG FAMILY PLAN SUBSCRIBER (3-YR PER.)		
	PPO	HMO
Premium Savings	($9,452)	($10,489)
Out of Pocket Increase	$4,300	$4,300
Net Savings	($5,152)	($6,189)

In addition to the premium savings that the Town and its employees realized by joining the GIC, there were savings by having employees more carefully select the plan that best served their needs. The GIC is able to offer a wide range of plans with different features and costs. Following the open enrollment period, the Town was pleasantly surprised that more employees than anticipated chose plans with higher managed care features, increasing the projected savings. Overall, the Town has calculated the move to the GIC saved $5.5 million in FY 2011 alone. For FY 2012, we have projected costs to increase by 10%. We are eagerly awaiting the GIC's decision in March on FY 2012 rates, and stand ready to engage with the PEC on implementation of the plan next year.

Staffing and Compensation: As the relative budget capacity to fund municipal operations has dwindled, the Town has reduced its workforce accordingly. Since FY2006, staffing levels for Town government operations in the General Fund have decreased by more than 34 positions, or 5% of the workforce. For the FY 2012 budget, net staffing has been further reduced by 1 full-time equivalent position. Over the years, the Town has systematically reviewed each vacant position in order to determine the merits of filling it.



More often than not, the Town defers filling positions in order to provide flexibility in the event of budget reductions. Having unfilled positions allows the Town to avoid layoffs of actual employees when staffing reductions are required. It also creates an environment that is conducive to creative ideas about prioritizing program needs, the organization of personnel, and determining more efficient means of delivering services.

Permanent reductions in staffing have been proposed in several departments, including Board of Selectmen/Town Administrator, Comptroller, Public Works and Council on Aging. A new position in the Health Department has been established by converting existing funding for public health nursing services when that contracted agency could not remain competitive. The Recreation Department and the Parks Division of the DPW have enhanced staffing to support certain programs and maintenance expenses through dedicated revenue sources.

FUND	DEPT.	CHANGE	NOTE:
General	Selectmen	-0.05	Reduced pay grade and hours from 20 to 18 (no longer benefits eligible)
General	Comptroller	-1	Elimination of vacant position (Sr. Account/Audit Clerk)
General	Treasurer	-0.21	Reduced hours in Scanner position
General	DPW - Highway Div	-1	Elimination of vacant position (Motor Equipment Repairman)
General	DPW - Parks Div	0.43	43% of Park Ranger, funded with new Green Dog Fee
General	Health	1	Public Health Nurse (contract with VNS was going to increase significantly)
General	COA	0.28	Clinical Social Worker III increase in hours (from 27 to 37.5)
General	COA	-0.48	Outreach Worker (one-time FY11 expense)
General	Recreation	1	New Therapeutic Recreation Specialist
General	Recreation	-1	Elimination of the vacant Assistant Recreation Leader/Aquatics
General Fund Sub-Total		**-1.03**	
Revolving	Recreation	0.57	57% of Park Ranger, funded with new Field Use fees
Revolving	Recreation	1	Additional Lead Teacher
Revolving Fund Sub-Total		**1.57**	

In response to the economic climate and focus on public employee compensation, the Town has exercised 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 reserved funding in FY 2011 to support modest increases in wages. I have recommended a similarly modest approach in FY 2012.

As a public service organization, the Town's greatest asset is a qualified, committed and dedicated work force. In addition, the demographics of the Town's upper management will result in a higher rate of turnover in the

next several years. As a result, I have worked with the Human Resources Director to increase funding for training and professional development. The sum of $15,000 has been proposed in FY 2012 to begin a more robust program of training our employees and developing the capacity of our mid-managers and supervisors.

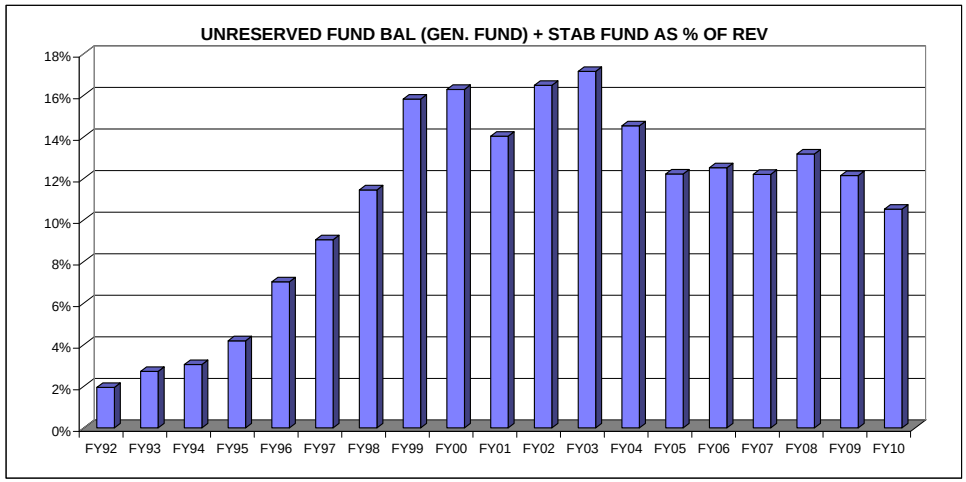
Recreation Cost Recovery: Cost Recovery measures the extent to which the cost of the Recreation Department is supported by user fees versus tax dollars. For many recreation departments across the country, a cost recovery model is used for long-range strategic financial planning. Last year, the Brookline 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. This FY2012 budget continues the cost recovery efforts begun a few years ago to re-allocate costs between the General Fund and the Revolving Fund in an attempt to better reflect program costs versus administrative costs. This process involves moving various line-item expenses from the General Fund to the Revolving Fund and vice versa, and this is detailed above. The ultimate goal of this exercise is to clearly show what percentage of the Recreation Department is covered by program-related fees and what percentage is paid for out of the general tax base. As the table above shows, a total of $52,532 was shifted from General Fund budgets to the Recreation Revolving Fund in FY2012.

		GENERAL FUND BUDGETS			
Category of Expenditure	Recreation Revolving Fund	Recreation	Building	Public Works	Impact on General Fund
Rec Facilities Electricity	53,940	(53,940)			**(53,940)**
Swimming pool Electricity		64,590	(64,590)		**0**
Rec Facilities Natural Gas	14,052	(14,052)			**(14,052)**
Swimming pool Natural Gas		39,900	(39,900)		**0**
Skating Rink Personnel	41,997			(41,997)	**(41,997)**
Skating Rink R&M	8,500			(8,500)	**(8,500)**
Skating Rink Supplies	1,500			(1,500)	**(1,500)**
Services/Supplies/Other	(67,637)	67,637			**67,637**
TOTAL	**52,352**	**104,135**	**(104,490)**	**(51,997)**	**(52,352)**

	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012
REVENUES			
General Fund	0	0	0
Revolving Fund	1,828,737	1,855,041	2,054,280
Golf Enterprise Fund	1,132,976	1,266,200	1,204,000
TOTAL	2,961,713	3,121,241	3,258,280
EXPENDITURES			
General Fund	905,021	943,849	992,259
General Fund Benefits (est.)	215,647	212,628	225,045
Revolving Fund	1,731,011	1,855,041	2,054,280
Golf Enterprise Fund	1,160,829	1,266,200	1,204,000
TOTAL	4,012,507	4,277,718	4,475,584
Cost Recovery	**73.8%**	**73.0%**	**72.8%**
General Fund Subsidy	**26.2%**	**27.0%**	**27.2%**

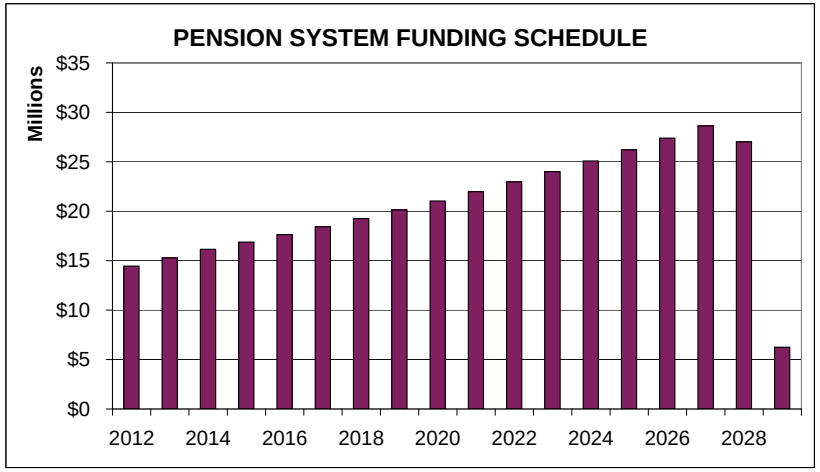
This approach to cost recovery follows the "Pyramid Methodology" that was developed in 2009 and states that a program or service providing the highest level of "community benefit" will have a smaller cost recovery than a program or service that is "highly individual." The Commission's fundamental purpose 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. The table to the left calculates the overall cost recovery level for the three Recreation Department budgets.

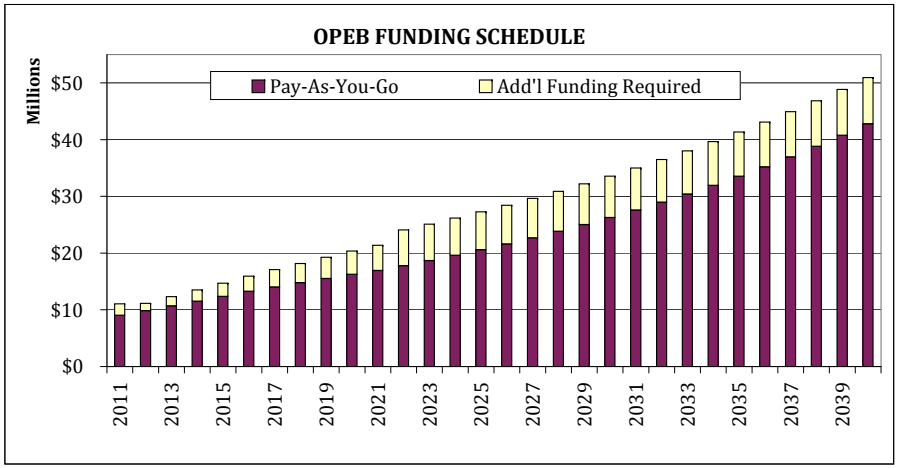
Financial Reserves: All agencies, public and private, must maintain sufficient reserves to protect itself against situations that could adversely impact operations, fiscal health or reputation. The Town maintains both operating and long-term reserves for this purpose. On a short-term basis, the Town maintains an annual Reserve Fund that funds emergency or unforeseen situations, such as extraordinary snow and ice expenses. In FY 2012, I have recommended a Reserve Fund of $1,877,151, an amount equivalent to 1% of the prior year's net revenue, as called for in the Town's Reserve policies. As previously noted, the Town's unreserved fund balance from the prior fiscal year is officially certified as Free Cash. The Town's existing financial policies dictate that this Free Cash be allocated to fund the Town's Capital Improvement Plan and other operating reserves. In response to concerns raised by our bond rating agency, I am proposing that $1.7 million of Free Cash be retained. We have convened the Fiscal Policy Review Committee to assist us in advising us on our reserve policies.



From a longer-term perspective, a major focus has been the identification of Town's financial liability for pension and health care costs. Two decades ago, the Town identified its pension liability and established a long-term funding plan. Despite a hit from investment losses in 2008, the Town continues to fund a plan that would eliminate its long-term liability by 2028. Many communities and the Commonwealth have been forced to greatly extend its funding plan, leading to higher overall costs that will erode funding for other important services. A key component that allowed Brookline to fund its liability without extending the schedule much further in the future than originally planned was the appropriation of additional monies into the pension fund in FY2010 ($965,151) and FY2011 ($1,270,151). These funds came from two sources: new Meals Excise Tax / increased Lodging Excise Tax and the balance in the FY2010 Collective Bargaining Reserve. These steps helped obviate the need for a $1.8 million increase in FY2012: per the newly approved funding schedule, the amount required for FY2012 is $14.4 million, which represents an increase of $657,380 (4.8%).

Similarly, the Town has calculated its actuarial financial liability for health insurance benefits for retirees. Officially referred to as Other Post Employment Benefits (OPEB's), a recent actuarial study has identified this liability to be $208 million. Fortunately, the Town has already gotten a head start on meeting this liability and has deposited over $10 million in a special fund. With the assistance of the OPEB Task Force, the Town has developed a funding plan that includes annually increasing appropriations from the General Fund by $250,000, using the run-off from the Non-Contributory Pension line-item, and full assessments on enterprise/revolving funds for their share of the unfunded liability. Based on this funding plan and the recent actuarial report completed by the Segal Group, the Town will be fully funding its Annual Required Contribution (ARC) in approximately 10 years. In addition, when the Town experiences unanticipated revenue or other positive budget performance, transferring these funds for OPEB liability has become a priority. A 30-year funding schedule has been proposed to meet the overall liability, and the Town will appropriate over $1.5 million for this purpose in FY 2012, an amount that includes an increase of $500,000 (to $1.25 million) in General Fund-supported revenue instead of the $250,000 increase called for in the funding plan. It is possible that some portion of pension funding can be reallocated to the OPEB liability once that system is fully funded in 2029.





Energy Conservation and Efficiency: Being aggressive about conserving energy is no longer just an environmentally friendly practice. The escalation of energy costs has forced the Town to become extremely diligent in controlling energy costs and increasing the efficiency of our buildings. The Town has mitigated uncertainties in energy prices by locking into fixed price contracts when favorable, investing CIP monies for energy conservation and energy management systems, seeking grant opportunities for energy efficiency efforts, reducing usage, and purchasing more energy efficient and alternative (hybrid) vehicles.

The Town recently participated in a collaborative procurement to take advantage of a drop in certain energy prices. We negotiated a "blend and extend" contract with our existing electric supplier, TransCanada, which resulted in over $100,000 savings in FY2012. The new contract will now be fixed through December 2015. Although the option of blend and extend was not available for natural gas, the Town was able to secure a lower rate effective upon the expiration of our current contract in October 2012 (FY 2013).

TOWNWIDE UTILITY BUDGET (in millions)

	Electricity	Heating Oil	Natural Gas	Gasoline/ Diesel	Water/ Sewer	TOTAL
FY00	$1.92	$0.25	$0.25	$0.20		**$2.62**
FY01	$2.09	$0.43	$0.28	$0.26		**$3.06**
FY02	$1.84	$0.41	$0.23	$0.26		**$2.73**
FY03	$1.74	$0.50	$0.27	$0.28		**$2.79**
FY04	$1.97	$0.58	$0.28	$0.28		**$3.12**
FY05	$2.21	$0.75	$0.36	$0.43		**$3.76**
FY06	$2.14	$1.07	$0.36	$0.52		**$4.09**
FY07	$2.75	$0.79	$0.44	$0.65		**$4.64**
FY08	$2.85	$0.85	$0.59	$0.64		**$4.93**
FY09	$2.79	$0.11	$1.27	$1.01		**$5.18**
FY10	$2.97	$0.09	$1.32	$0.50		**$4.88**
FY11 (bud)	$2.86	$0.01	$1.78	$0.67		**$5.31**
FY12 (bud)	$2.65	$0.00	$1.61	$0.75	$0.48	**$5.50**

The Town is in the process of seeking "Green Community" designation with the Commonwealth of Massachusetts in order to qualify for funding for energy efficiency and renewable energy initiatives. Three of the five required milestones have been completed, and the Town expects the remaining energy reduction plan and fuel efficient vehicle policy to be completed in time for submission of the grant application this spring. In anticipation of this effort, the Town continues its current practice of procuring energy efficient vehicles by including the procurement of five alternative fuel vehicles in this budget submission, including an electric vehicle that will be piloted in the Building Department.

In response to the preliminary findings of a Water/Sewer rate study with Weston & Sampson Engineers, a recommendation is being made to account for water and sewer usage for Town and School facilities in the General Fund instead of through the Enterprise Fund as was previously the practice. This results in the need to budget for approximately $440,000 in departmental budgets, with $260,000 for Town facilities and $180,000 for Schools.

Operating Efficiencies: In response to a comprehensive analysis by the Selectmen's Efficiency Initiative Committee in 2009, a series of recommendations were made involving Privatization, Staffing, Consolidations of Programs and Services, Major Cost Reduction (e.g., Health Insurance) and New Revenue Sources. Most of

these recommendations have been fully implemented or have been initiated and will have saved the Town over $1 million annually. More importantly, the Committee's work has created a new focus and framework when considering the Town's public policies and services.

IMPLEMENTED EFFICIENCY INITIATIVE RECOMMENDATIONS

Issue	Annual Savings/ Revenue	Action	Year Implemented
Human Services Clerical	$38,000	Eliminated one position	FY2010
Fire Call Boxes	$102,000	Merged Fire Wire Div w/DPW and elim one position; also reduced streetlight maint contract.	FY2010
Fire Call Boxes	$118,000	Increased fee to cover 100% of costs	FY2010
Library	$38,000	Eliminated one position after RFID investment	FY2011
Elimination of Zoning Administrator	$78,000	Eliminated position	FY2010
Street Sweeping	$44,000	Eliminated one position	FY2010
Fleet Maintenance	$51,000	Eliminated one position	FY2012
Police Non-patrol Staffing	$195,000	2 PO positions eliminated	FY2010
Police Civilianizing	$56,000	2 PO positions eliminated; replaced with civilians for meter collection	FY2010
Parking Tix Administration	$38,000	Invested in hand-helds; eliminated one clerical position	FY2011
Improve Parking Tix Collection Rate	$175,000	Contracted with collection agency to collect overdue out-of-state tix	FY2011
Fire Manning	$295,000	Reduced total Suppression staffing by 4	FY2010
Fire Prevention	$78,000	Reduced staffing from 4 to 3 and made 1 of the 3 a civilian	FY2010
TOTAL	**$1,306,000**		

Continued implementation of the Committee's efforts is incorporated throughout the FY 2012 Financial Plan. Such efforts are integrated with the Town's focus on technology improvements. In particular, the Town continues to make progress in converting manual tasks to automated processes, not only saving time and money but creating opportunities for sharing information to support other functions. For example, the Town is converting its system of inputting complaints into an automated system developed by Cartegraph. This process will interface with a work order system and can even be tailored for citizen use via the web or mobile applications. Similarly, building officials, parking control personnel and others in the field have been outfitted with handheld devices enabling the input of quick and accurate information that can be uploaded and utilized for a variety of uses. The use of Global Positioning System (GPS) technology has become more prevalent in Town vehicles and enables managers to more effectively plan and manage the Town's resources. The Town has acquired technologically advanced multi-space parking meter devices that can be programmed for different rates and hours depending upon certain circumstances.

The conversion of the Town's telephone system to an integrated voice and data system using VOIP technology has created budget savings by eliminating costly telephone company charges. We are currently conducting an audit of all remaining telephone lines to ensure there are no excess or unnecessary costs.

As position vacancies occur in municipal departments, a hard look is taken to determine whether these positions should be filled. For FY 2012, I have determined that a vacant position in the Comptroller's Office and another in the DPW Fleet Maintenance division can be eliminated. Although these positions are important, the enhancement of technology and other factors have improved productivity in these departments to the point where the loss of these positions can be reasonably absorbed.

Expanded Revenue Capacity: In addition to ensuring that Town funds are spent as cost effectively as possible, the Town is aggressively pursuing new and creative ways to expand revenue capacity. Proposition 2½ does not limit the amount of additional taxes a municipality can levy from the value of new construction. As a result, the Town is promoting and facilitating new development that is compatible with the residential nature of Brookline and does not create negative impacts. Examples that have been positive in recent years include the Marriott Hotel in Coolidge Corner, the conversion of the old "Town Barn" into a multi-unit residential complex and the office/retail complex at 1010 Commonwealth Avenue. Currently, the Economic Development Advisory Board and Town staff are working hard to implement a very ambitious commercial development at 2 Brookline Place and another at the former cinema site in Cleveland Circle, a portion of which is located within Brookline. Other smaller but important development opportunities exist, including the former Red Cab site on Boylston Street/Route 9.

Implementing a major policy initiative of the Board of Selectmen, the Town has begun to see progress in the negotiation of Payment in Lieu of Taxes (PILOT) agreements with tax-exempt institutions owning property in Brookline. A major milestone was reached in July, 2010 upon the execution of a PILOT agreement with Boston University. The University will pay the Town $389,000 beginning in FY 2011 and escalating to approximately $500,000 in FY2021. Other agreements are in negotiation and expected to be finalized soon.

The Town has begun to take advantage of its unique and strategic location to major entertainment venues and employment centers in neighboring Boston. New technology will permit the Town to program higher metered parking rates along the median of Beacon Street near Fenway Park for Red Sox games. This plan could be expanded to other high demand locations, including the Longwood Medical Area. Another creative initiative is taking shape to convert the Town's licensing authority for taxicabs into a financial opportunity. Special legislation modeled after other successful municipal ventures was passed for Brookline and we have retained a consultant to assist the Town in implementing a medallion system. The medallions would essentially be auctioned for a substantial one-time payment.

Finally, the Town seeks to expand its revenue capacity by pursuing funding from the state and federal

governments. The Town is the recipient of over $1.6 million annually in federal Community Development Block Grant (CDBG) funding and has also secured a one-time Energy Efficiency Block Grant. A plan is being developed to complete a comprehensive upgrade of the existing circulation system at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street area, combining infrastructure, traffic, and other public amenities. Referred to as the Village Square project, its $4.5 million cost would be funded entirely from outside sources (state grant, CDBG, and offsite improvements from the developer). Other major public works projects are being completed using funding from other governmental sources. Most prominent are the Lower Beacon Street Sewer project, 100% funded by the MWRA, and the Muddy River Restoration project, which is being funded primarily by the federal and state governments and the City of Boston. Many other smaller grants are being pursued to meet the Town's objectives and help offset general government expenses. One example is a proposal to secure funding to implement a regional bicycle sharing system modeled after successful systems in Montreal and in some cities in Europe.

		Anticipated Amounts							
Project	Funding Source	FY11	FY12	FY13	FY14	FY15	FY16	FY17	**TOTAL**
Street Rehab	State (Ch. 90)	719,968	928,991	928,991	719,968	719,968	719,968	719,968	**5,457,822**
Riverway Park	Federal (CDBG)	149,000							**149,000**
Runkle School	Mass School Bldg Auth	11,680,000							**11,680,000**
Energy Efficiency Cmty Block Grant	Federal Stimulus Bill	494,400							**494,400**
Heath School	Mass School Bldg Auth		3,250,000						**3,250,000**
Village Square Project	State (TIP)			1,500,000					**1,500,000**
Village Square Project	Federal (CDBG)			2,250,000					**2,250,000**
Village Square Project	Other (Developer)			750,000					**750,000**
Riverway Park Pedestrian/Bike Path	Federal Grant				600,000				**600,000**
Devotion School	Mass School Bldg Auth				655,000	26,250,000			**26,905,000**
Fisher Hill Reservoir (Field)	Other (Sale of Land)				3,250,000				**3,250,000**
Brookline Reservoir Gatehouse	State/Federal Grant						400,000		**400,000**
TOTAL		**13,043,368**	**4,178,991**	**5,428,991**	**5,224,968**	**26,969,968**	**1,119,968**	**719,968**	**56,686,222**

LONG RANGE FINANCIAL PROJECTION

The cornerstone of the Town 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 helps decision makers, taxpayers, and employees with an understanding of the long-term financial challenges the Town faces. In 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 FY2012 – FY2016 Long Range Financial Projection for the General Fund makes the following key assumptions:

• In FY2012, $1.5 million of New Growth in the Property Tax Levy. For FY2013-FY2014, $1.6 million. In FY2015-2016, a base of $1.6 million, augmented by additional levy growth from the 2 Brookline Place re-development.

• For State Aid in FY2012, a 10% cut in Unrestricted General Government Aid (UGGA) and Chapter 70 funding that reflects the Governor's budget proposal ($37,020 increase). For FY2013, level-funding of all aid categories, except for the elimination of the SBA payment for the Lincoln School ($640,509). For FY2014-FY2016, 2.5% annual growth in UGGA and Ch. 70.

• Limited growth in Local Receipts (approximately $290,000 / yr, or 1.5%).

• For FY2013-FY2016, a 2% wage increase for Town and School unions.

• Inflation in most Services, Supplies, and Capital Outlay accounts of 1.5% - 2.5% (approximately $200,000 per year for the Schools and $275,000 for Town departments).

• Annual utility increases of $100,000.

• SPED growth of $750,000 in FY2012 and $700,000 annually thereafter.

• Enrollment growth cost increases of $250,000 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 10%, plus the additional enrollment of 30 employees, for FY2012. For FY2013-2016, assume 30 new enrollees per year and a declining annual rate increase (9% in FY13, 6% in FY16).

• A Pension appropriation based on the most recent funding schedule approved by PERAC (begins in FY2012).

• Continuation of the OPEB funding plan, with an annual increase of $250,000 from the General Fund and full assessments to the Town's enterprise/revolving funds. In FY2012, the increase from the General Fund is actually $500,000.

• Debt Service and pay-as-you-go CIP that reflects full-funding for the CIP (back to the 5.5% level in FY2012).

These assumptions create an escalating deficit position for FY2013 and beyond, starting at $3.4 million in FY13 and reaching $7.1 million by FY2016. It should be noted that 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:

	2012	2013	2014	2015	2016
REVENUE					
Property Taxes	**163,159,994**	**169,352,134**	**174,767,159**	**181,890,118**	**188,691,611**
Local Receipts	**20,525,792**	**21,090,551**	**21,217,964**	**21,446,626**	**21,696,194**
Motor Vehicle Excise (MVE)	4,700,000	4,794,000	4,889,880	4,987,678	5,087,431
Local Option Taxes	1,750,000	1,785,000	1,820,700	1,857,114	1,894,256
Licenses & Permits	1,010,975	1,010,975	1,010,975	1,010,975	1,010,975
Parking / Court Fines	4,400,000	4,450,000	4,450,000	4,450,000	4,450,000
General Government	2,482,817	2,805,526	2,836,157	2,867,300	2,910,535
Interest Income	650,000	666,250	682,906	699,979	717,478
PILOT's	1,210,000	1,235,200	1,145,604	1,171,216	1,202,040
Refuse Fee	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Departmental & Other	1,722,000	1,743,600	1,781,742	1,802,364	1,823,478
State Aid	**13,302,525**	**12,662,016**	**12,956,163**	**13,257,664**	**13,566,702**
General Government Aid	4,980,330	4,980,330	5,101,156	5,225,002	5,351,944
School Aid	8,177,464	7,536,955	7,710,276	7,887,931	8,070,026
Tax Abatement Aid	37,892	37,892	37,892	37,892	37,892
Offset Aid	106,839	106,839	106,839	106,839	106,839
Other Available Funds	**6,218,966**	**6,334,277**	**6,430,656**	**6,562,445**	**6,693,799**
Parking Meter Receipts	3,800,000	3,850,000	3,850,000	3,850,000	3,850,000
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	2,031,499	2,109,290	2,193,906	2,313,259	2,431,463
Reimb. from Rec Revolving Fund	295,912	283,432	295,195	307,631	320,782
Free Cash	**5,380,264**	**3,750,000**	**3,750,000**	**3,750,000**	**3,750,000**
Capital Improvements/Other Spec Approp.	4,413,752	3,145,144	3,139,269	3,093,320	3,023,810
Operating Budget Reserve	469,288	486,452	500,240	515,916	534,962
Strategic Reserves	497,224	118,403	110,491	140,764	191,228
TOTAL REVENUE	**208,587,542**	**213,188,978**	**219,121,943**	**226,906,852**	**234,398,307**
$$ Increase	7,544,902	4,601,436	5,932,964	7,784,910	7,491,454
% Increase	3.8%	2.2%	2.8%	3.6%	3.3%

	2012	2013	2014	2015	2016
EXPENDITURES					
Departmental	**62,503,477**	**63,884,120**	**65,360,716**	**66,910,915**	**68,477,368**
Personnel	44,529,993	45,529,993	46,619,993	47,819,993	49,029,993
Services	8,079,131	8,276,442	8,477,624	8,640,273	8,806,988
Supplies	2,048,829	2,100,050	2,152,551	2,206,365	2,261,524
Other	463,363	474,947	486,821	498,991	511,466
Utilities	5,125,928	5,225,928	5,325,928	5,425,928	5,525,928
Capital	1,521,233	1,541,759	1,562,799	1,584,364	1,606,469
Intergovernmental	20,000	20,000	20,000	20,000	20,000
Personnel Services Reserve	715,000	715,000	715,000	715,000	715,000
Coll. Barg. / Unfunded Liabilities- Town	**700,000**	**940,000**	**950,000**	**960,000**	**970,000**
Schools	**74,740,587**	**76,490,587**	**79,440,587**	**82,451,587**	**85,471,587**
Coll. Barg. / Unfunded Liabilities- School	**0**	**1,200,000**	**1,211,000**	**1,220,000**	**1,231,000**
Non-Departmental - Benefits	**42,894,268**	**47,384,707**	**50,872,423**	**54,164,734**	**57,384,821**
Pensions	14,612,334	15,422,765	16,270,948	16,967,741	17,697,239
Group Health	22,719,498	25,800,547	28,042,956	30,196,813	32,210,923
Health Reimbursement Account (HRA)	250,000	250,000	250,000	250,000	250,000
Retiree Group Health Trust Fund (OPEB's)	1,548,435	2,119,644	2,408,522	2,697,657	2,998,625
EAP	28,000	28,000	28,000	28,000	28,000
Group Life	130,000	133,250	136,582	139,996	143,496
Disability Insurance	16,000	16,000	16,000	16,000	16,000
Workers' Compensation	1,250,000	1,250,000	1,275,000	1,300,000	1,350,000
Public Safety IOD Medical Expenses	300,000	300,000	300,000	300,000	300,000
Unemployment Compensation	350,000	250,000	200,000	200,000	200,000
Medical Disabilities	30,000	30,000	35,000	35,000	35,000
Medicare Coverage	1,660,000	1,784,500	1,909,415	2,033,527	2,155,539
Non-Departmental - General	**952,643**	**587,882**	**594,726**	**640,485**	**707,200**
Liability/Catastrophe Fund	141,959	0	32,597	42,695	55,546
Stabilization Fund	0	118,403	77,893	98,070	135,683
Affordable Housing	355,264	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	130,000
Misc.	50,419	50,729	51,047	51,374	51,708
Non-Departmental - Debt Service	**10,404,420**	**10,512,174**	**9,943,869**	**9,528,569**	**9,952,518**
General Fund	10,404,420	10,512,174	9,943,869	9,528,569	9,952,518
Non-Departmental - Reserve Fund	**1,877,151**	**1,945,809**	**2,000,960**	**2,063,665**	**2,139,847**
Tax Supported	1,407,863	1,459,357	1,500,720	1,547,748	1,604,885
Free Cash Supported	469,288	486,452	500,240	515,916	534,962
Special Appropriations	**6,979,000**	**5,903,586**	**6,272,038**	**6,989,076**	**6,917,964**
Tax Supported	1,707,580	1,880,582	2,234,212	2,975,986	2,952,640
2008 Override	807,668	827,860	848,556	869,770	891,514
Free Cash Supported	4,413,752	3,145,144	3,139,269	3,093,320	3,023,810
Parking Meter Revenue	50,000	50,000	50,000	50,000	50,000
Non-Appropriated	**7,535,997**	**7,712,141**	**7,892,688**	**8,077,749**	**8,267,437**
State Assessments	5,704,158	5,837,802	5,974,787	6,115,196	6,259,116
Cherry Sheet Offsets	106,839	106,839	106,839	106,839	106,839
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
TOTAL EXPENDITURES	**208,587,542**	**216,561,006**	**224,539,007**	**233,006,779**	**241,519,744**
$$ Increase	(1,180,804)	7,973,463	7,978,001	8,467,772	8,512,965
% Increase	-0.6%	3.8%	3.7%	3.8%	3.7%

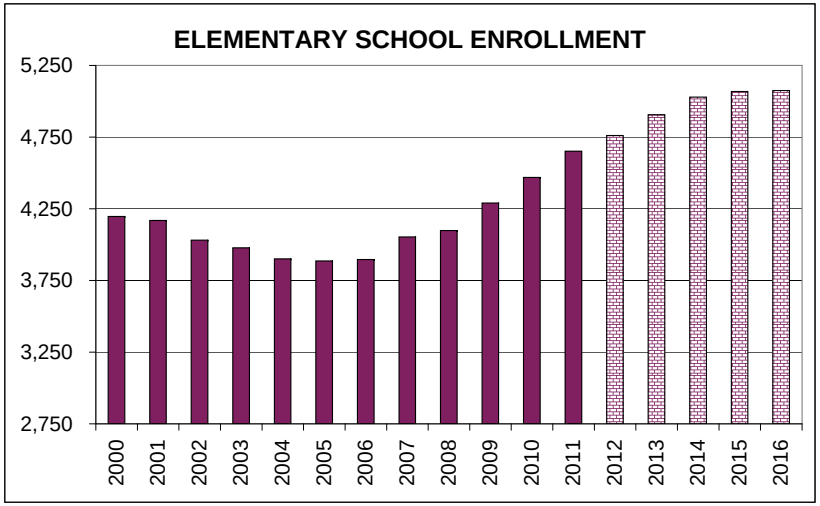
	2012	2013	2014	2015	2016
CUMULATIVE SURPLUS/(DEFICIT)	**0**	**(3,372,027)**	**(5,417,064)**	**(6,099,927)**	**(7,121,437)**
DEFICIT AS A % OF OP REV	**0.0%**	**-1.6%**	**-2.5%**	**-2.7%**	**-3.1%**
Surplus / (Deficit) Prior to Collective Bargaining	700,000	(1,232,027)	(3,256,064)	(3,919,927)	(4,920,437)
Town Share of Surplus / (Deficit)	700,000	(429,164)	(973,577)	(790,178)	(782,539)
Town Collective Bargaining	700,000	940,000	950,000	960,000	970,000
Total Town Surplus / (Deficit)	**0**	**(1,369,164)**	**(1,923,577)**	**(1,750,178)**	**(1,752,539)**
School Share of Surplus / (Deficit)	0	(802,863)	(2,282,487)	(3,129,749)	(4,137,898)
School Collective Bargaining	0	1,200,000	1,211,000	1,220,000	1,231,000
Total School Surplus / (Deficit)	**0**	**(2,002,863)**	**(3,493,487)**	**(4,349,749)**	**(5,368,898)**

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 FY1995, 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 FY2012 - FY2017 CIP calls for an investment of $157.4 million, for an average of approximately $26.2 million per year. Part of the plan to balance the FY2010 budget was to reduce the 5.5% funding level to 5% for FY2010, freeing-up $917,000 for the Operating Budget. Those funds were used to reduce the level of cuts in the Operating Budget. This CIP completes the plan to phase back-up to 5.5%, after reaching 5.25% in FY2011. The return to the 5.5% level is critical, as the amount of projected debt service in the out-years requires that level of funding for projects such as the Devotion School.

There were a number of challenges presented during the development of the CIP that made balancing difficult, including the Devotion School and new projects (fire station renovations, the maintenance shed at the golf course, and the Human Resources Information System), all of which placed pressure on each of the out-years of the CIP, in some cases requiring other projects to be pushed backward.



The biggest capital challenge facing the Town is solving the space needs for the K-8 schools, while at the same time maintaining the commitment to basic infrastructure needs such as streets, sidewalks, and parks/playgrounds. Since 2005, enrollment in these grades has increased nearly 20% (more than 760 students), placing great pressure on the buildings and the ability to find classroom space for the students. In 2005, the schools operated with 3,890 students in 196 homerooms. In the current school year, they operate with 4,652 students in 226 homerooms. In FY2014, the Schools project a need for approximately 245 homerooms for the projected enrollment of 5,029 K-8 students. This is an increase of approximately 50 homerooms between 2005 and 2014. This issue began to be addressed in FY2008, when $400,000 was appropriated for the conversion of spaces intended for other purposes into regular classrooms. In FY2010, another $400,000 was appropriated, followed by another $530,000 in FY2011.

This $1.3 million represents just one phase of the plan to increase classroom space to address the burgeoning enrollment. The second step was the approval of a renovation/addition project for the Runkle School. This $29.1 million project, 41.58% of which is funded by the Massachusetts School Building Authority (MSBA), will make Runkle a three-section school for all grades. The third component of the plan is to add new permanent classrooms at the Heath School, which is estimated to cost $8.5 million, with the State paying for 38.5%, or $3.25 million. This project, which is included for FY2012, will make Heath a three-section school for all grades.

The final part of the plan to address enrollment growth is the Devotion School project. Preliminary plans are to renovate the building and add space for pre-K programs so that pre-K programs in some of the other schools can be moved to Devotion, thereby freeing up much-needed space for K-8 programs at those schools. This system-wide approach is what the MSBA is looking for in Brookline. A project of this magnitude places pressure on the CIP, specifically in FY2017-FY2018: at the current estimate of $75 million, the amount allocated for this project to debt service in FY2017 will limit the amount of pay-as-you-go CIP for other projects to $1.1 million. In FY2018 debt service will total $4.7 million, pushing the Town over its 5.5% CIP financing policy. Even with state funding, the ability to finance the Devotion project within the existing capital funding capacity is inadequate, requiring the Town to consider alternatives. While discussion of a Debt Exclusion is difficult, it must be included in the range of alternatives considered.

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 maintenance / 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.

Major projects in the proposed CIP include:

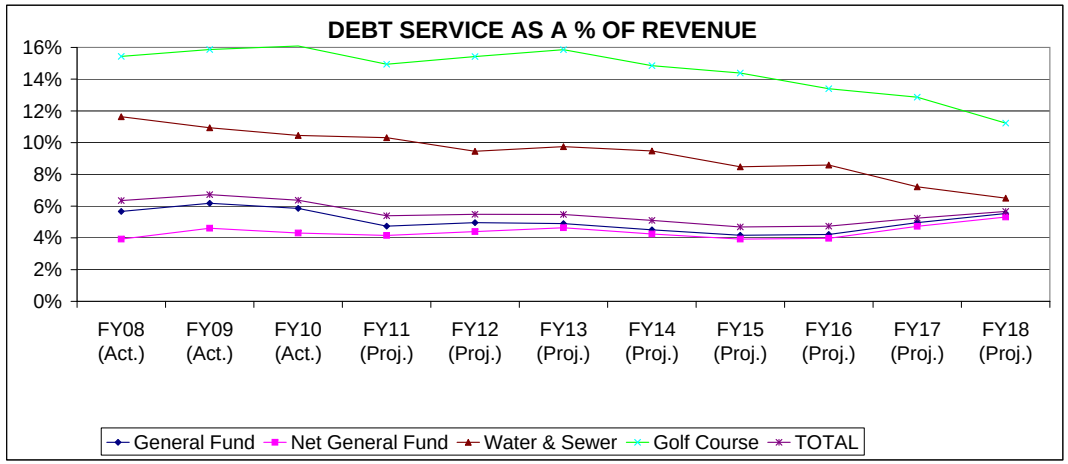
- Devotion School Rehab - $50 million of Town funding plus the possibility of $26 million of State funding (FY14-FY15)
- Heath School Addition - $5.25 million of Town funding plus $3.25 million of State funding (FY12)
- Newton St. Landfill (Rear Landfill Closure) - $4.6 million (FY15)
- Village Square - $4.5 million (FY13) - - all outside funding
- Fire Station Renovations - $3.3 million (all fiscal years)
- Fisher Hill Reservoir Re-Use - $3.25 million (FY14) - - all outside funding
- Waldstein Playground & Warren Field - $2.1 million (FY12-FY13)
- Baldwin School - $2 million (FY14-FY15)
- Driscoll School HVAC - $1.65 million (FY16-FY17)
- Unified Arts Building - $1.4 million (FY12-FY13)
- Brookline Reservoir Park - $1.4 million (FY16)
- Pierce School - $1.1 million (FY12-FY14)

Continued major investments include:

- Street and Sidewalk Rehab - $15.8 million
- Parks and Open Space - $14.7 million
- General Town/School Building Repairs - $7.4 million
- Water and Sewer Infrastructure - $4.8 million
- Public Safety Equipment - $3.0 million

- Information Technology - $2.0 million
- Recreation Facilities - $1.3 million
- Energy Conservation - $1.0 million
- Tree Replacement - $1.0 million

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



CONCLUSION

The FY 2012 Financial Plan represents a balanced approach to the economic and budgetary uncertainties facing the Town of Brookline. It introduces modest revenue increases in order to offset reductions in State Aid and federal stimulus funding. Despite increasing costs in many areas, it avoids deep cuts in programs through conservative expenditure growth. Finally, it maintains the Town's commitment to long-term financial stability through prudent allocation to reserves, capital investment and unfunded liabilities. This approach has served the Town well and has avoided disruptions to services, layoff of personnel and frequent tax override proposals that so many other cities and towns have faced. The Long Range Financial Plan identifies many continued challenges for the future. The Town must remain aggressive in seeking enhanced revenues including new taxes from commercial development, PILOT payments from well endowed institutions, and grant funding from the federal and state governments. We must stay vigilant in the containment of costs and the pursuit of efficiency in the way the Town does business. I am convinced that the investment in technology and in energy efficiency will serve the Town's financial interests in the long-term while contributing to improved service delivery in the meantime.

As the budget process unfolds, careful attention will need to be paid to the impacts of this budget upon the School Department. Hopefully, some of our budget projections will improve, lessening any negative impacts upon the School budget. The Town-School Partnership is a formal entity that brings together leaders from both organizations and the Advisory Committee to share information throughout the budget process. This process has improved communication and fosters a spirit of cooperation for the good of the Town of Brookline.

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 the 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 sixth consecutive year. Good budgeting is no longer a seasonal activity for cities and towns. It requires constant updating of financial models to address changes in revenue and expenditure performance, along with year-long implementation of efficiency and other initiatives that the long-range budget is predicated upon.

I would be remiss if I did not acknowledge the contributions of my predecessor, Richard Kelliher, to this budget and for the Town's overall fiscal good health. I am very fortunate to benefit from the organization and culture of excellence that Rich had developed during his tenure as Town Administrator.

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.

FY2012 FINANCIAL PLAN SUMMARY

	FY2011	FY2012	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE				
General Fund Revenue	201,042,641	208,587,542	**7,544,901**	**3.75%**
Water and Sewer Enterprise Fund	24,192,301	24,687,605	**495,304**	**2.05%**
(less Water & Sewer Overhead included in General Fund Revenue)	(1,869,338)	(1,867,647)	**1,691**	**-0.09%**
Golf Enterprise Fund	1,266,200	1,204,000	**(62,200)**	**-4.91%**
(less Golf Overhead included in General Fund Revenue)	(191,161)	(163,852)	**27,309**	**-14.29%**
Recreation Revolving Fund	1,855,041	2,054,280	**199,239**	**10.7%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(257,205)	(295,912)	**(38,707)**	**15.0%**
TOTAL REVENUE	**226,038,478**	**234,206,016**	**8,167,537**	**3.6%**
APPROPRIATIONS				
General Fund Operating Budget	186,462,101	194,072,545	**7,610,444**	**4.1%**
Non-Appropriated Budget *	7,478,540	7,535,997	**57,457**	**0.8%**
Revenue-Financed CIP Budget / Other Special Appropriations	7,102,000	6,979,000	**(123,000)**	**-1.7%**
General Fund Total	201,042,641	208,587,542	**7,544,901**	**3.8%**
Water and Sewer Enterprise Fund	24,192,301	24,687,605	**495,304**	**2.05%**
(less Water & Sewer Overhead included in General Fund Revenue)	(1,869,338)	(1,867,647)	**1,691**	**-0.09%**
Golf Enterprise Fund	1,266,200	1,204,000	**(62,200)**	**-4.91%**
(less Golf Overhead included in General Fund Revenue)	(191,161)	(163,852)	**27,309**	**-14.29%**
Recreation Revolving Fund	1,855,041	2,054,280	**199,239**	**10.7%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(257,205)	(295,912)	**(38,707)**	**15.0%**
TOTAL APPROPRIATIONS	**226,038,478**	**234,206,016**	**8,167,537**	**3.6%**
BALANCE	**0**	**0**	**0**	

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

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

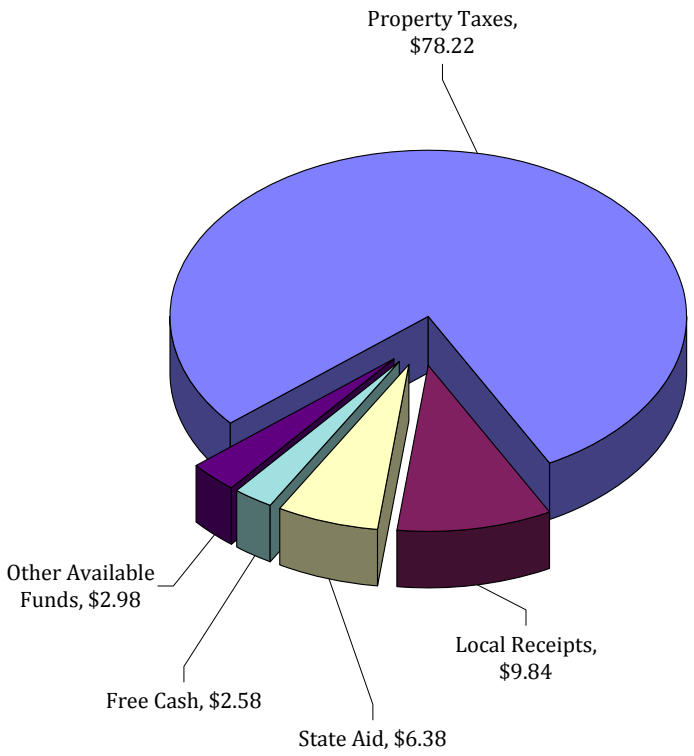
FY2012 GENERAL FUND SUMMARY

	FY2008 ACT.	FY2009 ACT.	FY2010 ACT.	FY2011 BGT.	FY2012 BGT.	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	133,849,950	146,542,184	152,586,904	157,878,286	163,159,994	**5,281,708**	**3.3%**
Local Receipts	24,524,074	22,455,149	21,038,710	19,718,475	20,525,792	**807,317**	**4.1%**
State Aid	18,946,277	17,962,793	16,542,765	13,796,542	13,302,525	**(494,017)**	**-3.6%**
Free Cash	3,814,792	5,954,963	7,053,295	4,590,079	5,380,264	**790,185**	**17.2%**
Other Available Funds	8,603,612	5,986,333	7,420,038	5,059,259	6,218,966	**1,159,708**	**22.9%**
TOTAL REVENUE	**189,738,706**	**198,901,422**	**204,641,711**	**201,042,641**	**208,587,542**	**7,544,901**	**3.8%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	5,410,405	5,493,891	5,559,230	5,556,335	5,704,158	**147,823**	**2.7%**
Tax Abatement Overlay	1,858,148	1,535,026	1,619,163	1,795,169	1,700,000	**(95,169)**	**-5.3%**
Deficits & Judgments	0	0	0	25,000	25,000	**0**	**0.0%**
Cherry Sheet Offsets	120,749	122,866	103,079	102,036	106,839	**4,803**	**4.7%**
TOTAL NON-APPROPRIATED EXPENSES	**7,389,302**	**7,151,783**	**7,281,472**	**7,478,540**	**7,535,997**	**57,457**	**0.8%**
AMOUNT AVAILABLE FOR APPROPRIATION				**193,564,101**	**201,051,545**	**7,487,444**	**3.9%**
APPROPRIATIONS							
Town Departments	59,355,217	62,287,183	60,121,307	61,886,857	63,203,477	**1,316,620**	**2.1%**
School Department	62,924,864	67,973,569	69,323,844	72,043,133	74,740,587	**2,697,454**	**3.7%**
Non-Departmental Total	49,058,075	49,100,298	54,146,512	52,532,109	56,128,482	**3,596,372**	**6.8%**
General Fund Non-Departmental	43,985,056	46,845,520	51,703,029	50,214,405	53,801,071	**3,586,665**	**7.1%**
Water and Sewer Enterprise Fund Overhead *	4,513,660	1,877,687	2,046,264	1,869,338	1,867,647	**(1,691)**	**-0.1%**
Golf Enterprise Fund Overhead *	373,004	179,064	186,349	191,161	163,852	**(27,309)**	**-14.3%**
Recreation Revolving Fund Overhead *	186,355	198,027	210,870	257,205	295,912	**38,707**	**15.0%**
OPERATING BUDGET SUBTOTAL	171,338,156	179,361,050	183,591,663	186,462,101	194,072,545	**7,610,444**	**4.1%**
Revenue-Financed Special Appropriations	5,928,000	8,575,748	9,260,572	7,102,000	6,979,000	**(123,000)**	**-1.7%**
TOTAL APPROPRIATIONS	**177,266,156**	**187,936,798**	**192,852,235**	**193,564,101**	**201,051,545**	**7,487,444**	**3.9%**
BALANCE				**0**	**0**	**0**	

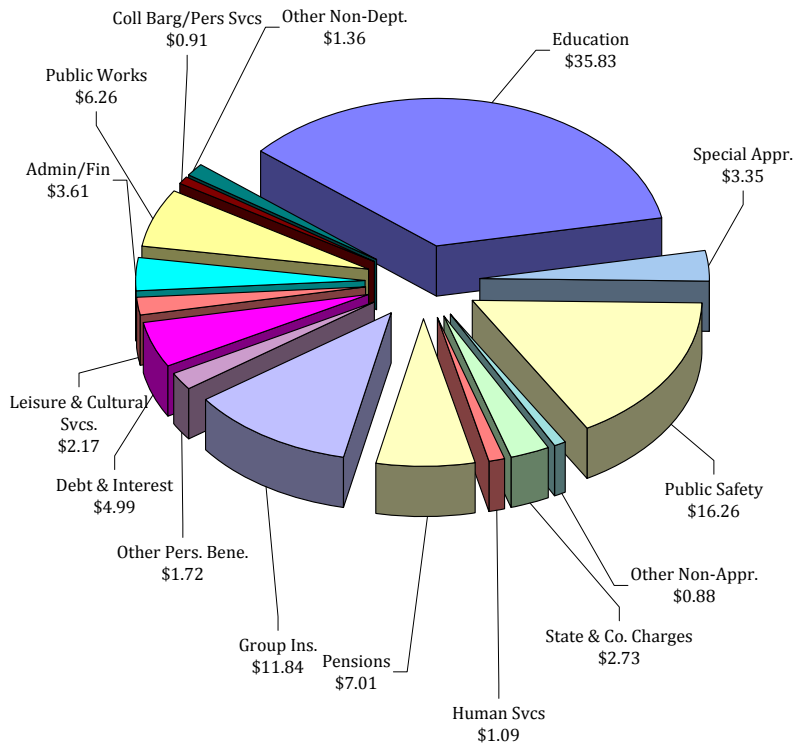
* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

FY2012 GENERAL FUND TOTAL BUDGET
$208,587,542

How Each $100 Will Be Received

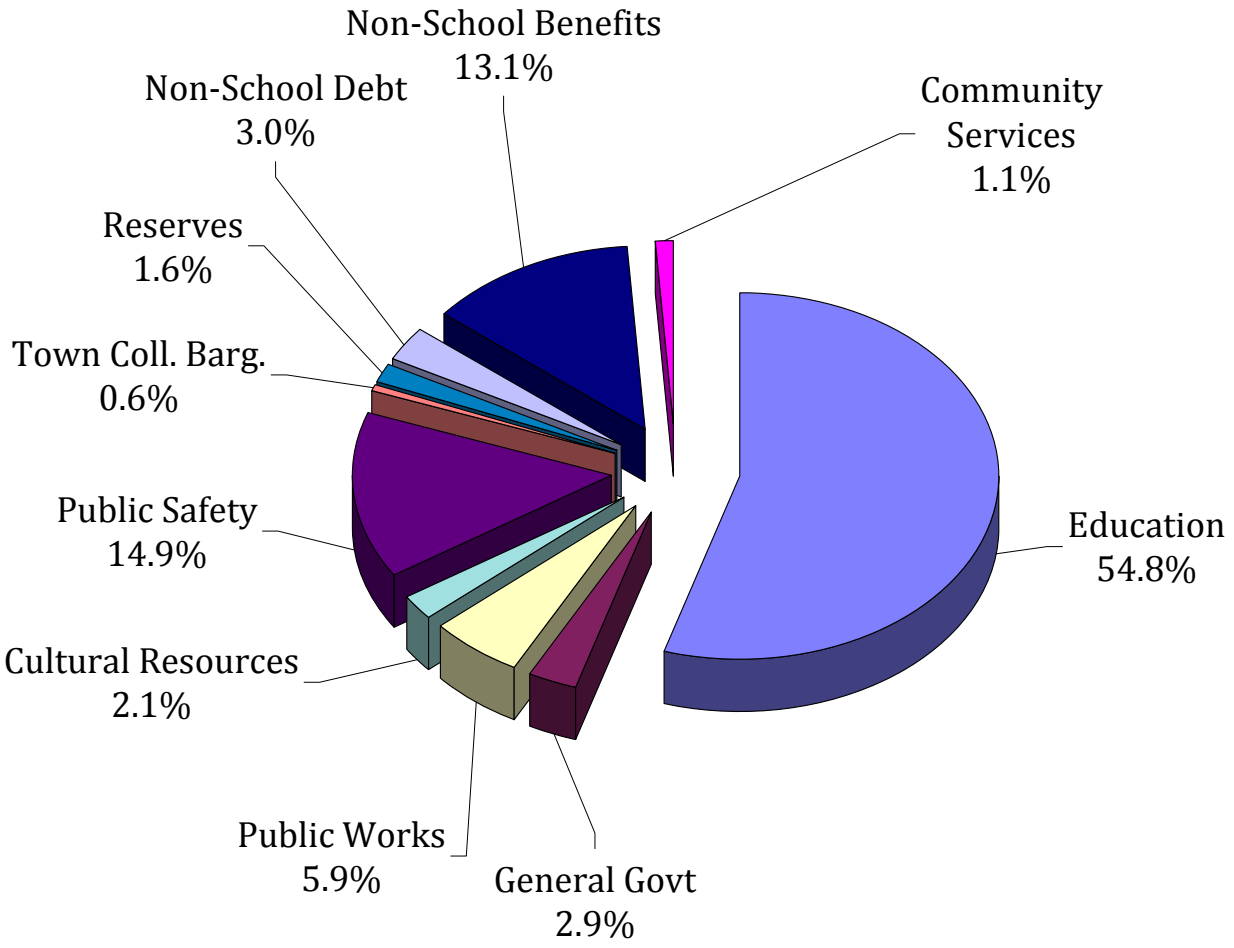


How Each $100 Will Be Appropriated

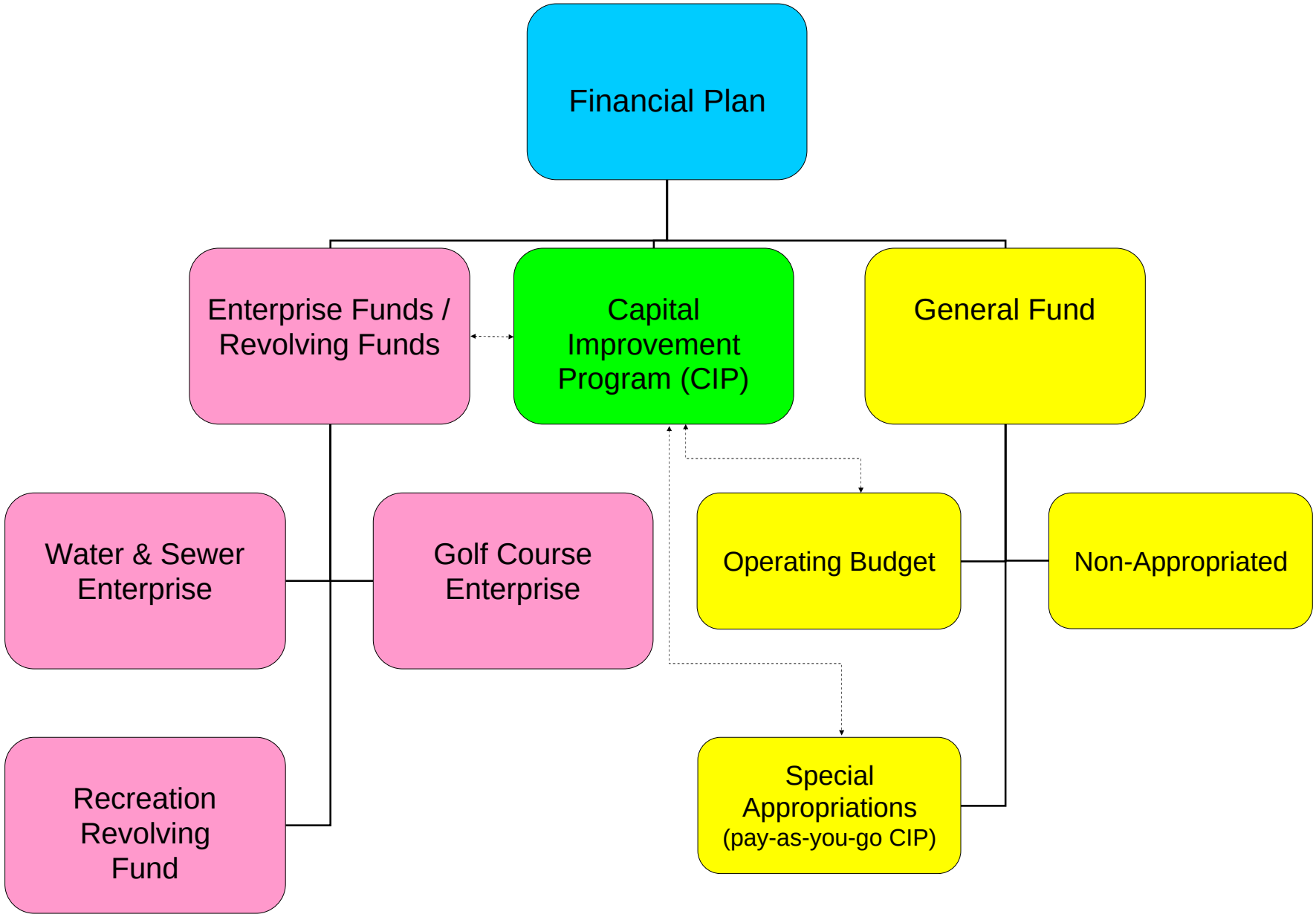


FY2012 GENERAL FUND OPERATING BUDGET
$194,072,545

FULLY ALLOCATED FY2012 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).


Financial Plan
Enterprise Funds / Revolving Funds
Capital Improvement Program (CIP)
General Fund
Water & Sewer Enterprise
Golf Course Enterprise
Operating Budget
Non-Appropriated
Recreation Revolving Fund
Special Appropriations
(pay-as-you-go CIP)

FY2012 FINANCIAL SUMMARY BY FUND

REVENUES	General Fund *	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund	Cemetery Trust	State Library Aid	TOTAL	% of Total
Property Taxes	163,159,995							163,159,995	69.7%
Local Receipts	20,525,792							20,525,792	8.8%
State Aid	13,302,525							13,302,525	5.7%
Parking Meter Receipts					3,800,000			3,800,000	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				2,054,280				2,054,280	0.9%
Water and Sewer Receipts		24,687,606						24,687,606	10.5%
Free Cash	5,380,264							5,380,264	2.3%
TOTAL FINANCIAL PLAN REVENUE	**202,368,576**	**24,687,606**	**1,204,000**	**2,054,280**	**3,800,000**	**50,000**	**41,555**	**234,206,016**	
EXPENDITURES **									
General Government	7,530,240							7,530,240	3.2%
Public Safety	32,041,400				1,875,000			33,916,400	14.5%
Public Works	11,122,912	20,484,255			1,875,000	50,000		33,532,167	14.3%
Library	3,501,308						41,555	3,542,863	1.5%
Health & Human Services	2,283,803							2,283,803	1.0%
Recreation	992,259		854,469	1,758,368				3,605,096	1.5%
Schools	74,740,587							74,740,587	31.9%
Personal Services Reserve	715,000							715,000	0.3%
Collective Bargaining (Town)	1,175,000							1,175,000	0.5%
Personnel Benefits **	40,641,073	1,867,647	93,806	291,742				42,894,268	18.3%
Non-Departmental **	2,755,577		70,046	4,170				2,829,793	1.2%
Debt Service **	10,404,421	2,335,704	185,679					12,925,804	5.5%
Special Appropriations (Revenue-Financed CIP)	6,929,000				50,000			6,979,000	3.0%
Non-Appropriated	7,535,997							7,535,997	3.2%
TOTAL FINANCIAL PLAN EXPENDITURES	**202,368,576**	**24,687,606**	**1,204,000**	**2,054,280**	**3,800,000**	**50,000**	**41,555**	**234,206,016**	
% OF TOTAL FINANCIAL PLAN	**86.4%**	**10.5%**	**0.5%**	**0.9%**	**1.6%**	**0.0%**	**0.0%**		

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

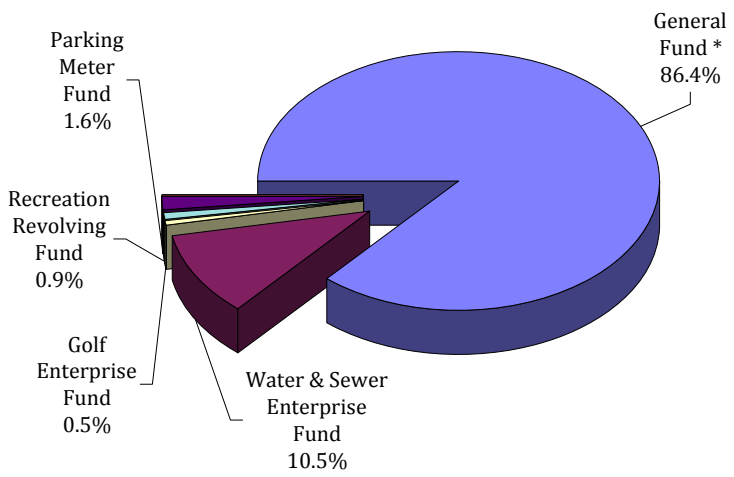
** For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an ** had amounts deducted from them in the General Fund.

FY2012 FINANCIAL PLAN BY CATEGORY OF EXPENDITURE *

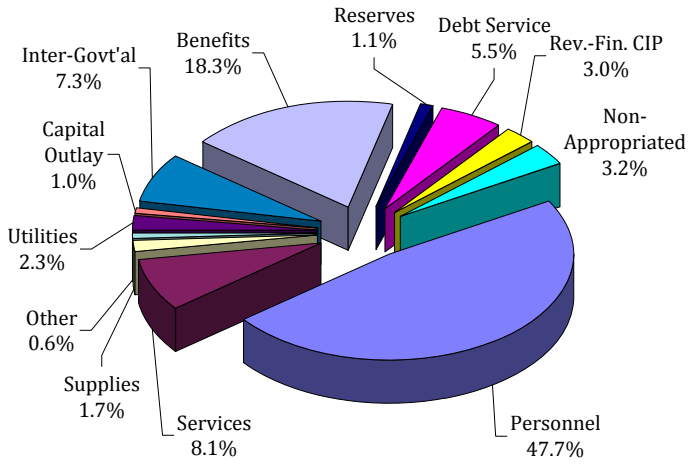
	General Fund **	Water & Sewer Enterprise Fund	Golf Course Enterprise Fund	Recreation Revolving Fund	TOTAL	% OF TOTAL
Personnel	107,788,199	2,266,701	425,885	1,291,160	111,771,945	47.7%
Services	18,421,110	319,089	116,566	192,108	19,048,874	8.1%
Supplies	3,657,211	122,415	118,200	108,073	4,005,898	1.7%
Other ***	1,350,473	6,400	74,146	44,508	1,475,527	0.6%
Utilities	5,125,928	160,625	89,817	120,321	5,496,691	2.3%
Capital Outlay	1,947,346	254,650	83,900	6,369	2,292,265	1.0%
Inter-Governmental	20,000	17,109,942			17,129,942	7.3%
Benefits ***	40,641,073	1,867,647	93,806	291,742	42,894,268	18.3%
Reserves	2,389,375	244,432	16,000		2,649,806	1.1%
Debt Service	10,404,421	2,335,704	185,679		12,925,804	5.5%
Rev.-Fin. CIP	6,979,000				6,979,000	3.0%
Non-Appropriated	7,535,997				7,535,997	3.2%
TOTAL FINANCIAL PLAN	**206,260,133**	**24,687,605**	**1,204,000**	**2,054,280**	**234,206,016**	

* 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.

FY2012 FINANCIAL PLAN BY FUND



FY2012 FINANCIAL PLAN BY CATEGORY

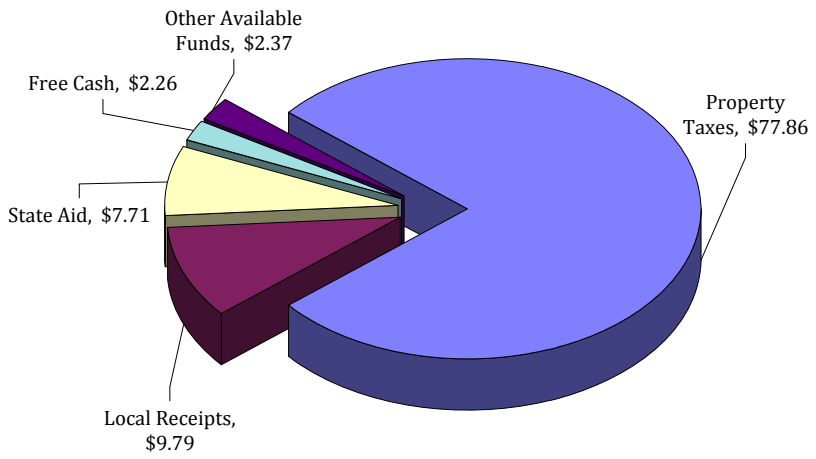


FY2012 RECOMMENDED GENERAL FUND BUDGET SUMMARY

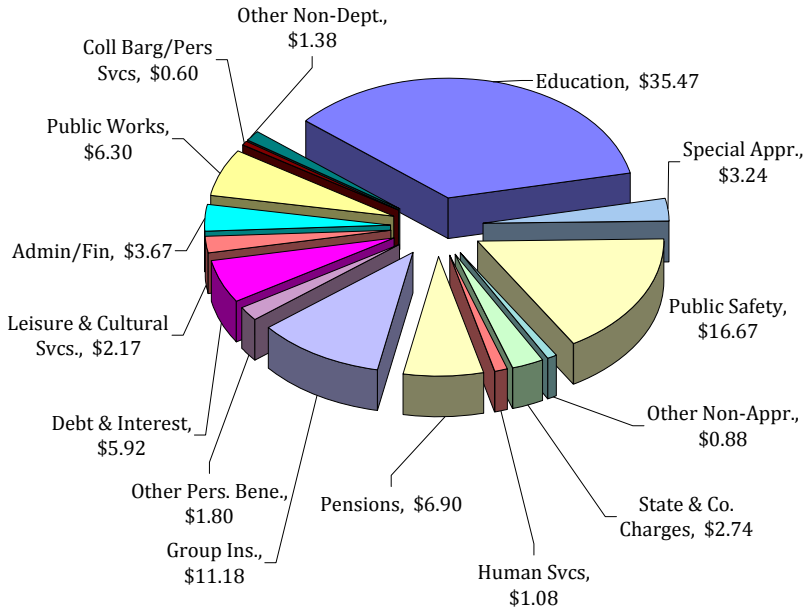
	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	133,849,950	146,542,184	152,586,904	157,878,286	163,159,994	**5,281,708**	**3.3%**
Local Receipts	24,524,074	22,455,149	21,038,710	19,718,475	20,525,792	**807,317**	**4.1%**
State Aid	18,946,277	17,962,793	16,542,765	13,796,542	13,302,525	**(494,017)**	**-3.6%**
Free Cash	3,814,792	5,954,963	7,053,295	4,590,079	5,380,264	**790,185**	**17.2%**
Other Available Funds	8,603,612	5,986,333	7,420,038	5,059,259	6,218,966	**1,159,708**	**22.9%**
TOTAL REVENUE	**189,738,706**	**198,901,422**	**204,641,711**	**201,042,641**	**208,587,542**	**7,544,901**	**3.8%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	5,410,405	5,493,891	5,559,230	5,556,335	5,704,158	**147,823**	**2.7%**
Tax Abatement Overlay	1,858,148	1,535,026	1,619,163	1,795,169	1,700,000	**(95,169)**	**-5.3%**
Deficits & Judgments	0	0	0	25,000	25,000	**0**	**0.0%**
Cherry Sheet Offsets	120,749	122,866	103,079	102,036	106,839	**4,803**	**4.7%**
TOTAL NON-APPROPRIATED EXPENSES	**7,389,302**	**7,151,783**	**7,281,472**	**7,478,540**	**7,535,997**	**57,457**	**0.8%**
AMOUNT AVAILABLE FOR APPROPRIATION				**193,564,101**	**201,051,545**	**7,487,444**	**3.9%**
APPROPRIATIONS							
Town Departments	59,355,217	62,287,183	60,121,307	61,886,857	63,203,477	**1,316,620**	**2.1%**
School Department	62,924,864	67,973,569	69,323,844	72,043,133	74,740,587	**2,697,454**	**3.7%**
Non-Departmental Total	49,058,075	49,100,298	54,146,512	52,532,109	56,128,482	**3,596,372**	**6.8%**
General Fund Non-Departmental	43,985,056	46,845,520	51,703,029	50,214,405	53,801,071	**3,586,665**	**7.1%**
Water and Sewer Enterprise Fund Overhead *	4,513,660	1,877,687	2,046,264	1,869,338	1,867,647	**(1,691)**	**-0.1%**
Golf Enterprise Fund Overhead *	373,004	179,064	186,349	191,161	163,852	**(27,309)**	**-14.3%**
Recreation Revolving Fund Overhead *	186,355	198,027	210,870	257,205	295,912	**38,707**	**15.0%**
OPERATING BUDGET SUBTOTAL	171,338,156	179,361,050	183,591,663	186,462,101	194,072,545	**7,610,444**	**4.1%**
Revenue-Financed Special Appropriations	5,928,000	8,575,748	9,260,572	7,102,000	6,979,000	**(123,000)**	**-1.7%**
TOTAL APPROPRIATIONS	**177,266,156**	**187,936,798**	**192,852,235**	**193,564,101**	**201,051,545**	**7,487,443**	**3.9%**
BALANCE				**0**	**0**	**0**	

* 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.

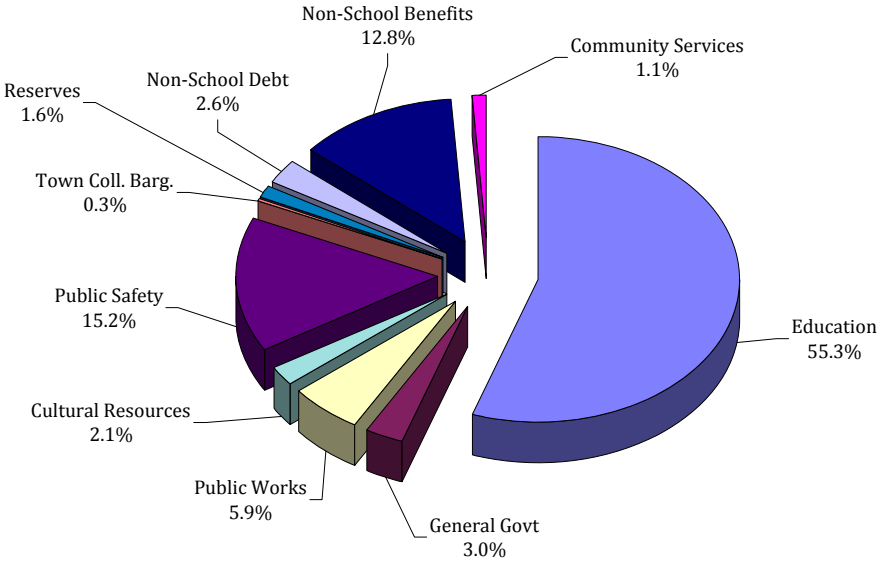
How Each $100 Will Be Received



How Each $100 Will Be Appropriated



FULLY ALLOCATED FY2012 GENERAL FUND OPERATING BUDGET



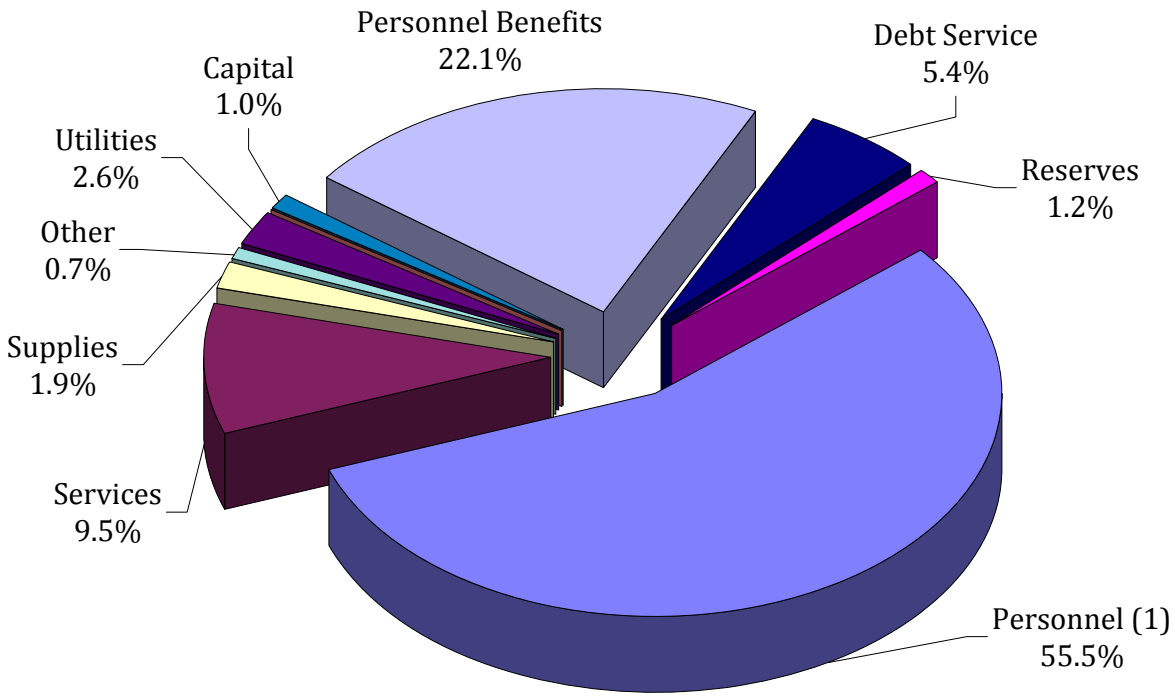
FY2012 RECOMMENDED OPERATING BUDGET SUMMARY - TOTALS BY EXPENDITURE CLASSIFICATION

CLASS OF EXPENDITURE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
Personnel (1)	97,973,033	104,341,898	103,396,142	104,656,526	107,788,199	3,131,672	3.0%
Services	13,751,723	14,417,283	15,496,843	17,719,654	18,431,110	711,456	4.0%
Supplies	3,704,787	4,162,944	3,682,258	3,606,868	3,647,211	40,344	1.1%
Other	527,604	443,214	647,460	1,397,985	1,424,688	26,703	1.9%
Utilities	4,756,101	4,983,079	4,706,602	5,071,465	5,125,928	54,464	1.1%
Intergovernmental	20,000	20,000	20,000	20,000	20,000	0	0.0%
Capital Outlay	1,949,838	2,287,987	1,946,151	1,921,595	1,947,346	25,751	1.3%
Personnel Benefits	34,564,193	36,103,405	40,355,929	40,073,902	42,894,268	2,820,366	7.0%
Debt Service	13,824,443	12,289,860	11,886,156	9,594,781	10,404,421	809,640	8.4%
Reserves	266,435	311,381	1,454,122	2,399,324	2,389,375	(9,949)	-0.4%
TOTAL OPERATING BUDGET	**171,338,156**	**179,361,050**	**183,591,663**	**186,462,101**	**194,072,545**	**7,610,444**	**4.1%**

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

Note: The FY11 and FY12 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

FY12 OPERATING BUDGET BY CLASS OF EXPENDITURE



FY2012 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE							
Selectmen	**622,009**	**635,977**	**619,934**	**613,806**	**611,303**	**(2,503)**	**-0.4%**
Personnel	598,832	619,398	603,499	592,143	590,800	(1,343)	-0.2%
Services	5,892	4,791	5,447	7,463	7,203	(260)	-3.5%
Supplies	3,013	5,678	4,475	4,500	4,000	(500)	-11.1%
Other	10,017	3,217	3,620	6,400	6,400	0	0.0%
Capital	4,256	2,894	2,894	3,300	2,900	(400)	-12.1%
Human Resources Department	**478,335**	**457,626**	**513,823**	**503,411**	**527,139**	**23,728**	**4.7%**
Personnel	249,428	253,250	261,051	263,409	267,310	3,901	1.5%
Services	216,153	193,747	241,543	213,227	218,329	5,102	2.4%
Supplies	9,500	7,389	6,471	8,500	8,500	0	0.0%
Other	934	866	2,683	15,900	30,900	15,000	94.3%
Capital	2,320	2,374	2,075	2,375	2,100	(275)	-11.6%
Information Technology Department	**1,362,103**	**1,386,089**	**1,354,537**	**1,408,494**	**1,419,821**	**11,328**	**0.8%**
Personnel	812,963	806,142	820,602	888,555	902,376	13,821	1.6%
Services	495,500	506,964	473,405	454,284	451,791	(2,493)	-0.5%
Supplies	12,810	33,271	21,715	22,336	22,336	0	0.0%
Other	2,441	2,239	26,614	27,550	27,550	0	0.0%
Capital	38,389	37,474	12,201	15,769	15,769	0	0.0%
Finance Department	**2,934,091**	**3,368,994**	**2,982,499**	**2,949,759**	**2,951,163**	**1,404**	**0.0%**
Personnel	1,832,046	1,915,126	1,931,792	1,928,545	1,901,904	(26,641)	-1.4%
Services	1,030,786	1,086,850	985,148	947,381	978,055	30,674	3.2%
Supplies	38,106	36,384	37,044	38,752	38,752	0	0.0%
Other	12,334	13,345	16,228	17,783	17,783	0	0.0%
Utilities	1,633	2,394	1,611	1,571	2,419	848	54.0%
Capital	19,185	314,895	10,675	15,727	12,250	(3,477)	-22.1%
Legal Services	**772,840**	**749,476**	**754,535**	**762,961**	**773,090**	**10,129**	**1.3%**
Personnel	488,300	524,893	531,687	526,229	535,173	8,944	1.7%
Services	135,484	98,787	121,221	126,067	128,017	1,951	1.5%
Supplies	1,976	2,602	2,261	2,200	2,200	0	0.0%
Other	143,229	120,133	96,659	104,700	104,700	0	0.0%
Capital	3,851	3,061	2,706	3,765	3,000	(765)	-20.3%
Advisory Committee	**21,940**	**17,938**	**15,675**	**19,524**	**19,509**	**(15)**	**-0.1%**
Personnel	20,604	15,830	14,300	17,156	17,333	177	1.0%
Services	91	36	0	36	36	0	0.0%
Supplies	443	1,260	1,050	1,275	1,275	0	0.0%
Other	318	326	326	570	570	0	0.0%
Capital	484	487	0	487	295	(192)	-39.4%
Town Clerk	**526,641**	**604,410**	**493,094**	**603,990**	**564,494**	**(39,495)**	**-6.5%**
Personnel	452,270	525,877	416,643	510,667	470,972	(39,695)	-7.8%
Services	59,053	60,426	63,982	74,173	77,273	3,100	4.2%
Supplies	9,499	15,047	9,091	13,750	12,350	(1,400)	-10.2%
Other	1,383	987	1,145	1,400	1,400	0	0.0%
Capital	4,436	2,073	2,232	4,000	2,500	(1,500)	-37.5%
Dept. of Planning and Cmty. Development	**644,375**	**593,156**	**590,488**	**661,127**	**663,720**	**2,593**	**0.4%**
Personnel	597,641	548,458	562,387	622,840	627,958	5,118	0.8%
Services	18,771	22,281	10,119	16,817	16,817	0	0.0%
Supplies	16,327	12,959	8,857	9,432	9,432	0	0.0%
Other	3,468	2,583	4,311	4,513	4,513	0	0.0%
Capital	8,168	6,875	4,813	7,525	5,000	(2,525)	-33.6%

FY2012 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE TOTAL	*7,362,333*	*7,813,667*	*7,324,583*	*7,523,071*	*7,530,240*	*7,169*	*0.1%*
Personnel	*5,052,085*	*5,208,974*	*5,141,961*	*5,349,544*	*5,313,825*	*(35,719)*	*-0.7%*
Services	*1,961,729*	*1,973,882*	*1,900,865*	*1,839,448*	*1,877,521*	*38,073*	*2.1%*
Supplies	*91,674*	*114,589*	*90,964*	*100,745*	*98,845*	*(1,900)*	*-1.9%*
Other	*174,124*	*143,695*	*151,586*	*178,816*	*193,816*	*15,000*	*8.4%*
Utilities	*1,633*	*2,394*	*1,611*	*1,571*	*2,419*	*848*	*54.0%*
Capital	*81,088*	*370,133*	*37,596*	*52,947*	*43,814*	*(9,134)*	*-17.3%*
PUBLIC SAFETY							
Police Department	**13,636,808**	**14,680,249**	**14,307,709**	**14,690,999**	**14,730,072**	**39,073**	**0.3%**
Personnel	12,279,904	13,188,097	13,068,656	13,260,566	13,317,089	56,523	0.4%
Services	392,940	393,767	325,481	342,895	361,585	18,690	5.5%
Supplies	230,460	192,598	188,034	210,060	201,300	(8,760)	-4.2%
Other	14,491	5,453	62,695	59,500	59,500	0	0.0%
Utilities	321,589	453,912	309,428	365,700	389,035	23,335	6.4%
Capital	397,423	446,423	353,414	452,278	401,563	(50,715)	-11.2%
Fire Department	**12,125,596**	**12,280,892**	**11,949,902**	**12,219,790**	**12,343,063**	**123,273**	**1.0%**
Personnel	11,614,097	11,664,784	11,340,104	11,565,025	11,667,043	102,017	0.9%
Services	105,652	131,739	89,697	121,925	129,589	7,664	6.3%
Supplies	103,233	121,407	150,048	132,500	134,200	1,700	1.3%
Other	5,529	5,732	22,951	25,125	25,125	0	0.0%
Utilities	227,709	268,925	227,982	241,048	252,029	10,981	4.6%
Capital	69,378	88,305	119,120	134,167	135,078	911	0.7%
Building Department	**6,542,701**	**6,965,035**	**6,630,751**	**6,857,721**	**6,843,265**	**(14,456)**	**-0.2%**
Personnel	1,874,770	1,959,974	1,934,335	1,929,935	1,941,059	11,124	0.6%
Services	1,824,289	2,053,754	1,836,335	1,863,993	1,886,672	22,679	1.2%
Supplies	249,392	351,542	181,657	123,770	123,770	0	0.0%
Other	1,515	1,255	3,639	5,800	5,800	0	0.0%
Utilities	2,537,134	2,545,873	2,648,220	2,878,735	2,742,497	(136,238)	-4.7%
Capital	55,601	52,637	26,565	55,487	143,467	87,980	158.6%
PUBLIC SAFETY TOTAL	*32,305,105*	*33,926,177*	*32,888,362*	*33,768,511*	*33,916,401*	*147,890*	*0.4%*
Personnel	*25,768,771*	*26,812,854*	*26,343,095*	*26,755,527*	*26,925,191*	*169,664*	*0.6%*
Services	*2,322,880*	*2,579,260*	*2,251,514*	*2,328,813*	*2,377,846*	*49,033*	*2.1%*
Supplies	*583,085*	*665,548*	*519,739*	*466,330*	*459,270*	*(7,060)*	*-1.5%*
Other	*21,535*	*12,440*	*89,285*	*90,425*	*90,425*	*0*	*0.0%*
Utilities	*3,086,432*	*3,268,711*	*3,185,631*	*3,485,483*	*3,383,560*	*(101,923)*	*-2.9%*
Capital	*522,401*	*587,364*	*499,099*	*641,932*	*680,108*	*38,176*	*5.9%*
PUBLIC WORKS							
Department of Public Works	**13,178,800**	**13,896,651**	**13,309,224**	**12,762,192**	**13,047,912**	**285,720**	**2.2%**
Personnel	7,403,562	7,668,288	7,342,673	7,025,900	6,975,638	(50,262)	-0.7%
Services	2,706,261	2,995,498	2,993,629	3,089,351	3,255,440	166,089	5.4%
Supplies	1,066,633	1,320,597	1,040,933	849,640	880,890	31,250	3.7%
Other	53,878	25,923	22,729	37,150	38,550	1,400	3.8%
Utilities	1,156,681	1,174,028	1,002,202	1,040,151	1,177,394	137,244	13.2%
Intergovernmental	20,000	20,000	20,000	20,000	20,000	0	0.0%
Capital	771,785	692,316	887,058	700,000	700,000	(0)	0.0%

FY2012 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
CULTURAL SERVICES							
Library	**3,398,242**	**3,489,100**	**3,521,560**	**3,442,863**	**3,542,863**	**100,000**	**2.9%**
Personnel	2,443,111	2,497,814	2,569,128	2,425,877	2,477,520	51,643	2.1%
Services	133,053	138,853	122,700	141,702	173,696	31,994	22.6%
Supplies	514,656	533,278	501,068	514,992	526,819	11,827	2.3%
Other	1,819	1,307	2,950	4,502	4,502	0	0.0%
Utilities	278,836	287,592	293,207	303,688	308,224	4,536	1.5%
Capital	26,766	30,256	32,507	52,101	52,101	0	0.0%
HUMAN SERVICES							
Health Department	**1,023,908**	**1,088,050**	**1,097,022**	**1,093,765**	**1,128,426**	**34,661**	**3.2%**
Personnel	715,451	742,345	755,879	763,541	853,932	90,391	11.8%
Services	243,465	254,655	255,482	262,408	187,086	(75,321)	-28.7%
Supplies	14,419	14,598	14,476	15,500	17,100	1,600	10.3%
Other	3,362	3,422	3,162	4,120	4,120	0	0.0%
Utilities	40,906	45,720	40,274	43,197	38,133	(5,064)	-11.7%
Capital	6,306	27,311	27,749	5,000	28,055	23,055	461.1%
Veterans Services	**203,829**	**241,303**	**242,235**	**243,681**	**245,409**	**1,727**	**0.7%**
Personnel	118,208	122,697	122,059	123,388	124,948	1,559	1.3%
Services	1,945	2,526	2,673	2,718	3,086	368	13.5%
Supplies	1,353	641	650	650	650	0	0.0%
Other	81,554	114,730	116,145	116,200	116,200	0	0.0%
Capital	768	709	709	725	525	(200)	-27.6%
Council on Aging	**746,900**	**767,625**	**729,713**	**775,359**	**806,952**	**31,593**	**4.1%**
Personnel	595,532	620,255	576,300	614,303	615,748	1,445	0.2%
Services	56,946	48,023	51,650	57,632	57,777	145	0.3%
Supplies	16,132	16,298	17,609	18,825	18,825	0	0.0%
Other	2,645	2,544	2,180	2,900	2,900	0	0.0%
Utilities	67,313	71,877	74,953	72,799	103,703	30,904	42.5%
Capital	8,332	8,627	7,021	8,900	8,000	(900)	-10.1%
Human Relations-Youth Resources	**143,237**	**151,702**	**103,587**	**103,059**	**103,016**	**(43)**	**0.0%**
Personnel	139,999	147,249	100,583	97,206	97,445	239	0.2%
Services	450	541	525	1,807	1,771	(36)	-2.0%
Supplies	1,898	3,017	1,790	2,800	2,800	0	0.0%
Other	192	281	141	450	450	0	0.0%
Capital	697	614	548	796	550	(246)	-30.9%
HUMAN SERVICES TOTAL	*2,117,873*	*2,248,680*	*2,172,558*	*2,215,865*	*2,283,803*	*67,938*	*3.1%*
Personnel	*1,569,190*	*1,632,546*	*1,554,822*	*1,598,438*	*1,692,072*	*93,634*	*5.9%*
Services	*302,807*	*305,745*	*310,330*	*324,565*	*249,720*	*(74,845)*	*-23.1%*
Supplies	*33,802*	*34,554*	*34,525*	*37,775*	*39,375*	*1,600*	*4.2%*
Other	*87,753*	*120,977*	*121,627*	*123,670*	*123,670*	*0*	*0.0%*
Utilities	*108,218*	*117,597*	*115,227*	*115,996*	*141,836*	*25,840*	*22.3%*
Capital	*16,103*	*37,261*	*36,027*	*15,421*	*37,130*	*21,709*	*140.8%*

FY2012 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
LEISURE SERVICES							
Recreation Department	**992,864**	**912,909**	**905,021**	**943,849**	**992,259**	**48,410**	**5.1%**
Personnel	737,357	649,643	636,885	659,503	670,746	11,243	1.7%
Services	86,775	88,818	88,934	85,287	144,908	59,621	69.9%
Supplies	36,714	35,246	38,356	40,703	45,330	4,627	11.4%
Other	1,882	2,375	1,630	2,400	12,400	10,000	416.7%
Utilities	124,300	132,758	108,724	124,576	112,495	(12,081)	-9.7%
Capital	5,836	4,069	30,491	31,380	6,380	(25,000)	-79.7%
Personnel Services Reserve [1]	0	0	0	755,507	715,000	(40,507)	-5.4%
FY11 Collective Bargaining Reserve / Unfunded Liabilities Reserve [2]				475,000	475,000	0	
FY12 Collective Bargaining Reserve / Unfunded Liabilities Reserve					700,000	700,000	
DEPARTMENTAL SUB-TOTAL	**59,355,217**	**62,287,183**	**60,121,307**	**61,886,857**	**63,203,477**	**1,316,620**	**2.1%**
SCHOOLS [3]	**62,924,864**	**67,973,569**	**69,323,844**	**72,043,133**	**74,740,587**	**2,697,454**	**3.7%**
Personnel	54,998,957	59,871,778	59,807,578	59,611,229	61,843,205	2,231,976	3.7%
Services	5,848,152	5,951,829	7,390,178	9,461,502	9,926,980	465,478	4.9%
Supplies	1,378,224	1,459,131	1,456,673	1,596,682	1,596,682	0	0.0%
Other	173,674	124,243	246,041	945,906	945,906	0	0.0%
Capital	525,858	566,588	423,374	427,814	427,814	0	0.0%
NON-DEPARTMENTAL							
Personnel Benefits	**34,564,193**	**36,103,405**	**40,355,929**	**40,073,902**	**42,894,268**	**2,820,366**	**7.0%**
Pensions	11,256,221	11,686,639	13,253,562	13,999,954	14,612,334	612,380	4.4%
Group Health	19,855,771	20,860,382	22,983,067	20,227,416	22,719,498	2,492,082	12.3%
Health Reimbursement Account (HRA)	0	0	0	0	250,000	250,000	-
Retiree Group Health Trust Fund (OPEB's)	0	0	650,000	2,012,531	1,548,435	(464,096)	-23.1%
Employee Assistance Program (EAP)	24,968	25,282	25,282	28,000	28,000	0	0.0%
Group Life	151,643	150,971	128,109	130,000	130,000	0	0.0%
Disability Insurance	12,813	13,460	13,536	16,000	16,000	0	0.0%
Workers Comp	1,600,000	1,550,000	1,350,000	1,350,000	1,250,000	(100,000)	-7.4%
Public Safety IOD Medical Expenses	250,000	300,000	300,000	325,000	300,000	(25,000)	-7.7%
Unemployment Comp	166,000	166,000	266,000	400,000	350,000	(50,000)	-12.5%
Medical Disabilities	15,718	9,963	15,507	30,000	30,000	0	0.0%
Medicare	1,231,059	1,340,708	1,370,866	1,555,000	1,660,000	105,000	6.8%
Debt Service	**13,824,443**	**12,289,860**	**11,886,156**	**9,594,781**	**10,404,421**	**809,640**	**8.4%**
Principal	9,432,797	8,247,516	7,796,867	7,264,649	7,975,489	710,840	9.8%
Interest	4,354,324	3,884,000	4,077,092	2,176,113	2,268,932	92,818	4.3%
Bond Anticipation Notes (BANs)	0	116,533	0	94,019	100,000	5,981	6.4%
Abatement Interest and Income	37,322	41,811	12,197	60,000	60,000	0	0.0%

[1] The amounts shown for FY08 - FY10 are $0 because these funds were transferred to departments during the fiscal year.

[2] Contracts for all unions except Police and Dispatchers are unsettled for FY11.

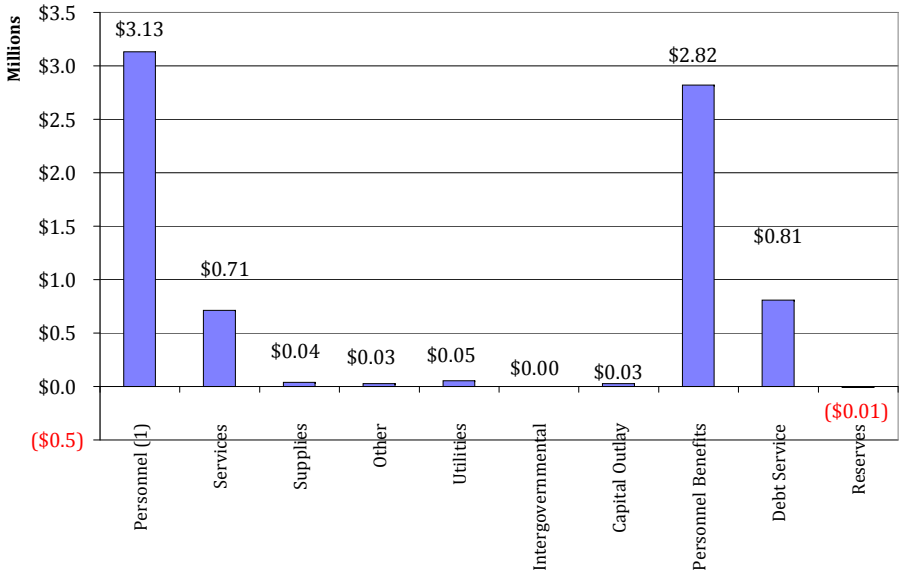
[3] The FY11 and FY12 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

FY2012 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
NON-DEPARTMENTAL (con't.)							
Unclassified	**669,439**	**707,033**	**1,904,427**	**2,863,427**	**2,829,793**	**(33,633)**	**-1.2%**
Reserve Fund [4]	774,834	1,297,947	1,392,000	1,856,956	1,877,151	**20,195**	**1.1%**
Liability/Catastrophe Fund	254,629	297,476	1,443,397	455,500	141,959	**(313,540)**	**-68.8%**
Stabilization Fund	0	0	0	71,868	0	**(71,868)**	**-100.0%**
Affordable Housing Trust Fund	0	0	0	0	355,264	**355,264**	**-**
General Insurance	276,146	279,490	286,128	290,000	275,000	**(15,000)**	**-5.2%**
Audit & Professional Services	99,433	86,765	135,900	138,987	130,000	**(8,987)**	**-6.5%**
Contingency	11,806	13,905	10,725	15,000	15,000	**0**	**0.0%**
Out of State Travel	1,979	1,076	434	3,000	3,000	**0**	**0.0%**
Printing of Reports	14,487	17,143	16,665	20,000	20,000	**0**	**0.0%**
MMA Dues	10,959	11,178	11,178	12,116	12,419	**303**	**2.5%**
NON-DEPARTMENTAL TOTAL	49,058,075	49,100,298	54,146,512	52,532,109	56,128,482	**3,596,372**	**6.8%**
TOTAL OPERATING BUDGET	**171,338,156**	**179,361,050**	**183,591,663**	**186,462,101**	**194,072,545**	**7,610,444**	**4.1%**

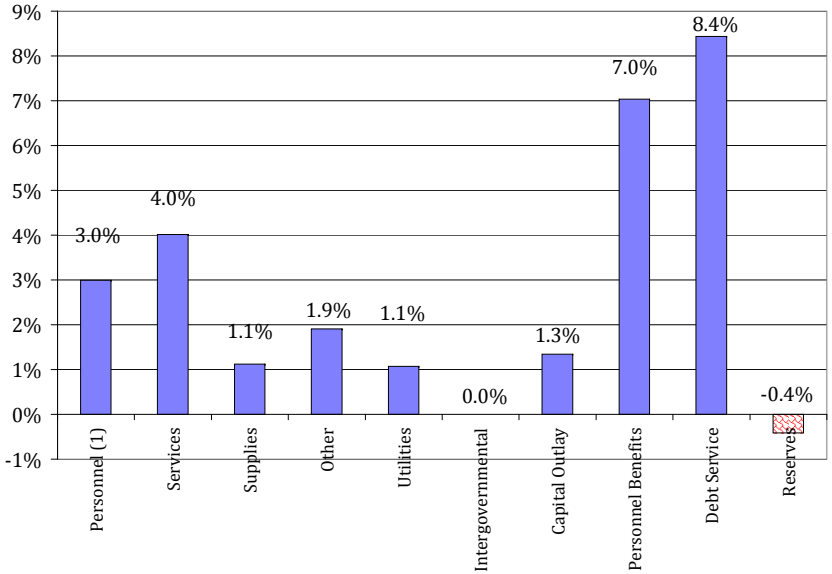
[4] The amounts shown for FY08 -FY10 are for information purposes only, as these funds are transferred to departments during the fiscal year and accounted for in their expenditure total.

FY12 OPERATING BUDGET - $$ CHANGES



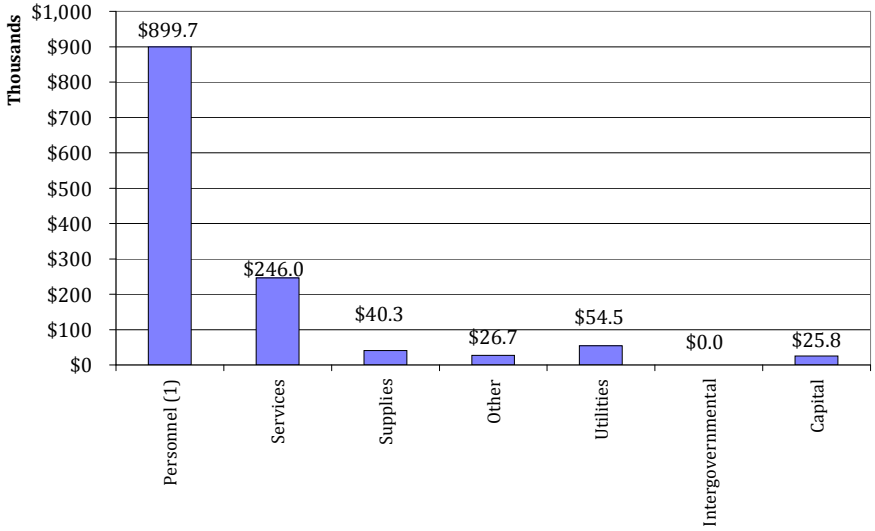
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

FY12 OPERATING BUDGET - % CHANGES



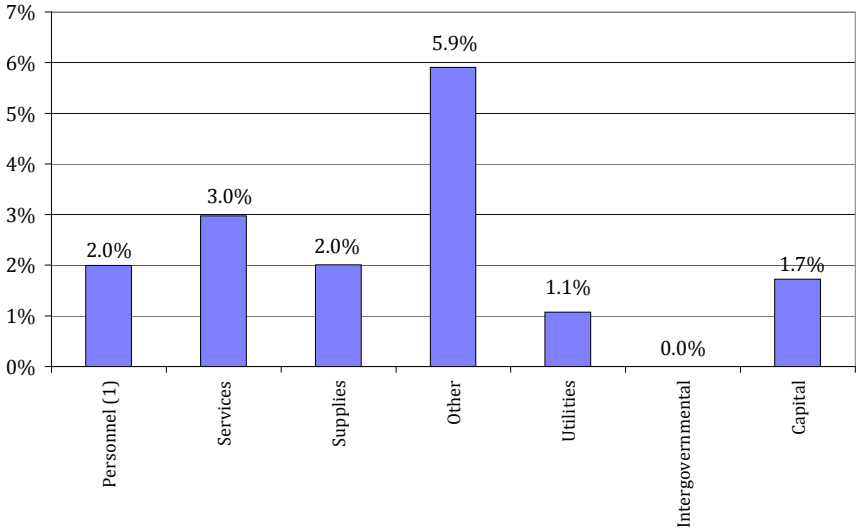
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

FY12 TOWN DEPARTMENTAL BUDGETS - $$ CHANGES



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

FY12 TOWN DEPARTMENTAL BUDGETS - % CHANGES



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

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Selectmen	***(2,503)***		
	-0.4%		
		5,998	Personnel Fixed Costs
		(24,924)	Elimination of Part-Time Head Clerk (C-9)
		17,583	Addition of Part-Time Senior Clerk Typist (C-4)
		28	Office Equipment Repair/Maintenance
		12	Copy Equipment Lease
		(1,800)	Copier Service
		1,500	Wireless Communication
		(500)	Office Supplies
		(400)	Capital
Human Resources Department	***23,728***		
	4.7%		
		3,901	Personnel Fixed Costs
		602	Copier Lease
		9,500	Legal Services
		(5,000)	Advertising Services
		15,000	Education/Training
		(275)	Capital
Information Technology Department	***11,328***		
	0.8%		
		13,821	Personnel Fixed Costs
		(7,445)	Data Processing Equipment Repair/Maintenance
		10,015	Data Processing Software Maintenance
		(5,164)	Equipment Service Contract
		511	Copier Lease
		(310)	Telephone and Telegraph
		(100)	Wireless Communications
Finance Department	***1,404***		
	0.0%		
Comptroller	***(26,372)***		
	-5.0%		
		2,257	Personnel Fixed Costs
		(37,220)	Elimination of Senior Account/Audit Clerk (C-4)
		540	Data Processing Equipment Repair/Maintenance
		9,651	Computer Software Repair and Maintenance (MUNIS)
		420	Professional Services
		(2,020)	Capital

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Purchasing	***(10,359)***		
	-1.2%		
		2,028	Personnel Fixed Costs
		711	Copier Lease
		(13,646)	Telephone and Telegraph
		848	Gasoline
		(300)	Capital
Assessors	***5,294***		
	0.9%		
		5,396	Personnel Fixed Costs
		498	Copier Lease
		(150)	Wireless Communications
		(500)	Deed and ATB Transfer Fees
		650	Subscriptions
		(600)	Capital
Treasurer	***32,842***		
	3.5%		
		3,826	Personnel Fixed Costs
		(5,427)	Reduction in Scanner hours
		2,500	Overtime
		17,500	Professional/Technical Services
		15,000	Banking Services
		(557)	Capital
Legal Services	***10,129***		
	1.3%		
		8,943	Personnel Fixed Costs
		210	Copier Lease
		2,081	Data Processing Software Maintenance
		(1,340)	Wireless Communications
		1,000	Subscriptions
		(765)	Capital
Advisory Committee	***(15)***		
	-0.1%		
		177	Personnel Fixed Costs
		(192)	Capital

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Town Clerk	***(39,495)***		
	-6.5%		
		(47,000)	Election Workers (Temp F.T.) - 3 Elections in FY11, 2 in FY12
		42,871	Addition of an Administrative Assistant (C-8)
		(38,386)	Elimination of a Clerk Typist (C4)
		2,820	Personnel Fixed Costs
		(1,000)	Office Equipment Repair/Maintenance
		600	Office Equipment Rental/Lease
		200	Motor Vehicle/Equipment Rental
		(2,300)	Professional/Technical Services
		1,200	Legal Services
		(300)	Wireless Communications
		3,200	Postage
		200	Advertising Services
		300	Credit Card Service Charges
		1,000	Subscriptions
		600	Office Supplies
		(2,000)	Meals and Receptions
		(1,500)	Capital
Dept. of Planning & Cmty. Development	***2,593***		
	0.4%		
		5,118	Personnel Fixed Costs
		(2,525)	Capital
Police Department	***39,073***		
	0.3%		
		56,523	Personnel Fixed Costs
		(944)	Office Equipment Repair and Maintenance
		2,500	Data Processing Equipment Repair and Maintenance
		(7,000)	Computer Software Repair and Maintenance
		160	Copy Equipment Lease
		(175)	Copier Service
		6,500	Telephone and Telegraph
		17,649	Wireless Communications
		(5,300)	Data Processing Supplies
		(3,460)	Public Safety Supplies
		(2,648)	Electricity
		(5,779)	Natural Gas
		25,383	Gasoline
		45	Diesel Fuel
		6,334	Water & Sewer
		(50,715)	Capital
Fire Department	***123,273***		
	1.0%		
		102,017	Personnel Fixed Costs

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Fire Department (con't.)		7,000	Data Processing Software Maintenance
		322	Data Processing Equipment Repair and Maintenance
		342	Copier Service
		1,700	Data Processing Supplies
		(5,410)	Electricity
		(11,538)	Natural Gas
		1,209	Gasoline
		7,002	Diesel Fuel
		19,717	Water & Sewer
		911	Capital
Building Department	***(14,456)*** ***-0.2%***		
		11,124	Personnel Fixed Costs
		(11,406)	Building Repair and Maintenance - Town
		27,082	Building Repair and Maintenance - School
		6,127	Wireless Communications
		876	Copier Lease
		(8,176)	Electricity-Town
		(173,562)	Electricity-Schools
		614	Natural Gas-Town
		(153,806)	Natural Gas-Schools
		2,967	Gasoline
		18,522	Water & Sewer-Town
		177,203	Water & Sewer-Schools
		87,980	Capital
Department of Public Works	***285,720*** ***2.2%***		
		20,150	Personnel Fixed Costs
		21,436	Park Ranger LN-6 (43%) -- balance charged to Recreation Revolving Fund
		(41,997)	Rink Personnel charged-off to Recreation Revolving Fund
		(49,850)	Elimination Motor Equipment Repairperson (LN-6)
		(1,000)	Bottled Water Service
		(1,182)	Office Equipment Repair/Maintenance
		2,580	Data Processing Equipment Repair/Maintenance
		13,000	Data Processing Software Maintenance
		(8,500)	Skating Rink Repair/Maintenance (moved to Recreation Revolving Fund)
		(7,250)	Other Equipment Repair/Maintenance
		1,542	Copier Lease
		(1,284)	Photocopy Service Contract
		(3,150)	Other Rentals and Leases
		(4,500)	Data Storage Services (Parking Meters)
		19,223	Landscaping Services
		1,060	Financial Services
		40,000	Professional/Technical Services
		12,050	Wireless Communications
		10,000	Postage

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Department of Public Works (con't.)		97,000	Banking Services
		(3,500)	Pest Control/Trees
		83,600	Recycling Supplies
		2,600	Custodial Supplies
		(20,000)	Agricultural Supplies
		50	Meals & Receptions
		(35,000)	Construction Supplies
		(600)	Education/Training/Conferences
		2,000	Professional Dues and Membership
		(58,252)	Electricity
		(10,782)	Natural Gas
		25,411	Gasoline
		23,319	Diesel Fuel
		157,549	Water & Sewer
Library	***100,000***		
	2.9%		
		16,643	Personnel Fixed Costs
		35,000	A-Day Buyouts (re-allocated from Personnel Services Reserve)
		348	Copier Service
		28,000	Building Repair and Maintenance (re-allocated from Building Department budget)
		3,646	Telephone and Telegraph
		11,827	Library Materials
		(3,988)	Electricity
		(4,223)	Natural Gas
		12,747	Water & Sewer
Health Department	***34,661***		
	3.2%		
		4,260	Personnel Fixed Costs
		86,130	Public Health Nurse (grade TBD)
		(77,452)	Elimination of VNS contract (public health nurse services)
		2,346	Mental Health contract
		684	Copier Lease
		(900)	Copier Service
		1,600	Medical Supplies
		(4,576)	Electricity
		(1,479)	Natural Gas
		(373)	Gasoline
		1,363	Water & Sewer
		23,055	Capital
Veterans Services	***1,727***		
	0.7%		
		1,559	Personnel Fixed Costs
		463	Copier Lease
		(95)	Copier Service
		(200)	Capital

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Council on Aging	***31,593***	
	4.1%	
	4,344	Personnel Fixed Costs
	15,833	Clinical Social Worker III (T-4) - from 30 hrs/wk to 37.5 wk
	(18,732)	Elimination of Outreach Worker
	(175)	Data Processing Equipment Repair/Maintenance
	320	Copier Lease
	4,717	Electricity
	(2,758)	Natural Gas
	28,945	Water & Sewer
	(900)	Capital
Human Relations - Youth Resources	***(43)***	
	0.0%	
	239	Personnel Fixed Costs
	(36)	Data Processing Equipment Repair/Maintenance
	(246)	Capital
Recreation Department	***48,410***	
	5.1%	
	3,065	Personnel Fixed Costs
	49,657	Therapeutic Recreation Specialist (T-4)
	(41,479)	Elimination of Assistant Recreation Leader/Aquatics (GN-5)
	(1,293)	Copier Service
	123	Data Processing Equipment Repair/Maintenance
	10,000	Software Service Contract
	(214)	Other Rentals and Leases
	3,500	Building Cleaning
	8,000	General Consulting Services
	760	Wireless Communications
	32,645	Printing Services
	6,371	Advertising
	(271)	Entertainers-Lecturers
	6,980	Office Supplies
	15,350	Custodial Supplies
	6,000	Special Program Supplies
	(20,000)	Recreation Supplies
	(3,703)	Public Safety Supplies
	6,700	Education/Training/Conferences
	1,500	Airfare
	1,000	Hotel
	800	Professional Dues and Membership
	(7,922)	Electricity
	(4,320)	Natural Gas
	378	Gasoline
	(216)	Diesel
	(25,000)	Capital

SUMMARY OF FY2012 OPERATING BUDGET INCREASES/DECREASES

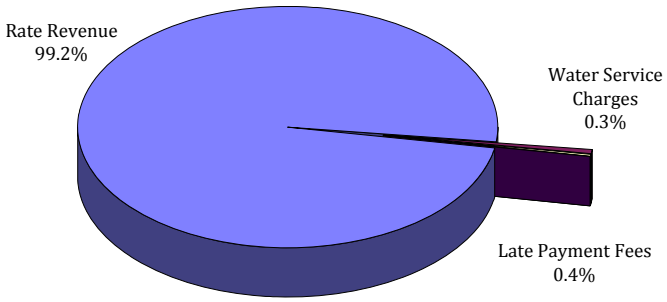
DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Schools	***2,697,454*** ***3.7%***		
		2,697,454	School Budget
Personnel Benefits	***2,820,366*** ***7.0%***		
		612,380	Pensions
		2,492,082	Group Health Insurance
		250,000	Health Reimbursement Account (HRA)
		(464,096)	Retiree Group Health Trust Fund (OPEB's)
		(100,000)	Workers Compensation
		(25,000)	Public Safety IOD Medical Expenses
		(50,000)	Unemployment Compensation
		105,000	Medicare Payroll Tax
Debt and Interest	***809,640*** ***8.4%***		
		710,840	Funded Debt - Principal
		92,818	Funded Debt - Interest
		5,981	Bond Anticipation Notes (BANs)
Unclassified	***(33,633)*** ***-1.2%***		
		20,195	Reserve Fund
		(313,540)	Liability/Catastrophe Fund
		355,264	Affordable Housing
		(71,868)	Stabilization Fund
		(15,000)	General Insurance
		(8,987)	Audit and Professional Services
		303	Out of State Travel
Personnel Reserves	***659,493***		
		(40,507)	Personnel Services Reserve
		700,000	Collective Bargaining / Unfunded Liabilities Reserve (FY12)
OPERATING BUDGET GRAND TOTAL		**7,610,444** **4.1%**	

FY2012 RECOMMENDED WATER & SEWER ENTERPRISE FUND SUMMARY

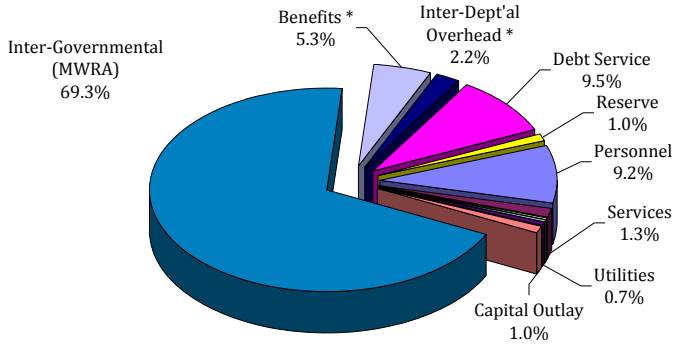
	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Rate Revenue	22,235,871	22,707,448	22,763,502	23,990,300	24,485,606	**495,306**	**2.1%**
Late Payment Fees	103,714	112,630	86,450	110,000	110,000	**0**	**0.0%**
Water Service Charges	119,336	102,217	122,766	82,000	82,000	**0**	**0.0%**
Rate Relief (State Aid)	49,798	0	0	0	0	**0**	**0.0%**
Misc.	29,066	36,191	20,088	10,000	10,000	**0**	**0.0%**
TOTAL REVENUE	**22,537,785**	**22,958,486**	**22,992,806**	**24,192,300**	**24,687,605**	**495,305**	**2.0%**
EXPENDITURES							
Personnel	2,134,642	2,087,083	2,088,818	2,238,681	2,266,701	**28,020**	**1.3%**
Services	186,760	213,807	236,051	309,381	319,089	**9,708**	**3.1%**
Supplies	96,612	101,836	101,858	118,815	122,415	**3,600**	**3.0%**
Other	3,435	785	4,890	6,400	6,400	**0**	**0.0%**
Utilities	130,608	165,457	99,878	162,998	160,625	**(2,373)**	**-1.5%**
Capital Outlay	265,405	404,299	232,592	140,300	254,650	**114,350**	**81.5%**
Inter-Governmental (MWRA)	14,873,170	15,515,004	16,073,259	16,611,594	17,109,942	**498,348**	**3.0%**
Benefits *	1,260,586	1,237,503	1,394,604	1,324,326	1,304,915	**(19,411)**	**-1.5%**
Inter-Departmental Overhead *	630,798	640,184	651,661	545,013	562,732	**17,719**	**3.3%**
Debt Service	2,622,276	2,511,192	2,404,631	2,495,199	2,335,704	**(159,494)**	**-6.4%**
Reserve	0	0	0	239,595	244,432	**4,837**	**2.0%**
TOTAL EXPENDITURE	**22,204,292**	**22,877,148**	**23,288,242**	**24,192,300**	**24,687,605**	**495,305**	**2.0%**
BALANCE				**0**	**0**	**0**	

* For FY08-FY10, 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. (Until FY09, Debt Service was part of the reimbursement. Starting in FY09, it was budgeted for directly in the Enterprise Fund, so it is no longer part of the reimbursement to the General Fund.)

FY2012 WATER & SEWER ENTERPRISE FUND - REVENUES



FY2012 WATER & SEWER ENTERPRISE FUND - EXPENDITURES



* 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 FY2012 WATER & SEWER ENTERPRISE FUND INCREASES/DECREASES

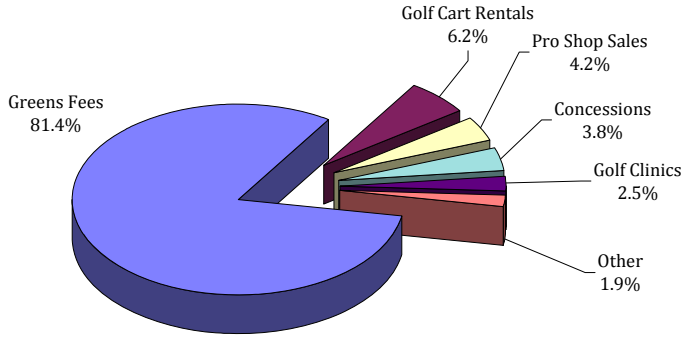
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Water and Sewer Enterprise Fund	***495,305***	
	2.0%	
	6,157	Personnel Fixed Costs
	21,865	Collective Bargaining
	3,000	Motor Vehicle/Equipment Repair
	(9,000)	Non-Equipment Maintenance/Repair
	3,600	Other Equipment Repair/Maintenance
	13,000	Public Building Repair/Maintenance
	2,080	Financial Services
	(4,878)	Wireless Communications
	1,906	Postage
	1,100	Oil and Lubricants
	2,500	Tires
	(1,659)	Electricity
	(1,948)	Natural Gas
	(1,205)	Heating Oil
	(10,292)	Gasoline
	9,654	Diesel Fuel
	3,076	Water & Sewer
	159,326	MWRA Water
	338,284	MWRA Sewer
	738	DEP Assessment
	(1,691)	Reimbursement to General Fund
	(159,494)	Debt Service
	4,837	Reserve
	114,350	Capital
WATER & SEWER ENTERPRISE FUND TOTAL	**495,305**	
	2.0%	

FY2012 RECOMMENDED GOLF COURSE ENTERPRISE FUND SUMMARY

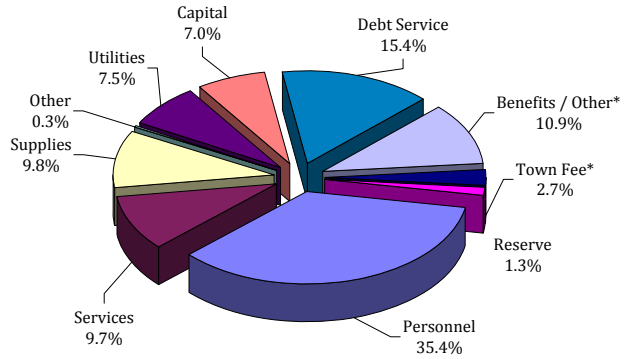
	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Greens Fees	1,031,274	964,740	933,544	1,045,000	980,000	(65,000)	-6.2%
Golf Cart Rentals	95,167	82,213	75,375	82,000	75,000	(7,000)	-8.5%
Pro Shop Sales	92,243	66,408	53,258	75,000	50,000	(25,000)	-33.3%
Concessions	19,327	30,017	25,857	30,000	46,000	16,000	53.3%
Golf Clinics	0	18,415	22,408	17,500	30,000	12,500	71.4%
Other	15,055	23,067	22,534	16,700	23,000	6,300	37.7%
TOTAL REVENUE	**1,253,066**	**1,184,860**	**1,132,976**	**1,266,200**	**1,204,000**	(62,200)	-4.9%
EXPENDITURES							
Personnel	385,032	418,997	422,673	431,548	425,885	(5,663)	-1.3%
Services	148,601	138,386	111,393	125,242	116,566	(8,676)	-6.9%
Supplies	113,482	110,406	107,105	132,975	118,200	(14,775)	-11.1%
Other	4,124	5,470	9,432	4,100	4,100	0	0.0%
Utilities	42,246	55,859	55,999	91,398	89,817	(1,581)	-1.7%
Capital Outlay	87,981	85,614	83,394	85,580	83,900	(1,680)	-2.0%
Debt Service	194,530	190,037	184,484	189,130	185,679	(3,452)	-1.8%
Benefits / Other*	101,425	103,506	125,975	138,164	131,152	(7,012)	-5.1%
Town Fee (Transfer to Town for general use) *	77,049	75,558	60,374	52,997	32,700	(20,297)	-38.3%
Reserve	0	0	0	15,065	16,000	935	6.2%
TOTAL EXPENDITURE	**1,154,470**	**1,183,833**	**1,160,829**	**1,266,200**	**1,204,000**	(62,200)	-4.9%
BALANCE				**0**	**0**	0	

* For FY08-FY10, 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. (Until FY09, Debt Service was part of the reimbursement. Starting in FY09, it was budgeted for directly in the Enterprise Fund, so it is no longer part of the reimbursement to the General Fund.)

FY2012 GOLF COURSE ENTERPRISE FUND - REVENUES



FY2012 GOLF COURSE ENTERPRISE FUND - EXPENDITURES



* 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.

SUMMARY OF FY2012 GOLF COURSE ENTERPRISE FUND INCREASES/DECREASES

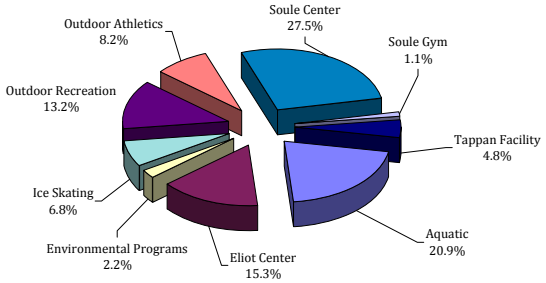
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Golf Enterprise Fund	***(62,200)*** ***-4.9%***	
	(9,862)	Personnel Fixed Costs
	4,200	Collective Bargaining
	(1,246)	Data Processing Repair/Maintenance
	8,500	Building Repair/Maintenance
	420	Computer Hardware Rental
	500	Software Service Contract
	(3,000)	Other Equipment Rental/Lease
	(1,000)	Other Rentals and Leases
	(1,000)	Building Cleaning Service
	(5,000)	Technical Services
	650	Data Communication Lines
	(2,500)	Advertising Services
	(5,000)	Banking Services
	(10,000)	Pro Shop Supplies
	(5,000)	Equipment Maintenance Supplies
	(1,975)	Custodial Supplies
	4,200	Agricultural Supplies
	(2,000)	Recreation Supplies
	(873)	Electricity
	(1,097)	Natural Gas
	(2,958)	Heating Oil
	1,563	Gasoline
	1,785	Water & Sewer
	(27,309)	Reimbursement to General Fund
	(3,452)	Debt Service
	935	Reserve
	(1,680)	Capital
GOLF COURSE ENTERPRISE FUND TOTAL	**(62,200)** **-4.9%**	

FY2012 RECOMMENDED RECREATION REVOLVING FUND SUMMARY

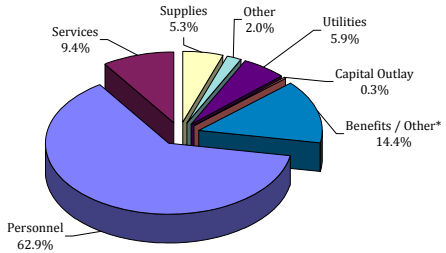
	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2012 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Adult Programs	0	22,496	16,671	41,200	0	(41,200)	-100.0%
Aquatic	264,114	408,731	445,541	432,600	430,000	(2,600)	-0.6%
Community Programs	0	9,364	13,389	16,931	0	(16,931)	-100.0%
Eliot Center	0	0	0	0	313,281	313,281	-
Environmental Programs	27,584	38,171	36,743	30,900	45,000	14,100	45.6%
Facility Program	98,109	0	0	0	0	0	-
Ice Skating	109,717	137,541	145,632	135,000	140,000	5,000	3.7%
Outdoor Recreation	0	0	0	0	271,309	271,309	-
Outdoor Athletics	0	0	0	0	168,211	168,211	-
Permits	0	71,807	88,182	72,100	0	(72,100)	-100.0%
School-Based Programs	431,432	459,963	537,654	552,670	0	(552,670)	-100.0%
Soule Center	0	0	0	0	565,000	565,000	-
Soule Gym	0	0	0	0	22,325	22,325	-
Summer Camp	226,550	258,236	245,415	281,190	0	(281,190)	-100.0%
Tappan Facility	0	0	0	0	99,154	99,154	-
Teen Programs	59,082	53,178	53,867	51,500	0	(51,500)	-100.0%
Tennis/Open Basketball Programs	0	11,781	5,978	21,400	0	(21,400)	-100.0%
Youth Programs	233,795	208,162	204,669	219,550	0	(219,550)	-100.0%
Misc Revenue	35,730	41,051	34,997	0	0	0	-
TOTAL REVENUE	**1,486,113**	**1,720,481**	**1,828,738**	**1,855,041**	**2,054,280**	**199,239**	**10.7%**
EXPENDITURES							
Personnel	968,859	1,141,829	1,140,786	1,180,767	1,291,160	110,393	9.3%
Services	163,542	183,754	183,528	188,206	192,108	3,902	2.1%
Supplies	132,836	107,861	135,120	135,169	108,073	(27,097)	-20.0%
Other	12,384	18,382	19,372	41,135	40,338	(797)	-1.9%
Utilities	4,689	19,180	32,740	28,689	120,321	91,631	319.4%
Capital Outlay	2,547	3,562	8,595	23,870	6,369	(17,501)	-73.3%
Benefits / Other*	186,355	198,027	210,870	257,205	295,912	38,707	15.0%
TOTAL EXPENDITURE	**1,471,210**	**1,672,595**	**1,731,011**	**1,855,041**	**2,054,280**	**199,239**	**10.7%**
BALANCE				**0**	**0**	**0**	

* This comprises 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.

FY2012 RECREATION REVOLVING FUND - REVENUES



FY2012 RECREATION REVOLVING FUND - EXPENDITURES



* This comprises 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 FY2012 RECREATION REVOLVING FUND INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Recreation Revolving Fund	***199,239***	
	10.7%	
	(2,332)	Personnel Fixed Costs
	(7,632)	Part-time salaries
	41,997	Skating Rink Personnel chargeback from DPW
	28,415	Park Ranger LN-6 (57%) -- balance charged to DPW budget
	37,211	Lead Teacher (GN-4)
	12,734	Collective Bargaining
	108	Data Processing Repair/Maintenance
	8,500	Skating Rink Repair/Maintenance (re-allocated from DPW)
	600	Computer Hardware Rental
	(6,000)	Software Service Contract
	12,595	Transportation Rentals/Leases
	700	Other Equipment Rental/Leases
	(2,600)	Other Rentals/Leases
	700	Building Cleaning Service
	(2,000)	General Consulting Services
	(860)	Professional/Technical Service
	17,801	Field Trips
	(760)	Wireless Communications
	(28,381)	Printing
	(11,200)	Advertising
	(9,000)	Recreation Services
	15,900	Entertainers/Lecturers
	1,000	E-Commerce Services
	5,000	Banking Services
	800	Licenses
	1,000	Subscriptions
	(8,000)	Office Supplies
	(16,500)	Maintenance Supplies
	13,300	Meals and Receptions
	(5,700)	Food Service Supplies
	(7,972)	Food Non-Reimbursable
	1,500	Construction Supplies (re-allocated from DPW for Skating Rink)
	1,500	Medical Supplies
	(5,225)	Recreation Supplies
	(1,795)	Education/Training/Conferences
	500	Out of State Hotel
	(8,500)	Other Travel
	8,998	Professional Dues and Membership
	54,741	Electricity
	21,432	Natural Gas
	15,459	Water & Sewer
	(17,501)	Capital
	38,707	Reimbursement to General Fund
RECREATION REVOLVING FUND TOTAL	**199,239**	
	10.7%	

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Selectmen	8 Leased PC's	2,900
	Selectmen Total	**2,900**
Human Resources Department	6 Leased PC's	2,100
	Human Resources Department Total	**2,100**
Information Technology Department	18 Leased PC's / Laptops	10,896
	2 Leased Servers	4,873
	Information Technology Department Total	**15,768**
Finance Department		
Comptroller	10 Leased PC's	3,000
Purchasing	5 Leased PC's / Laptops	2,400
Assessors	10 Leased PC's	3,300
Treasurer	10 Leased PC's	3,550
	Finance Department Total	**12,250**
Legal Services	8 Leased PC's / Laptops	3,000
	Legal Services Total	**3,000**
Advisory Committee	1 Leased PC	295
	Advisory Committee Total	**295**
Town Clerk	6 Leased PC's	2,500
	Town Clerk Total	**2,500**
Planning and Community Development	16 Leased PC's	5,000
	Planning & Community Development Dept. Total	**5,000**
Police Department	Vehicles (11)	330,528
	Portable Radios (10)	16,500
	Portable Radio Batteries (100)	1,000
	26 Leased Rugged In-Car Laptops	35,017
	40 Leased PC's	18,518
	Police Department Total	**401,563**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Fire Department		
	23 Leased PC's	12,175
	10 Leased Laptops for Fire Trucks	19,947
	Toyota Prius	22,500
	Public Safety Equipment	39,535
	Replacement Programs	15,371
	Turnout Gear	19,800
	Printers (6)	5,750
	Fire Department Total	**135,078**
Building Department		
	16 Leased PC's	5,887
	Chevrolet E350 Van	19,000
	Chevrolet Volt	41,000
	Ford Fusion Hybrid	27,000
	Toyota Prius	25,000
	Blueprint scanner	16,500
	GPS for 20 vehicles	9,080
	Building Department Total	**143,467**
Department of Public Works		
Administration	7 Leased PC's	2,205
	Sub-Total Administration	2,205
Engineering/Transportation	17 Leased PC's	5,355
	Sub-Total Engineering	5,355
Sanitation	3 Leased PC's	945
	31 CY Rubbish Packer (Second year of a three-year lease)	71,700
	Cab Over Diesel Cab and Chassis (Second year of a three-year lease)	26,300
	Sub-Total Sanitation	98,945
Highway	8 Leased PC's	2,520
	Rubber Tire Excavator (Third year of a three-year lease)	85,050
	Street Sweeper (Second year of a three-year lease)	45,500
	Pavement Maintenance Hot Box (Third year of a three-year lease)	28,000
	Sidewalk Tractor (Second year of a three-year lease)	44,167
	10 Wheel Hook Loader (First year of a three-year lease)	90,133
	4 Wheel Drive Utility Truck	41,177
	4 Wheel Drive 1 Ton Dump Truck	48,900
	4.5 CY Loader (First year of a three-year lease)	58,933
	Hook Loader Conversion (First year of a three-year lease)	19,100
	Misc. Small Equipment	10,000
	Sub-Total Highway	473,480

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Parks and Open Space	9 Leased PC's/Laptops	2,835
	4 WD Crew Cab Dump Truck (First year of a three-year lease)	17,680
	4 Wheel Drive Compact Pick Up	25,500
	4 Wheel Drive Pick Up	31,000
	Kubota Lawn Mower (3)	33,000
	Misc. Small Equipment	10,000
	Sub-Total Parks and Open Space	120,015
	Department of Public Works Total	**700,000**
Library	5 Leased PC's	2,901
	30 Leased PC's for Branch Libraries	17,400
	70 Leased PC's for Main Library	31,800
	Library Total	**52,101**
Health Department	15 Leased PC's	5,055
	Toyota Prius	23,000
	Health Department Total	**28,055**
Veterans Services	2 Leased PC's	525
	Veterans Services Total	**525**
Council on Aging	23 Leased PC's	8,000
	Council on Aging Total	**8,000**
Human Relations-Youth Resources	2 Leased PC's	550
	Human Relations-Youth Resources Total	**550**
Recreation Department	11 Leased PC's / Laptops	6,380
	Recreation Department Total	**6,380**
	TOTAL GENERAL FUND	**1,519,533**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
	ENTERPRISE FUNDS	
Water	10 Leased PC's	3,150
	Construction Materials and Equipment	50,000
	Maintenance Equipment	10,000
	4WD Pickup Truck w/ Plow	26,000
	Compact Service Van	23,000
	Sub-Total Water Enterprise	112,150
Sewer	Construction Materials and Equipment	25,000
	18,000 GVW Cab & Chassis w/Service Body and PTO Compressor	79,500
	Refurbishment of Catch Basin Truck	38,000
	Sub-Total Sewer Enterprise	142,500
	Water and Sewer Enterprise Fund Total	**254,650**
Golf Course	1 Leased PC	1,400
	Landscaping Equipment (leased)	82,500
	Golf Course Enterprise Fund Total	**83,900**
	TOTAL ENTERPRISE FUNDS	**338,550**
	RECREATION REVOLVING FUND	
Recreation Revolving Fund	22 Leased PC's / Laptops	6,369
	Recreation Revolving Fund Total	**6,369**
	TOTAL REVOLVING FUNDS	**6,369**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED					
GENERAL FUND	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**
Selectmen	**7.00**	**7.00**	**7.00**	**6.53**	**6.53**	**6.48**
Human Resources	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Information Technology	**11.40**	**11.40**	**11.40**	**11.40**	**11.40**	**11.40**
Finance	**31.43**	**31.01**	**30.43**	**30.43**	**30.43**	**29.22**
Comptroller	*6.70*	*6.70*	*6.70*	*6.00*	*6.00*	*5.00*
Purchasing	*6.93*	*6.51*	*5.93*	*5.93*	*5.93*	*5.93*
Assessor	*8.80*	*8.80*	*8.80*	*7.80*	*7.80*	*7.80*
Treasurer/ Collector	*9.00*	*9.00*	*9.00*	*10.70*	*10.70*	*10.49*
Legal Services	**6.64**	**6.64**	**6.64**	**6.53**	**6.53**	**6.53**
Advisory Committee	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**
Town Clerk	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Planning and Community Development	**13.33**	**13.33**	**13.33**	**12.10**	**12.33**	**12.33**
Police	**178.79**	**177.78**	**178.78**	**177.30**	**178.30**	**178.30**
Fire	**168.00**	**168.00**	**168.00**	**161.00**	**161.00**	**161.00**
Building	**33.17**	**33.17**	**33.41**	**33.01**	**31.93**	**31.93**
Public Works	**146.01**	**139.86**	**135.86**	**134.86**	**131.86**	**131.29**
Administration	*10.00*	*10.00*	*10.00*	*10.00*	*8.00*	*8.00*
Engineering/Transportation	*14.50*	*13.00*	*13.00*	*13.00*	*13.00*	*13.00*
Highway	*56.00*	*55.00*	*55.00*	*55.00*	*54.00*	*53.00*
Sanitation	*21.07*	*21.07*	*17.07*	*17.07*	*17.07*	*17.07*
Parks and Open Space	*44.44*	*40.79*	*40.79*	*39.79*	*39.79*	*40.22*
Library	**53.75**	**52.75**	**52.75**	**52.75**	**51.75**	**51.75**
Health	**12.03**	**11.83**	**11.83**	**11.83**	**11.83**	**12.83**
Veterans Services	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Council on Aging	**11.83**	**11.95**	**12.62**	**11.88**	**12.36**	**12.16**
Human Relations / Youth Resources	**2.00**	**2.00**	**2.00**	**1.00**	**1.00**	**1.00**
Recreation	**14.00**	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**
GENERAL FUND TOTAL	**702.73**	**692.07**	**689.40**	**675.97**	**672.60**	**671.57**

FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED

NON-GENERAL FUND	FY07	FY08	FY09	FY10	FY11	FY12
Water & Sewer Enterprise Fund	**43.50**	**43.50**	**42.50**	**40.50**	**41.50**	**41.50**
Water	*38.50*	*38.50*	*37.50*	*35.50*	*36.50*	*36.50*
Sewer	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*
Recreation Revolving Fund	**12.41**	**13.56**	**13.56**	**13.56**	**13.56**	**15.13**
Golf Enterprise Fund	**9.93**	**9.93**	**9.93**	**9.93**	**9.93**	**9.93**
Community Development Block Grant	**3.01**	**3.01**	**3.01**	**2.90**	**3.20**	**3.20**
Handicapped Parking Fines Fund	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**
Grants / Gifts	**7.57**	**9.07**	**9.48**	**9.48**	**9.48**	**9.48**
Police	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*
Health Department	*3.39*	*4.89*	*5.30*	*5.30*	*5.30*	*5.30*
Council on Aging	*3.18*	*3.18*	*3.18*	*3.18*	*3.18*	*3.18*
NON-GENERAL FUND TOTAL	**76.74**	**79.39**	**78.80**	**76.69**	**77.99**	**79.56**
ALL FUNDS TOTAL	**779.47**	**771.46**	**768.20**	**752.66**	**750.59**	**751.13**

TOWN OF BROOKLINE FY2012 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 $208.59 million, or 89% of total Financial Plan revenues. Total Financial Plan revenue is $234.21 million, which represents an increase of $8.17 million, or 3.6%. FY12 General Fund revenues are projected to increase by $7.54 million (3.8%) from the FY11 budgeted amounts. Operating Revenue, which is basically General Fund revenue less one-time revenues that support the Capital Improvement Program (CIP), increases $6.92 million, or 3.6%. The below left table summarizes the changes while the below right table shows the calculation of Operating Revenue.

SOURCE	$ CHANGE (Millions)	% CHANGE
Property Taxes	$5.28	3.3%
Parking Meters	$1.15	43.4%
State Aid	-$0.49	-3.6%
"Free Cash"	$0.79	17.2%
Interest Income	$0.50	8.3%
PILOT's	$0.33	37.5%
Local Option Taxes	$0.20	12.9%
Building Permits	$0.10	5.6%
Motor Vehicle Excise	$0.10	2.2%
All Others	-$0.41	
TOTAL	**$7.54**	**3.8%**

	FY11	FY12	$ Change	% Change
Total General Fund Revenue	201,042,640	208,587,543	7,544,903	3.8%
Less:				
SBA Reimbursements	1,227,634	1,227,634	0	0.0%
Net Debt Exclusions	1,258,944	1,090,408	(168,536)	-13.4%
Revenue for CIP	4,590,079	5,380,264	790,185	17.2%
Free Cash	4,590,079	5,380,264	790,185	17.2%
Tax Abatement Reserve Surplus	0	0	0	-
Capital Project Surplus	0	0	0	-
OPERATING REVENUE	**193,965,983**	**200,889,236**	**6,923,253**	**3.6%**

The State Aid figures used in this Financial Plan are partially based on the Governor's FY12 budget proposal, which was submitted on January 26th. He proposed a 3.6% ($139.3 million) statewide increase in Chapter 70 Education Aid and a 7.2% ($65 million) cut to Unrestricted General Government Aid (UGGA). For Brookline, the Governor's proposal results in a total State Aid decrease of $345,289 (2.5%). However, due to uncertainty surrounding the prospects of the Governor's State Aid proposal being adopted by the Legislature, this Financial Plan follows the proposal to increase Brookline's Chapter 70 allocation (+$37,020, 0.5%), but assumes a 10% ($537,003) cut in UGGA instead of the Governor's proposal to cut it by 7.2% (a difference of approximately $150,000). Since the final State Aid figures could be different by the time a final FY12 State budget is approved, there is the possibility of amendments to the Financial Plan.

A detailed description and analysis of the FY12 revenue items and related changes are found within the pages that follow.

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Property Taxes *	147,273,068	152,681,998	157,878,286	157,878,286	163,159,995	5,281,709	3.3%
Local Receipts	22,455,149	21,038,710	19,718,475	21,676,475	20,525,792	807,317	4.1%
State Aid	17,962,793	16,542,765	13,796,542	13,796,542	13,302,525	(494,017)	-3.6%
Free Cash	5,954,963	7,053,295	4,590,079	4,590,079	5,380,264	790,185	17.2%
Other Available Funds	5,986,333	7,420,038	5,059,257	5,059,257	6,218,966	1,159,709	22.9%
General Fund Revenues	**199,632,305**	**204,736,805**	**201,042,640**	**203,000,640**	**208,587,543**	**7,544,903**	**3.8%**
Water and Sewer Enterprise **	21,080,799	20,946,542	22,322,963	22,322,963	22,819,959	496,996	2.2%
Golf Enterprise **	1,005,796	946,627	1,075,039	1,075,039	1,040,148	(34,891)	-3.2%
Recreation Revolving Fund **	1,522,454	1,617,868	1,597,836	1,597,836	1,758,367	160,531	10.0%
Total Financial Plan Revenues	**223,241,354**	**228,247,842**	**226,038,478**	**227,996,478**	**234,206,016**	**8,167,538**	**3.6%**

* The figures provided for the FY09 and FY10 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 FY2012 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary

DETAILED REVENUE SUMMARY

GENERAL FUND	FY09 ACTUAL	FY10 ACTUAL	FY11 BUDGET	FY12 BUDGET	FY12 vs FY11 $$	FY12 vs FY11 %
Property Taxes *	**147,273,068**	**152,681,998**	**157,878,286**	**163,159,995**	**5,281,709**	**3.3%**
Local Receipts	**22,455,149**	**21,038,710**	**19,718,475**	**20,525,792**	**807,317**	**4.1%**
Motor Vehicle Excise (MVE)	5,027,901	4,694,128	4,600,000	4,700,000	100,000	2.2%
Local Option Taxes	788,531	1,411,553	1,550,000	1,750,000	200,000	12.9%
Licenses & Permits	944,011	1,032,093	986,975	1,010,975	24,000	2.4%
Parking / Court Fines	4,674,987	4,421,553	4,350,000	4,400,000	50,000	1.1%
General Government	3,610,091	2,969,579	2,352,500	2,482,817	130,317	5.5%
Interest Income	1,333,712	786,358	600,000	650,000	50,000	8.3%
PILOTs	1,021,504	996,834	880,000	1,210,000	330,000	37.5%
Refuse Fee	2,654,048	2,668,453	2,600,000	2,600,000	0	0.0%
Departmental & Other	2,400,364	2,058,159	1,799,000	1,722,000	(77,000)	-4.3%
State Aid	**17,962,793**	**16,542,765**	**13,796,542**	**13,302,525**	**(494,017)**	**-3.6%**
General Government Aid	7,823,623	5,774,840	5,509,569	4,980,330	(529,239)	-9.6%
School Aid	6,708,031	7,358,077	6,915,398	6,949,830	34,432	0.5%
School Construction Aid	3,267,372	3,267,371	1,227,634	1,227,634	0	0.0%
Tax Abatement Aid	40,901	39,398	41,905	37,892	(4,013)	-9.6%
Offset Aid	122,866	103,079	102,036	106,839	4,803	4.7%
Other Available Funds	**5,986,333**	**7,420,038**	**5,059,257**	**6,218,966**	**1,159,709**	**22.9%**
Parking Meter Receipts	2,500,000	2,550,000	2,650,000	3,800,000	1,150,000	43.4%
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.	179,064	186,349	191,161	163,852	(27,309)	-14.3%
Recreation Revolving Fund Reimb.	198,027	210,870	257,205	295,912	38,707	15.0%
Water and Sewer Enterprise Fund Reimb.	1,877,687	2,046,264	1,869,337	1,867,647	(1,690)	-0.1%
Tax Abatement Reserve Surplus	0	1,505,000	0	0	0	-
Capital Project Surplus	590,000	830,000	0	0	0	-
Sale of Town-owned Land	550,000	0	0	0	0	-
Free Cash	**5,954,963**	**7,053,295**	**4,590,079**	**5,380,264**	**790,185**	**17.2%**
Capital Improvements	5,020,852	3,121,351	3,675,340	4,413,753	738,413	20.1%
Operating Budget Reserve	436,636	458,547	459,239	469,288	10,049	2.2%
Strategic Reserves / Other Spec Approp's	497,475	3,473,397	455,500	497,224	41,724	9.2%
TOTAL GENERAL FUND REVENUE	**199,632,305**	**204,736,805**	**201,042,640**	**208,587,543**	**7,544,903**	**3.8%**
ENTERPRISE FUND / REVOLVING FUND REVENUE						
Water and Sewer Enterprise Fund **	21,080,799	20,946,542	22,322,963	22,819,959	496,996	2.2%
Golf Course Enterprise Fund **	1,005,796	946,627	1,075,039	1,040,148	(34,891)	-3.2%
Recreation Revolving Fund **	1,522,454	1,617,868	1,597,835	1,758,368	160,533	10.0%
TOTAL ENTERPRISE / REVOLVING FUND REVENUE	**23,609,049**	**23,511,037**	**24,995,838**	**25,618,475**	**622,637**	**2.5%**
TOTAL REVENUES	**223,241,354**	**228,247,842**	**226,038,477**	**234,206,016**	**8,167,539**	**3.6%**

* The figures provided for the FY09 and FY10 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.

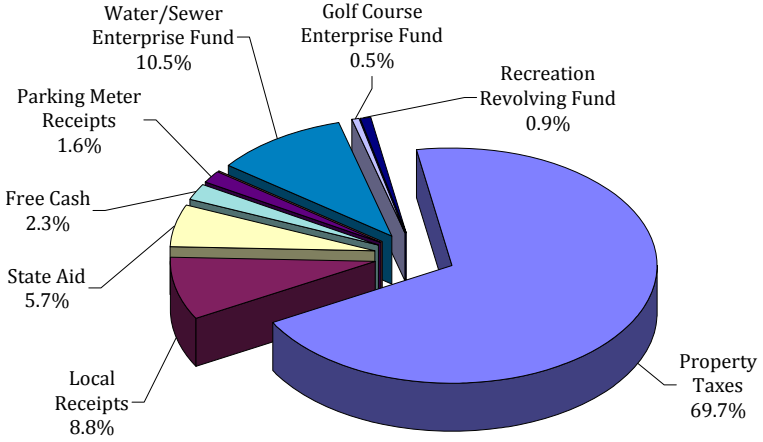
TOWN OF BROOKLINE FY2012 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - By Fund

FY2012 REVENUE BY FUND

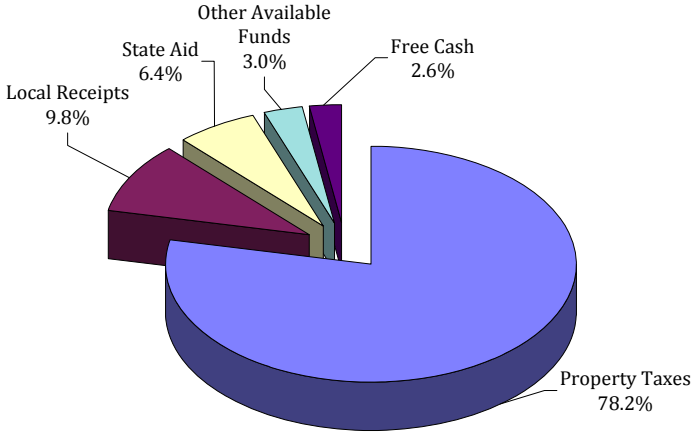
	General Fund [1]	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund [2]	Cemetery Fund [2]	State Library Aid [2]	TOTAL
Property Taxes	163,159,995							**163,159,995**
Local Receipts	20,525,792							**20,525,792**
State Aid	13,302,525							**13,302,525**
Parking Meter Receipts					3,800,000			**3,800,000**
Walnut Hill Cemetery Fund						50,000		**50,000**
State Aid for Libraries							41,555	**41,555**
Golf Enterprise Fund Reimbursement			163,852					**163,852**
Recreation Revolving Fund Reimbursement				295,912				**295,912**
Water and Sewer Enterprise Fund Reimbursement		1,867,647						**1,867,647**
Free Cash	5,380,264							**5,380,264**
TOTAL GENERAL FUND	**202,368,576**	**1,867,647**	**163,852**	**295,912**	**3,800,000**	**50,000**	**41,555**	**208,587,543**
Water and Sewer Enterprise Fund [3]		22,819,959						**22,819,959**
Golf Course Enterprise Fund [3]			1,040,148					**1,040,148**
Recreation Revolving Fund [3]				1,758,368				**1,758,368**
TOTAL FINANCIAL PLAN	**202,368,576**	**24,687,606**	**1,204,000**	**2,054,280**	**3,800,000**	**50,000**	**41,555**	**234,206,016**

[1] Includes revenue from property taxes, local receipts, state aid, and Free Cash (not the "Other Available Funds" category).
[2] The revenue from these funds are transferred into the General Fund.
[3] These are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Reimbursement" figures listed under the General Fund.

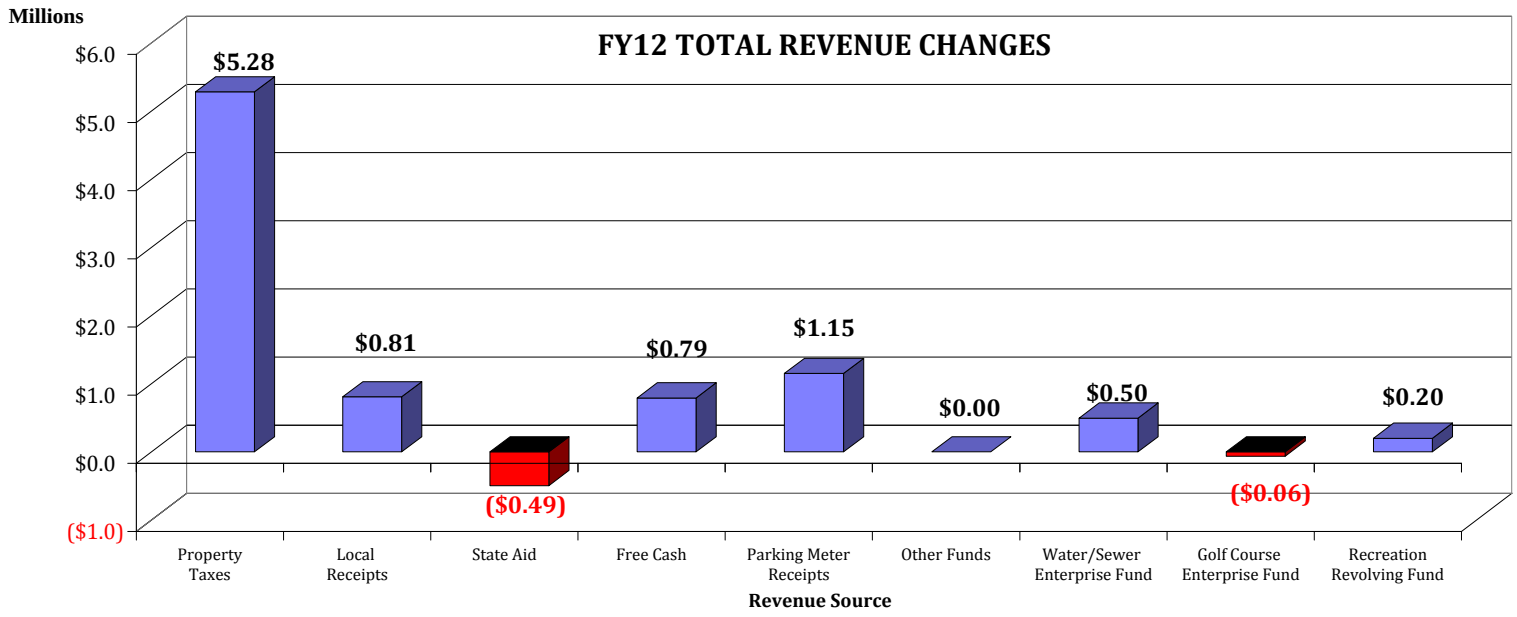
FY12 TOTAL REVENUE COMPOSITION

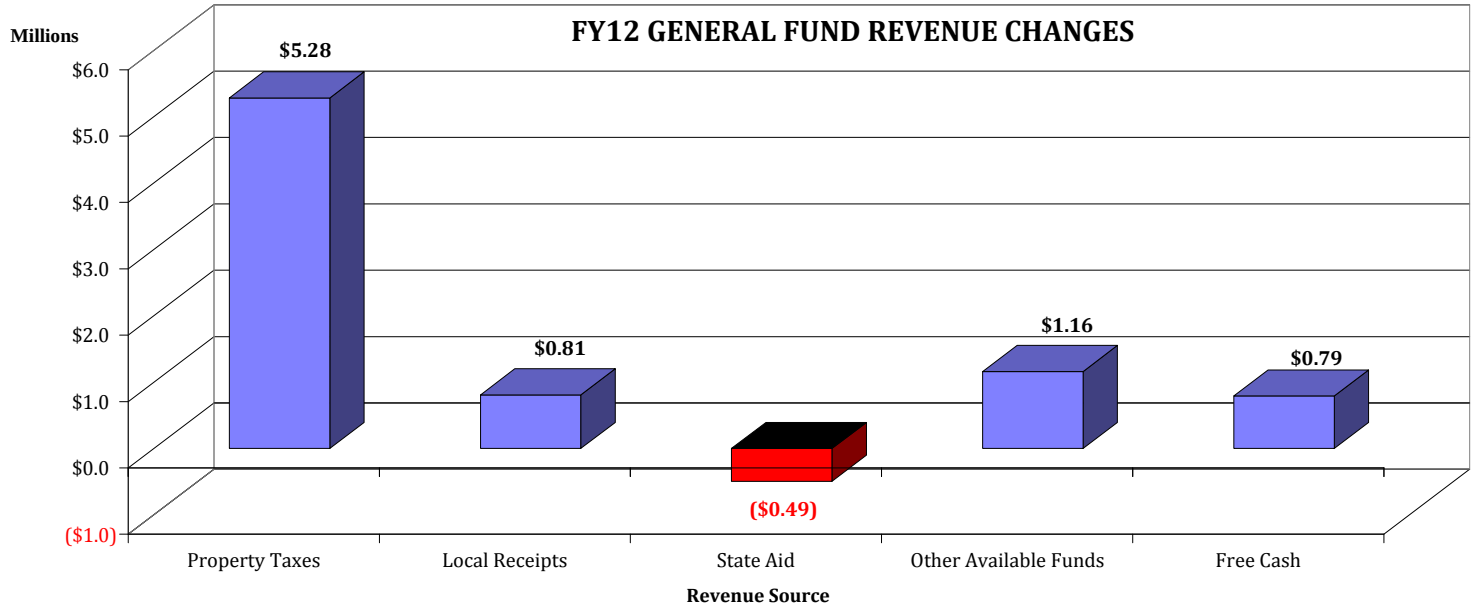


FY12 GENERAL FUND REVENUE COMPOSITION



TOWN OF BROOKLINE FY2012 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - Versus FY2011





TOWN OF BROOKLINE FY2012 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - Historical

TOTAL REVENUES

$ (millions)

% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY03 ACT.	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 ACT.	FY10 BUD.	FY11 BUD.	FY12 BUD.
PROPERTY TAX	$45.8	$40.8	$108.2	$114.2	$119.5	$121.8	$128.9	$133.8	$146.5	$152.6	$157.9	$163.2
	76.4%	71.0%	66.1%	69.6%	67.8%	69.6%	69.8%	70.5%	73.7%	74.6%	78.5%	78.2%
LOCAL RECEIPTS	$3.8	$5.3	$23.0	$19.0	$21.2	$23.0	$23.3	$24.5	$22.5	$21.0	$19.7	$20.5
	6.4%	9.2%	14.0%	11.6%	12.0%	13.1%	12.6%	12.9%	11.3%	10.3%	9.8%	9.8%
STATE AID	$5.5	$7.2	$19.1	$17.3	$17.4	$18.0	$18.0	$18.9	$18.0	$16.5	$13.8	$13.3
	9.2%	12.5%	11.6%	10.5%	9.9%	10.3%	9.8%	10.0%	9.0%	8.1%	6.9%	6.4%
FEDERAL REVENUE	$1.1	$1.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
SHARING	1.8%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	$3.4	$2.7	$5.3	$5.6	$7.0	$4.6	$5.4	$3.8	$6.0	$7.1	$4.6	$5.4
	5.7%	4.7%	3.2%	3.4%	4.0%	2.6%	2.9%	2.0%	3.0%	3.4%	2.3%	2.6%
OTHER AVAIL. FUNDS	$0.3	$0.5	$8.3	$7.9	$11.1	$7.7	$8.9	$8.6	$6.0	$7.4	$5.1	$6.2
	0.5%	0.9%	5.1%	4.8%	6.3%	4.4%	4.8%	4.5%	3.0%	3.6%	2.5%	3.0%
GENERAL FUND BUDGET TOTAL	$59.9	$57.5	$163.9	$164.1	$176.3	$175.0	$184.5	$189.7	$198.9	$204.6	$201.0	$208.6
WATER & SEWER ENT FUND (1)	$2.1	$2.9	$14.2	$15.0	$15.7	$15.9	$17.7	$18.0	$21.1	$20.9	$22.3	$22.8
GOLF COURSE ENT FUND (1)	$0.0	$0.0	$0.6	$0.8	$0.8	$0.8	$0.8	$0.9	$1.0	$0.9	$1.1	$1.0
RECREATION REVOLVING FUND (1)	$0.0	$0.0	$0.6	$0.6	$0.8	$0.8	$1.0	$1.3	$1.5	$1.6	$1.6	$1.8
TOTAL FINANCIAL PLAN	$62.0	$60.4	$179.3	$180.5	$193.6	$192.6	$204.0	$209.9	$222.5	$228.2	$226.0	$234.2

(1) 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 FY2012 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - Historical

ANNUAL REVENUE CHANGES BY SOURCE
$ (millions)

REVENUE SOURCE	FY82	FY03 ACT.	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 ACT.	FY10 BUDGET	FY11 BUDGET	FY12 BUDGET
PROPERTY TAX	($5.1)	$4.5	$6.0	$5.3	$2.3	$7.1	$5.0	$12.7	$6.0	$5.3	$5.3
	-11.1%	4.4%	5.5%	4.6%	1.9%	5.8%	3.9%	9.5%	4.1%	3.5%	3.3%
LOCAL RECEIPTS	$1.5	$3.6	($3.9)	$2.2	$1.8	$0.3	$1.2	($2.1)	($1.4)	($1.3)	$0.8
	39.1%	18.4%	-17.1%	11.5%	8.3%	1.3%	5.3%	-8.4%	-6.3%	-6.3%	4.1%
STATE AID	$1.7	($0.9)	($1.8)	$0.1	$0.5	$0.1	$0.9	($1.0)	($1.4)	($2.7)	($0.5)
	31.1%	-4.6%	-9.3%	0.7%	3.1%	0.4%	5.1%	-5.2%	-7.9%	-16.6%	-3.6%
FEDERAL REVENUE	($0.1)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
SHARING	-5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	($0.6)	($6.3)	$0.3	$1.4	($2.4)	$0.8	($1.6)	$2.1	$1.1	($2.5)	$0.8
	-17.9%	-54.4%	6.5%	24.3%	-33.9%	17.0%	-29.2%	56.1%	18.4%	-34.9%	17.2%
OTHER AVAIL. FUNDS	$0.2	$1.6	($0.5)	$3.2	($3.4)	$1.3	($0.3)	($2.6)	$1.4	($2.4)	$1.2
	70.8%	22.9%	-5.4%	41.0%	-30.8%	16.3%	-3.8%	-30.4%	23.9%	-31.8%	22.9%
GENERAL FUND BUDGET TOTAL	($2.4)	$2.5	$0.2	$12.2	($1.2)	$9.5	$5.2	$9.2	$5.7	($3.6)	$7.5
	-4.1%	1.5%	0.1%	7.4%	-0.7%	5.4%	2.8%	4.8%	2.9%	-1.8%	3.8%
WATER & SEWER	$0.9	$0.9	$0.8	$0.7	$0.1	$1.8	$0.3	$3.1	($0.1)	$1.4	$0.5
ENT FUND (1)	41.0%	6.8%	5.8%	4.7%	0.9%	11.5%	1.8%	17.0%	-0.6%	6.6%	2.2%
GOLF COURSE	$0.0	($0.2)	$0.2	$0.0	($0.0)	$0.0	$0.1	$0.1	($0.1)	$0.1	($0.0)
ENT FUND (1)	0.0%	-23.0%	25.3%	5.4%	-2.2%	0.2%	6.2%	9.7%	-3.9%	13.6%	-3.2%
RECREATION	$0.0	$0.1	$0.0	$0.1	$0.1	$0.2	$0.3	$0.2	$0.1	($0.0)	$0.2
REVOLVING FUND (1)	0.0%	15.4%	7.4%	17.9%	8.9%	0.1%	0.2%	0.1%	0.0%	-1.2%	10.0%
TOTAL FINANCIAL PLAN	($1.5)	$3.3	$1.2	$13.1	($1.0)	$11.5	$5.9	$12.6	$5.6	($2.1)	$8.2
	-2.6%	1.9%	0.7%	7.2%	-0.5%	6.0%	2.9%	6.0%	2.5%	-0.9%	3.6%

(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 virtually every Massachusetts municipality. In Brookline, Property taxes represent 79% of General Fund revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Brookline's non-manufacturing business firms. 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 FY09, with the next one scheduled for FY12.

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 FY12 are preliminary estimates used to project the levy limit. The FY12 maximum allowable levy is projected to total $163,159,994, representing an increase of $5,281,709 (3.3%) over the FY11 Levy. The figures below detail how the estimated FY12 levy is calculated:

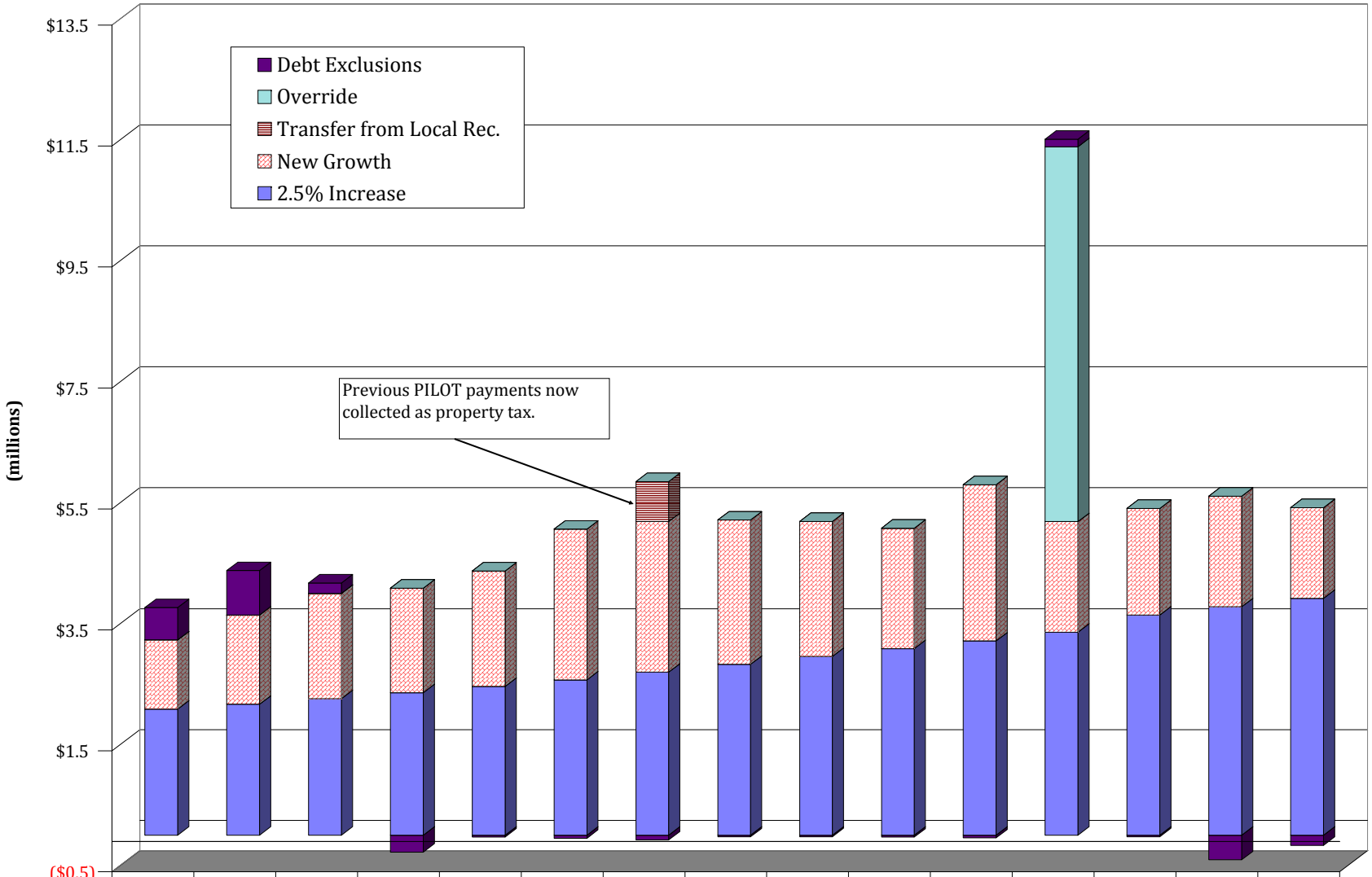
FY11 LEVY LIMIT	$156,653,255
PROP. 2 1/2 INCREASE	$3,916,331
SUB-TOTAL	$160,569,586
NEW GROWTH (est.)	$1,500,000
ESTIMATED FY12 LEVY LIMIT	$162,069,586
DEBT EXCLUSIONS	$1,730,917
STATE SCHOOL BLDG ASSISTANCE (SBA) REIMB.	($640,509)
NET DEBT EXCLUSIONS	$1,090,408
FY12 TOTAL PROPERTY TAX LEVY	$163,159,995

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

REVENUE SOURCE	FY2009 LEVY CALC.	FY2010 LEVY CALC.	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Prior Year Levy Limit	134,259,886	145,644,644	151,047,972	151,047,972	156,653,255		
2.5% Increase	3,356,497	3,641,116	3,776,199	3,776,199	3,916,331		
New Growth	1,828,261	1,762,212	1,829,084	1,829,084	1,500,000		
Override	6,200,000	0	0	0	0		
Net Debt Exclusions	1,692,697	1,667,074	1,258,944	1,258,944	1,090,408		
(less) Excess Capacity	(64,273)	(33,048)	(33,912)	(33,912)	0		
Total Property Tax Levy	147,273,068	152,681,998	157,878,286	157,878,286	163,159,995	5,281,709	3.3%

TOWN OF BROOKLINE FY2012 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

COMPOSITION OF ANNUAL GROWTH IN THE PROPERTY TAX LEVY - FY98-FY12 (est.)



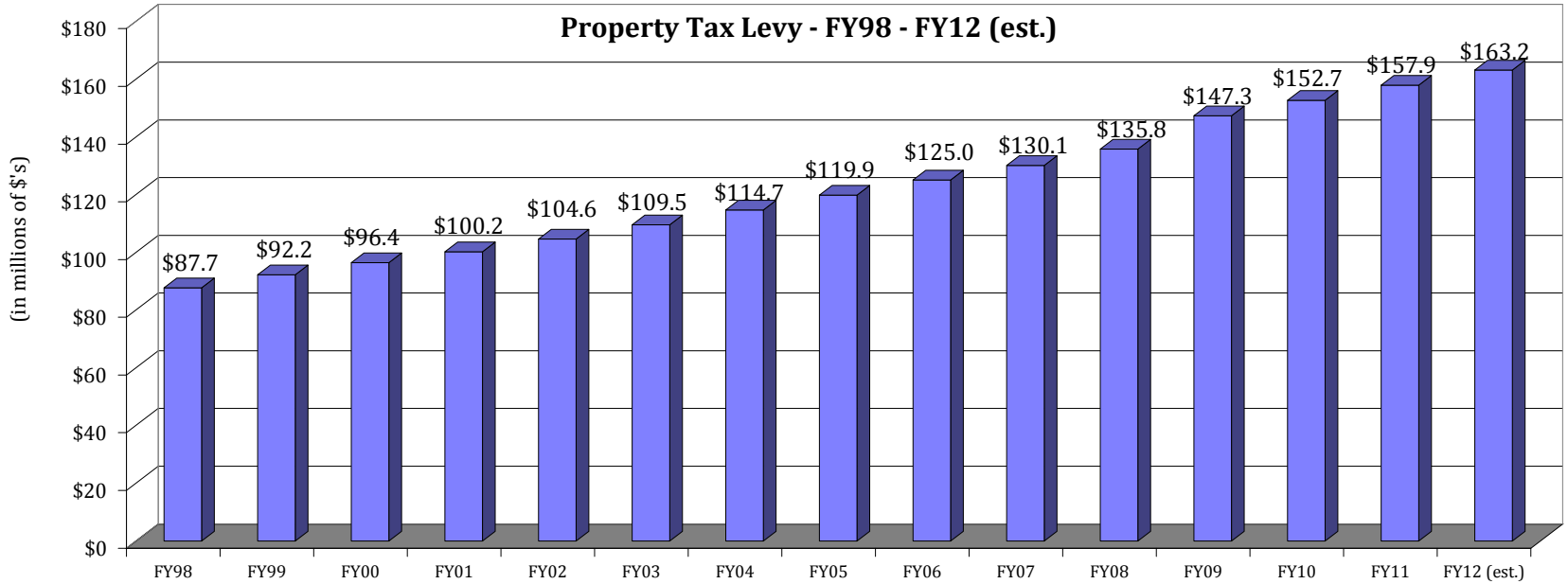
	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 (est.)
Debt Exclusions	0.53	0.73	0.17	-0.28	-0.03	-0.05	-0.08	-0.03	-0.03	-0.03	-0.05	0.12	-0.03	-0.41	-0.17
Override	0	0	0	0	0	0	0	0	0	0	0	6.2	0	0	0
Transfer from Local Rec.	0	0	0	0	0	0	0.66	0	0	0	0	0	0	0	0
New Growth	1.14	1.48	1.74	1.73	1.91	2.49	2.49	2.39	2.23	1.99	2.58	1.83	1.76	1.83	1.50
2.5% Increase	2.08	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

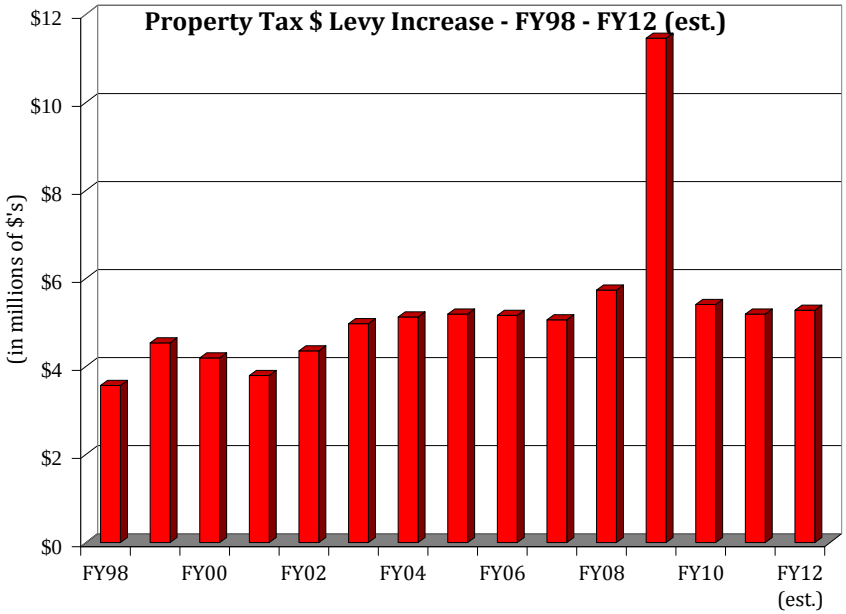
PROPERTY TAXES
COLLECTIONS AND UNPAID BALANCES
FOR FISCAL YEARS ENDED JUNE 30

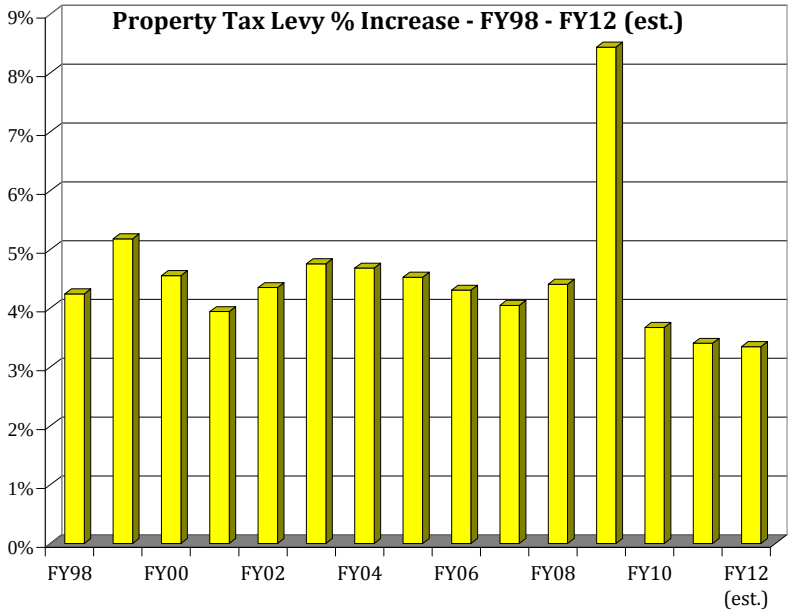
Fiscal Year	Real Estate and Pers. Property Levy	(1) Collections As Of Base Yr End	% As Of Base Yr End	Uncollected Bal As Of Base Yr End	(2) Cumulative Pr Yr Collections Yr End **As Of Dec 31, 2010**	Uncollected Real Estate, Pers. Prop., & Tax Title **As Of Dec 31, 2010**	% Collected As **As Of Dec 31, 2010**	(3) Tax Titles / Foreclosures Receivable As of Yr-End
1996	80,893,488	79,015,942	97.7%	1,877,546	1,877,546	0	100.0%	1,832,383
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	431,334	87,705	99.9%	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	935,518	73,879	99.9%	602,897
2006	125,192,168	123,383,654	98.6%	1,808,515	1,780,079	28,435	100.0%	909,734
2007	130,078,303	129,277,684	99.4%	800,619	551,704	248,915	99.8%	873,404
2008	135,822,982	134,144,599	98.8%	1,678,383	1,505,482	172,901	99.9%	1,306,938
2009	147,285,266	145,749,715	99.0%	1,535,551	1,170,831	364,720	99.8%	1,265,379
2010	152,703,449	151,324,018	99.1%	1,379,430	675,213	704,217	99.5%	1,625,779

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 FY2012 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax







TOWN OF BROOKLINE FY2012 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

ASSESSED VALUE AND TAX BILL HISTORIES

DESCRIPTION	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Median Single Family Assessed Value	667,000	756,750	837,050	903,850	1,017,100	1,023,550	986,900	1,017,000	1,022,400	1,027,300
% Change	10.8%	13.5%	10.6%	8.0%	12.5%	0.6%	-3.6%	3.0%	0.5%	0.5%
Median Two Family Assessed Value	592,800	702,000	777,900	837,200	950,000	950,900	932,450	953,200	956,100	958,850
% Change	8.0%	18.4%	10.8%	7.6%	13.5%	0.1%	-1.9%	2.2%	0.3%	0.3%
Median Three Family Assessed Value	624,800	786,500	870,250	931,150	1,088,000	1,102,900	1,078,450	1,113,200	1,115,150	1,116,000
% Change	8.2%	25.9%	10.6%	7.0%	16.8%	1.4%	-2.2%	3.2%	0.2%	0.1%
Median Condo Assessed Value	257,000	322,200	346,900	373,700	411,400	424,800	411,450	423,500	423,000	423,900
% Change	11.1%	25.4%	7.7%	7.7%	10.1%	3.3%	-3.1%	2.9%	-0.1%	0.2%
Median Commercial Assessed Value	655,700	738,400	790,100	875,000	943,500	914,300	971,500	1,015,600	1,033,800	1,038,350
% Change	19.9%	12.6%	7.0%	10.7%	7.8%	-3.1%	6.3%	4.5%	1.8%	0.4%
Median Single Family Tax Bill	7,247	7,057	7,412	7,716	8,137	8,341	8,437	9,130	9,429	9,771
% Change	6.4%	-2.6%	5.0%	4.1%	5.5%	2.5%	1.2%	8.2%	3.3%	3.6%
Median Two Family Tax Bill	6,290	6,443	6,783	7,034	7,497	7,634	7,883	8,448	8,701	8,998
% Change	3.3%	2.4%	5.3%	3.7%	6.6%	1.8%	3.3%	7.2%	3.0%	3.4%
Median Three Family Tax Bill	6,703	7,391	7,765	7,995	8,815	9,113	9,369	10,158	10,446	10,773
% Change	3.5%	10.3%	5.1%	3.0%	10.2%	3.4%	2.8%	8.4%	2.8%	3.1%
Median Condo Tax Bill	1,958	2,186	2,202	2,292	2,353	2,515	2,579	2,786	2,853	2,953
% Change	7.6%	11.6%	0.7%	4.1%	2.6%	6.9%	2.6%	8.0%	2.4%	3.5%
Median Commercial Tax Bill	13,816	13,424	13,637	14,534	14,587	14,519	16,224	17,590	18,402	19,002
% Change	14.2%	-2.8%	1.6%	6.6%	0.4%	-0.5%	11.7%	8.4%	4.6%	3.3%
Residential Tax Rate (per $1,000 of value)	12.90	11.21	10.63	10.23	9.55	9.73	10.18	10.69	10.97	11.30
Commercial Tax Rate (per $1,000 of value)	21.07	18.18	17.26	16.61	15.46	15.88	16.70	17.32	17.80	18.30

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

LOCAL RECEIPTS SUMMARY

Local Receipts, estimated to add $20.53 million to the Town's revenue stream, represent 9.8% 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 $807,317 (4.1%) over the FY11 budgeted amounts. A summary of all changes are as follows:

1.) **Payment in Lieu of Taxes (PILOTs)** - increase $330,000 (37.5%) to $1.21 million due primarily to the PILOT agreement with Boston University.

2.) **Local Option Taxes** - increase $200,000 (12.9%) to $1.75 million to reflect actual experience of the meals and lodging excise taxes.

3.) **General Government** - this category increases $130,317 (5.5%) to $2.48 million due primarily to a $100,000 (5.6%) increase in Building Permits.

4.) **Motor Vehicle Excise (MVE)** - increases $100,000 (2.2%) to $4.7 million.

5.) **Interest Income** - increases $50,000 (8.3%) to $650,000, a reflection of the current, and projected, interest rate environment.

6.) **Parking and Court Fines** - increase $50,000 (1.1%) to $4.4 million.

7.) **Licenses / Permits** - increase $24,000 (2.4%) to $1.01 million due primarily to the new Green Dog program.

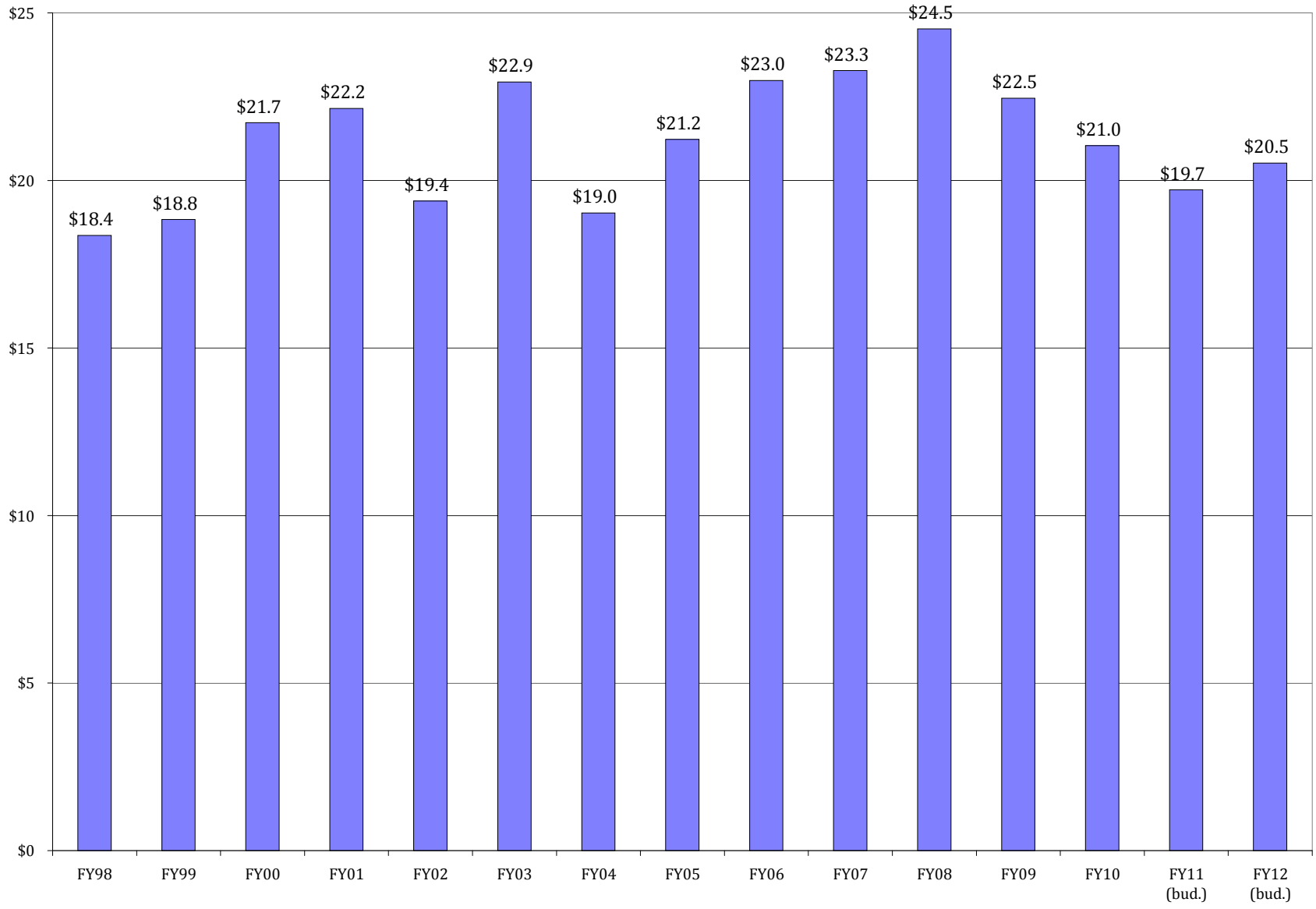
8.) **Departmental and Other** - decreases $77,000 (4.3%) to $1.72 million due primarily to a change in how Guest Overnight Parking is accounted for (now part of Parking Meter receipts, which is part of the "Other Available Funds" category of revenue), partially offset by an increase in CATV revenue ($25,000, 4.3%).

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

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	5,027,901	4,694,128	4,600,000	4,800,000	4,700,000	100,000	2.2%
Local Option Taxes	788,531	1,411,553	1,550,000	1,990,000	1,750,000	200,000	12.9%
Licenses and Permits	944,011	1,032,093	986,975	1,072,475	1,010,975	24,000	2.4%
Parking and Court Fines	4,674,987	4,421,553	4,350,000	4,400,000	4,400,000	50,000	1.1%
General Government	3,610,091	2,969,579	2,352,500	2,895,000	2,482,817	130,317	5.5%
Interest Income	1,333,712	786,358	600,000	875,000	650,000	50,000	8.3%
In Lieu of Tax Payments	1,021,504	996,834	880,000	1,230,000	1,210,000	330,000	37.5%
Refuse Fees	2,654,048	2,668,453	2,600,000	2,650,000	2,600,000	0	0.0%
Departmental and Other	2,400,364	2,058,159	1,799,000	1,764,000	1,722,000	(77,000)	-4.3%
Total	22,455,149	21,038,710	19,718,475	21,676,475	20,525,792	807,317	4.1%

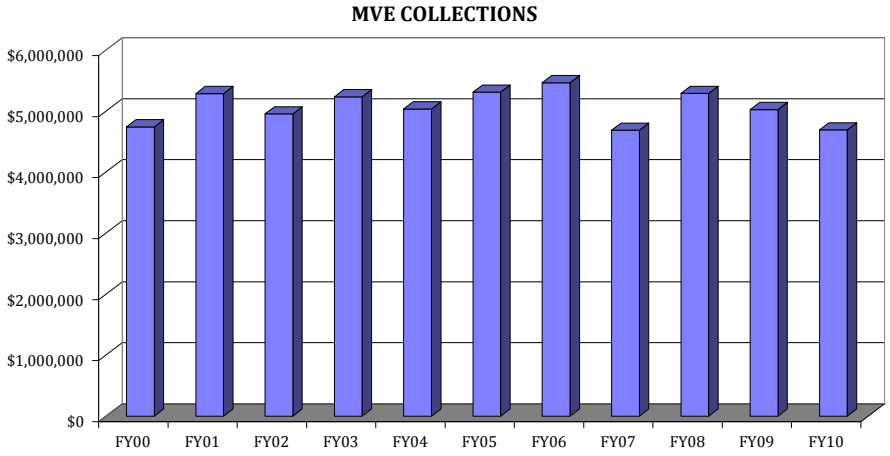
TOWN OF BROOKLINE FY2012 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Local Receipts Summary

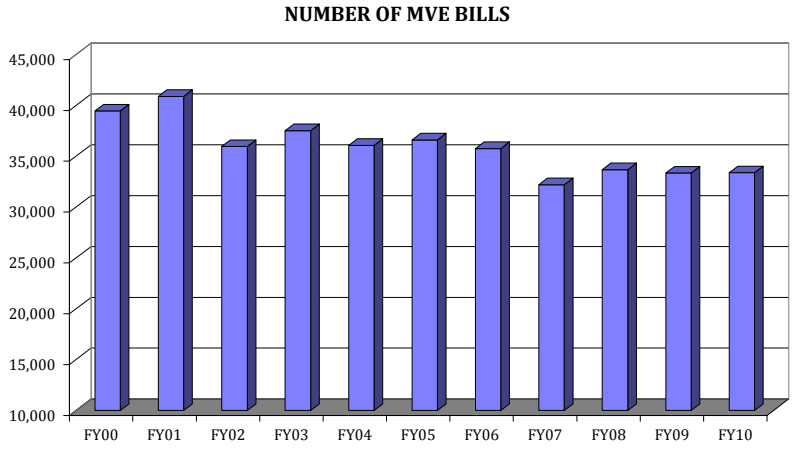
15-YEAR LOCAL RECEIPT HISTORY (in millions)

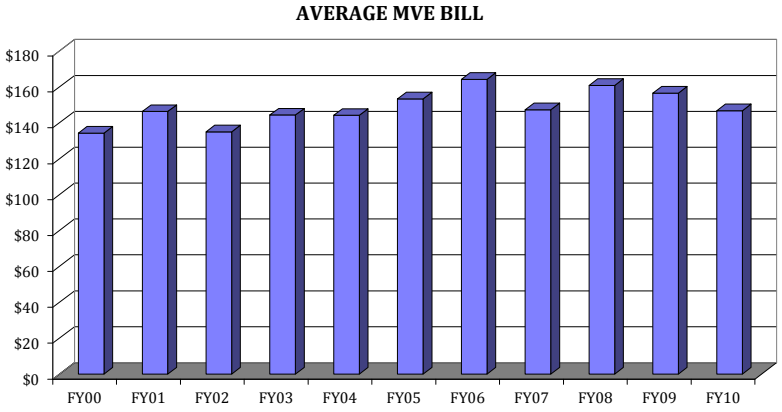


MOTOR VEHICLE EXCISE

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 $4.7 million in FY12, an amount that is $100,000 (2.2%) above the FY11 budgeted amount.







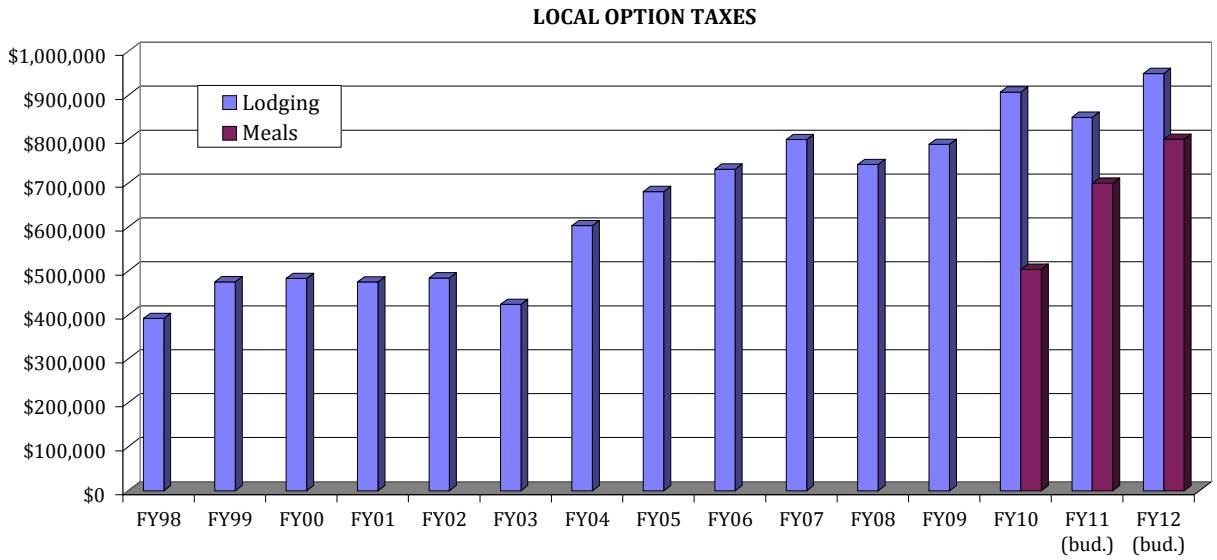
REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	5,027,901	4,694,128	4,600,000	4,800,000	4,700,000	100,000	2.2%

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 FY12, this revenue source is expected to generate $950,000, an increase of $100,000 (11.8%) from the FY11 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 FY12, this revenue source is expected to generate $800,000, an increase of $100,000 (14.3%) from the FY11 budgeted amount.



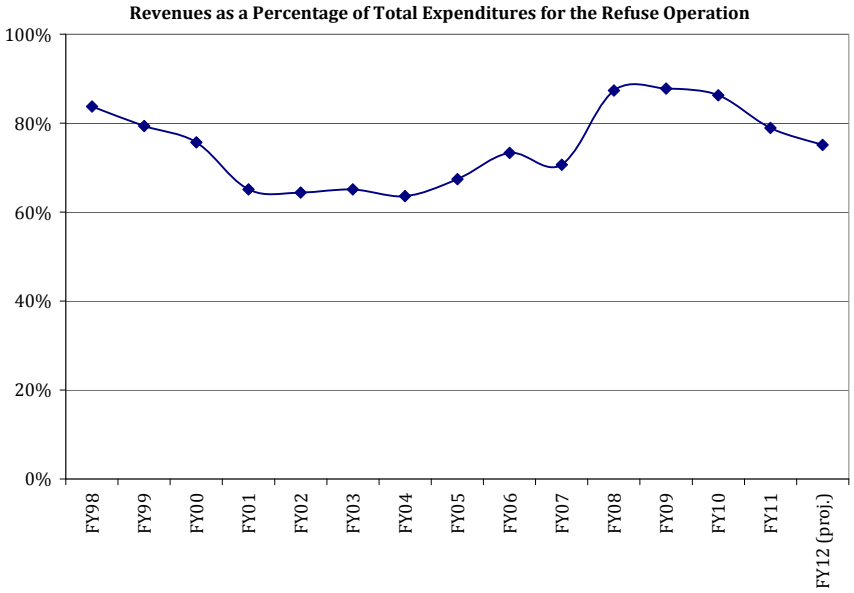
REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Hotel/Motel Excise	788,531	907,474	850,000	1,100,000	950,000	100,000	11.8%
Meals Tax	0	504,079	700,000	890,000	800,000	100,000	14.3%
Totals	788,531	1,411,553	1,550,000	1,990,000	1,750,000	200,000	12.9%

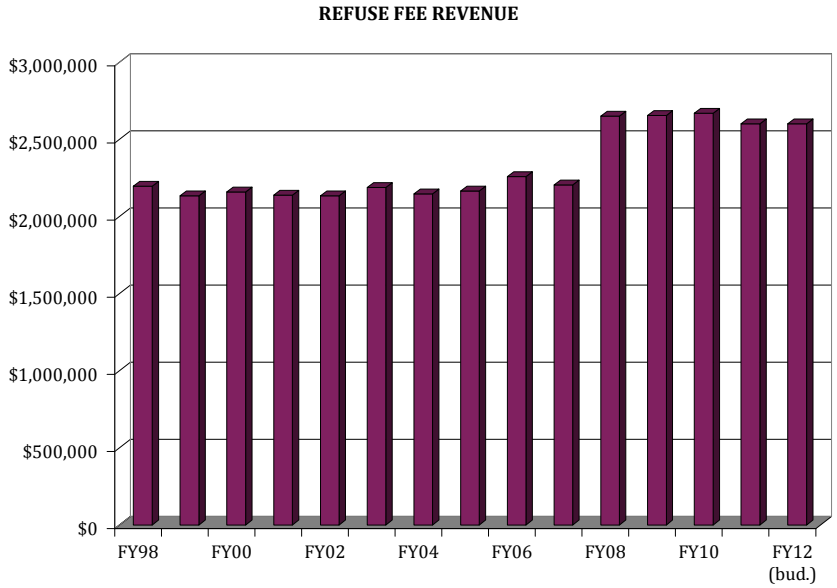
REFUSE FEE

For FY11, 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-FY11	FY12 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.

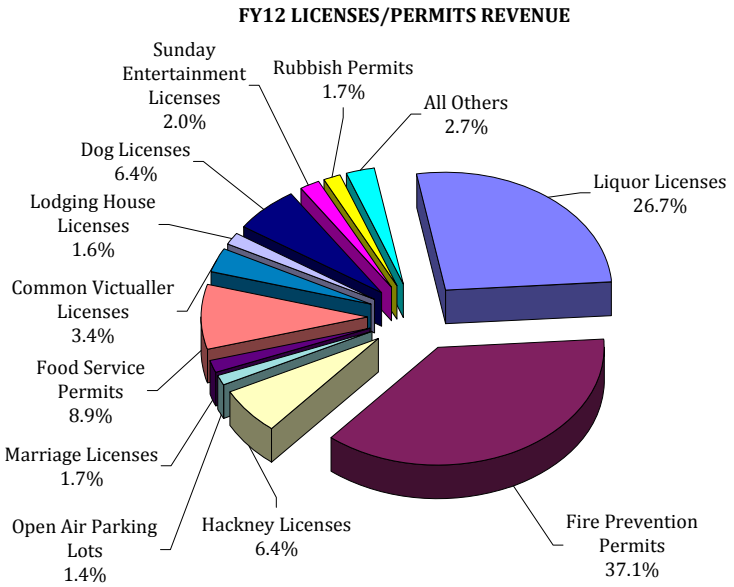


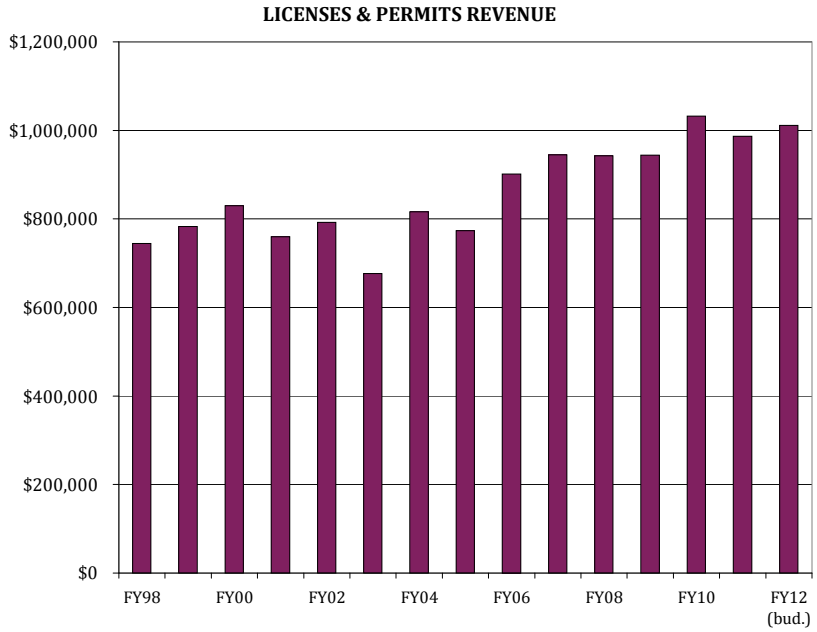


REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Refuse Fee	2,654,048	2,668,453	2,600,000	2,650,000	2,600,000	0	0.0%

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 FY12, revenues from this category are expected to total $1.01 million, an increase of $24,000 (2.4%) from FY11 budgeted levels. The increase comes from Dog Licenses ($33,000, 103%, of which $30,000 is attributable to the Green Dog program), Liquor Licenses ($15,000, 5.9%), and Hackney Licenses ($5,000, 8.3%), partially offset by a $25,000 (6.3%) reduction in Fire Prevention Permits.

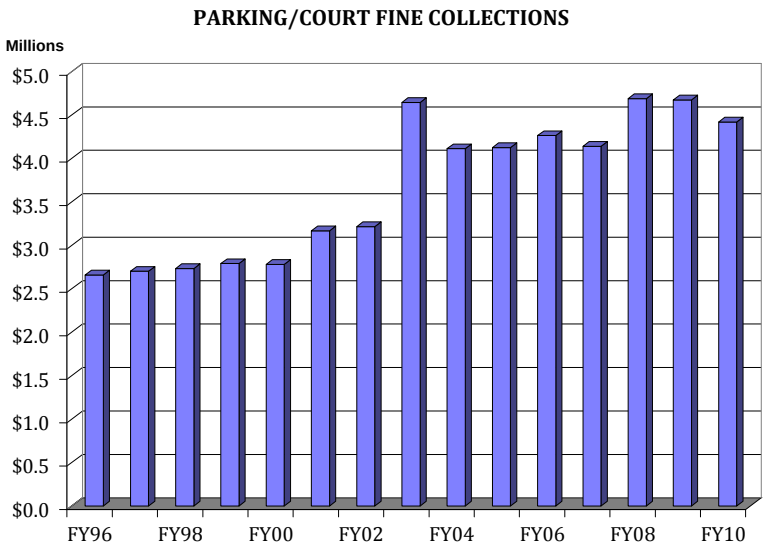


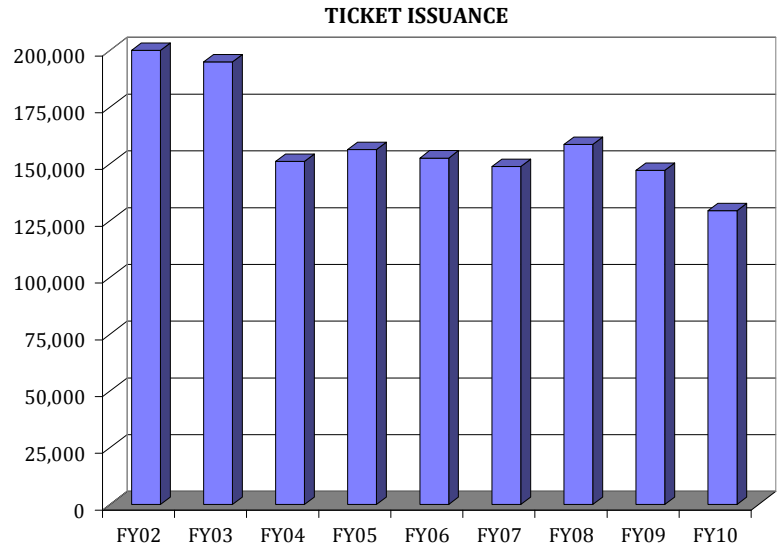


REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Liquor Licenses	273,550	292,008	255,000	300,000	270,000	15,000	5.9%
Fire Prevention Permits	328,190	380,659	400,000	410,000	375,000	(25,000)	-6.3%
Hackney Licenses	70,295	74,584	60,000	70,000	65,000	5,000	8.3%
Open Air Parking Lots	14,085	13,890	14,000	14,000	14,000	0	0.0%
Marriage Licenses	14,562	18,720	17,000	17,000	17,000	0	0.0%
Food Service Permits	89,963	93,514	90,000	90,000	90,000	0	0.0%
Common Victualler Licenses	37,375	36,240	34,000	37,000	34,000	0	0.0%
Lodging House Licenses	16,120	15,955	16,000	16,000	16,000	0	0.0%
Dog Licenses	34,583	37,988	32,000	45,000	65,000	33,000	103.1%
Sunday Entertainment Licenses	19,990	22,185	19,000	21,000	20,000	1,000	5.3%
Rubbish Permits	17,850	19,330	17,500	20,000	17,500	0	0.0%
All Others	27,448	27,022	32,475	32,475	27,475	(5,000)	-15.4%
Totals	944,011	1,032,093	986,975	1,072,475	1,010,975	24,000	2.4%

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.



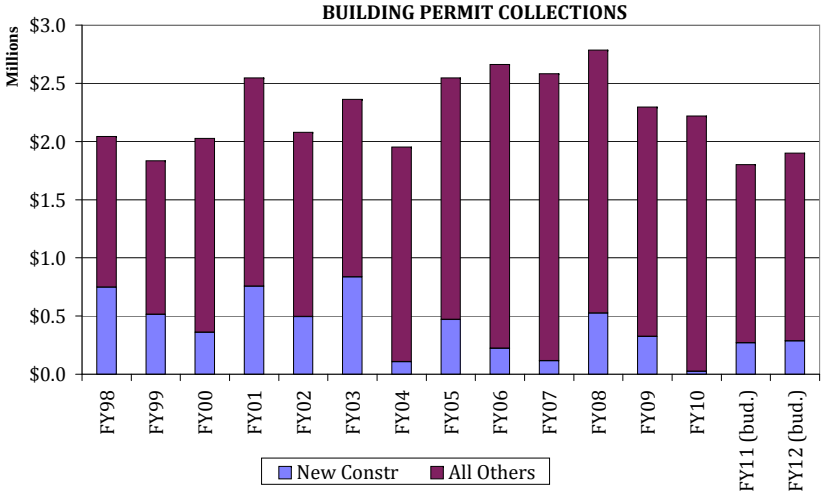


While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increases (the $4.4 million estimate is $1.45 million, or approximately 50%, higher than the average annual collections prior to the fine increases), there has been a decrease since the FY03 peak. 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 129,000 in FY10. This represents a decrease of 37% since the peak in FY02 and a 14% decline since FY04. The estimate for FY12 is increased $50,000 (1.1%) to $4.4 million.

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Parking and Court Fines	4,674,987	4,421,553	4,350,000	4,400,000	4,400,000	50,000	1.1%

GENERAL GOVERNMENT

Revenues derived from this category are expected to increase $130,317 (5.5%) from the FY11 budgeted amount, due primarily to a $100,000 (5.6%) increase in Building Permits. As shown in the graph to the right, **Building Permit** collections are quite volatile. Because of the recession, the Building Permit activity declined significantly in FY09 and FY10. However, year-to-date experience indicates that the budget can be increased. The graph also shows the composition of Building Permits. New construction permits, on average, account for approximately 15% of all Building Permit revenue. The other 85% comes primarily from renovation-related permits. In FY10, there was virtually no revenue derived from permits for new construction.



Legal Damage Recovery revenue results from certain legal actions undertaken by the Town. 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 decreased $3,000 (3.1%).

The budget for **Collector's Fees**, which consist primarily of Municipal Lien Certificates (MLC's) and Tailings, is increased $15,000 (15%). **Plan Design Review** fees are charged by the Building Department when a project requires approval from the Zoning Board of Appeals (ZBA). The **Property Rental Payments** are eliminated as a result of the successor ambulance contract signed by the Town. Since the company (Fallon) is now providing two dedicated ALS ambulances, the $7,000 rental payment for space at Fire Station #7 was removed from the contract. 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. It should be noted that in FY13, the Town should begin receiving this revenue again as a member of the Group Insurance Commission (GIC).

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 $8,317 (4.3%). Payments from the two companies that have built **Distributed Antenna Systems (DAS)** in town are expected to total $70,000 in FY12, an increase of $10,000 (16.7%). 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 level-funded at $47,000.

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Building Permits and Inspections	2,295,826	2,218,575	1,800,000	2,200,000	1,900,000	100,000	5.6%
Legal Damage Recovery	62,500	5,094	5,000	20,000	5,000	0	0.0%
Town Clerk's Fees	74,687	93,124	95,500	100,000	92,500	(3,000)	-3.1%
Collector's Fees	126,121	148,282	100,000	135,000	115,000	15,000	15.0%
Plan Design Review	81,355	19,695	50,000	20,000	50,000	0	0.0%
Property Rental Payments	7,000	0	0	0	0	0	-
Medicare Part D Subsidy	16,187	10,867	0	0	0	0	-
Benefits Reimbursement	203,232	205,425	195,000	195,000	203,317	8,317	4.3%
Distributed Antenna System (DAS) Fees	38,980	74,701	60,000	75,000	70,000	10,000	16.7%
All Others	704,202	193,816	47,000	150,000	47,000	0	0.0%
Totals	3,610,091	2,969,579	2,352,500	2,895,000	2,482,817	130,317	5.5%

INTEREST INCOME

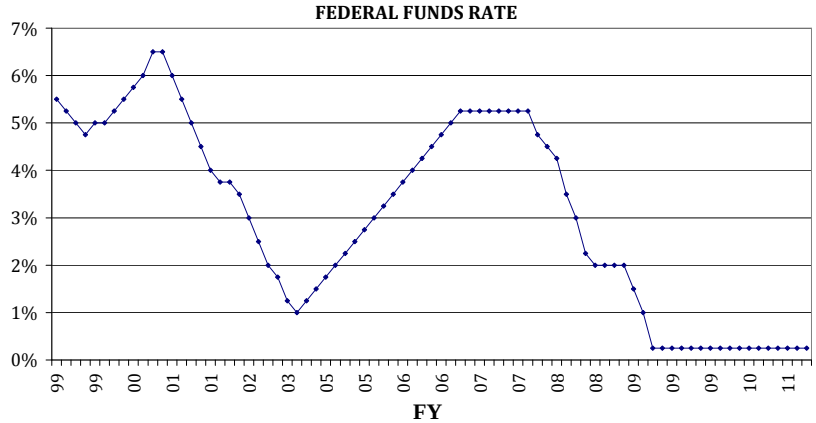
The Town Treasurer regularly invests any cash not required for current disbursements. The interest earned from these investments is credited to the Interest Income account. The amount of investment income earned in any given year is dependent upon a number of variables, the most important of which are:

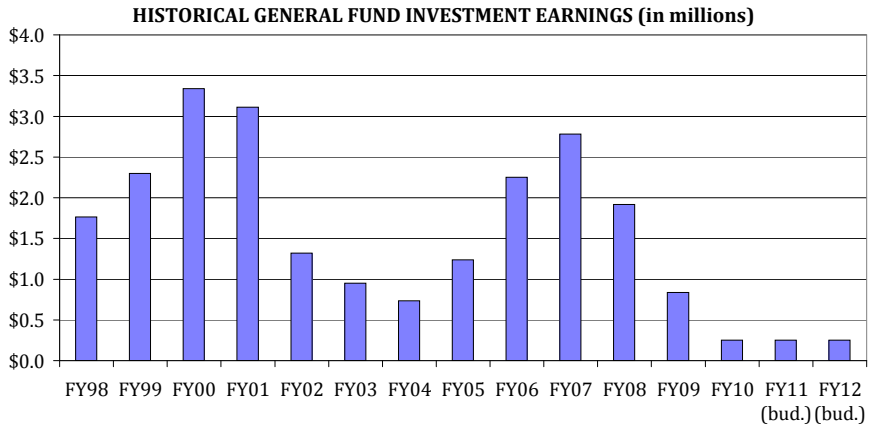
1. Available cash balances 2. Anticipated cash flows 3. Cash management policies and practices 4. Market interest rates

Investment income accounted for only 32% of the interest income earned in FY10, a significant change from the 62% it represented in FY09. The other source of interest is from payments made by delinquent taxpayers.

The estimate for interest earned on investments for FY12 is level-funded at $250,000. This reflects a $1.7 million decrease (87%) from the FY08 actual and an even more incredible $2.5 million decrease (91%) 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 $250,000 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 FY12 for interest earned from delinquent taxpayers is increased $50,000 (14.3%) from the FY11 budgeted amount to $400,000.

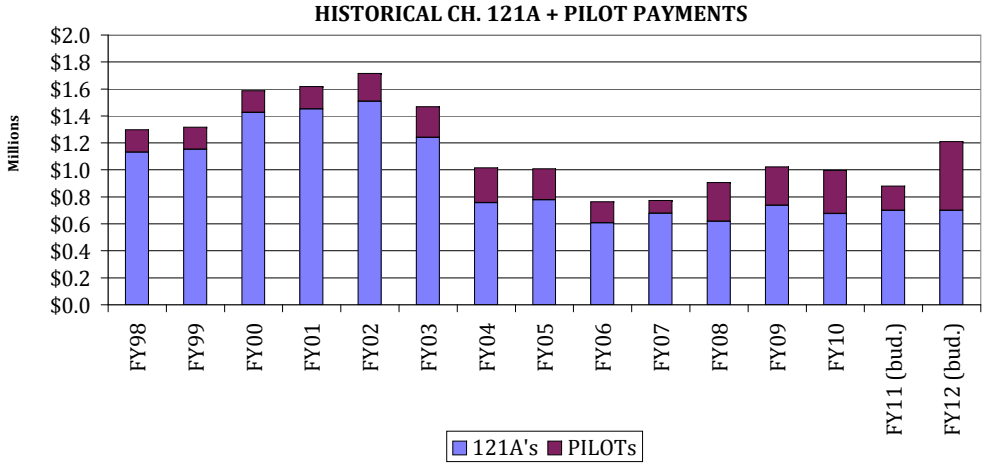
REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Interest Income	838,534	251,538	250,000	325,000	250,000	0	0.0%
Delinquent Tax Interest	495,178	534,820	350,000	550,000	400,000	50,000	14.3%
Totals	1,333,712	786,358	600,000	875,000	650,000	50,000	8.3%

PAYMENTS IN LIEU OF TAXES

This category of Local Receipts consists of payments made by corporations that have entered into a State authorized agreement, known as 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 FY12 estimated payment, are as follows: $114,000 for 1371 Beacon St. (Beacon Park Associates) and $586,000 for 55 Village Way, for a total of $700,000. This reflects level funding.

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 $510,000 for FY12, an increase of $330,000 (183%) from FY11 budgeted amounts. The large increase is due to the new agreement with Boston University.



REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Chapter 121A Projects	736,792	677,015	700,000	700,000	700,000	0	0.0%
Other PILOTs	212,536	224,023	105,000	440,000	425,000	320,000	304.8%
Brookline Housing Authority PILOT	72,176	95,796	75,000	90,000	85,000	10,000	13.3%
Totals	1,021,504	996,834	880,000	1,230,000	1,210,000	330,000	37.5%

DEPARTMENTAL AND OTHER

All other local receipt sources combined are expected to total $1.72 million, an amount that is $77,000 (4.3%) less than the FY11 budgeted amount. This is primarily due to a change in accounting for Guest Overnight Parking from Local Receipts to Parking Meter Receipts, which falls under the "Other Available Funds" category of revenue. A summary of the items that comprise this category are as follows:

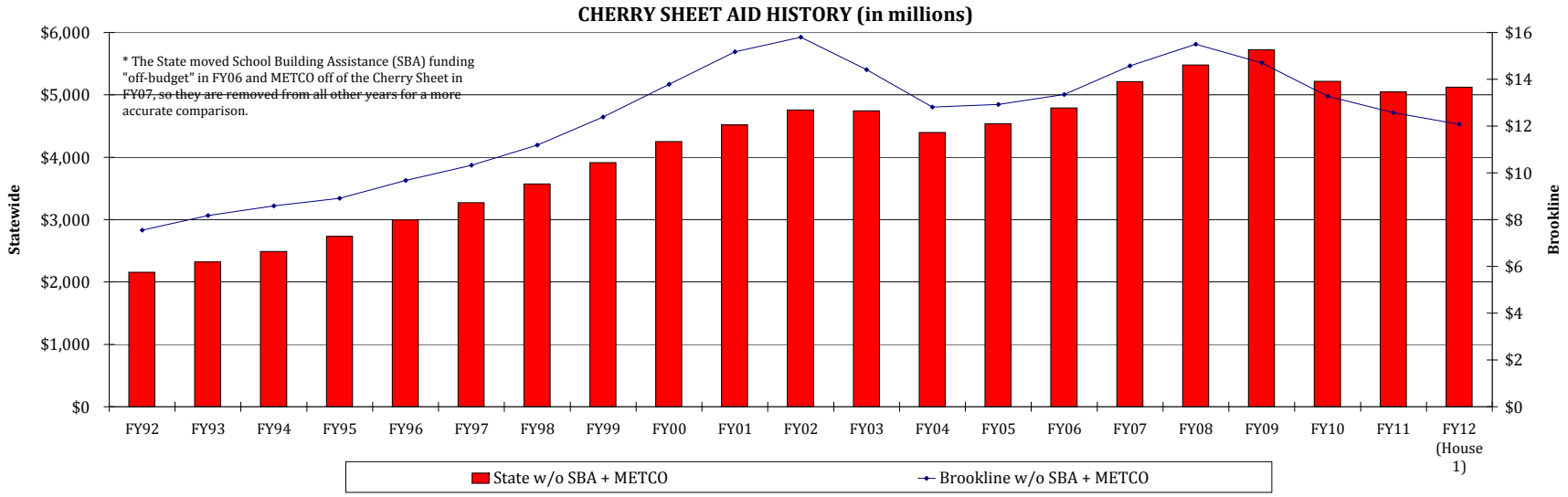
- Public Safety Fees - these include Towing Fees and Firearms Licenses and are reduced by $13,000 (17.3%) to $62,000.
- Health and Sanitation - these fees, which include Tobacco and Asbestos Fees, are collected by the Health Department. They are increased $4,000 (8%) to $54,000.
- Public Works Fees - these consist primarily of street cutting permits. They are increased $3,000 (3.8%) to $82,000.
- Recycling - this comes from the Town's recycling contract. Under the previous contract, the Town received revenue equal to the per ton market rate for recycled paper, with a guaranteed minimum of $10 per ton . Through the Fall of 2008, the Town was actually receiving more than $100 per ton for paper. Once the worldwide recession hit, the demand for goods made with recycled paper dropped off dramatically, driving the per ton price downward. As part of the Single-Stream Recycling contract, the estimated amount of revenue to be received is $36,000, an amount that assumes a per ton price of $40 per ton. If the market rate exceeds $40 per ton, the Town receives 60% of the difference.
- 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. As previously mentioned, they show a decrease of $83,000 (17%), but that reflects the move of $100,000 to the Parking Meter Receipt account.
- 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 has 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 is level-funded at $230,000.
- Library - these consist of overdue fines and miscellaneous fees and are decreased $5,000 (4.5%) to $105,000.
- 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 (4.3%) to $600,000 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 FY12 estimate is $8,000, a reduction of $8,000 (50%).

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Public Safety	78,466	64,372	75,000	75,000	62,000	(13,000)	-17.3%
Health and Sanitation	52,799	49,861	50,000	45,000	54,000	4,000	8.0%
Public Works	107,227	83,461	79,000	80,000	82,000	3,000	3.8%
Recycling	156,138	116,832	36,000	36,000	36,000	0	0.0%
Parking Fees	540,359	523,292	488,000	465,000	405,000	(83,000)	-17.0%
Credit Card Convenience Fees	61,474	12,228	0	0	0	0	-
Schools (Medicaid Reimbursement)	467,957	346,268	230,000	230,000	230,000	0	0.0%
Library	109,376	105,251	110,000	100,000	105,000	(5,000)	-4.5%
Detail Surcharges	218,724	140,594	140,000	150,000	140,000	0	0.0%
Cable TV Franchise	571,297	597,834	575,000	575,000	600,000	25,000	4.3%
Pension Reimbursement	36,546	18,166	16,000	8,000	8,000	(8,000)	-50.0%
Totals	2,400,364	2,058,159	1,799,000	1,764,000	1,722,000	(77,000)	-4.3%

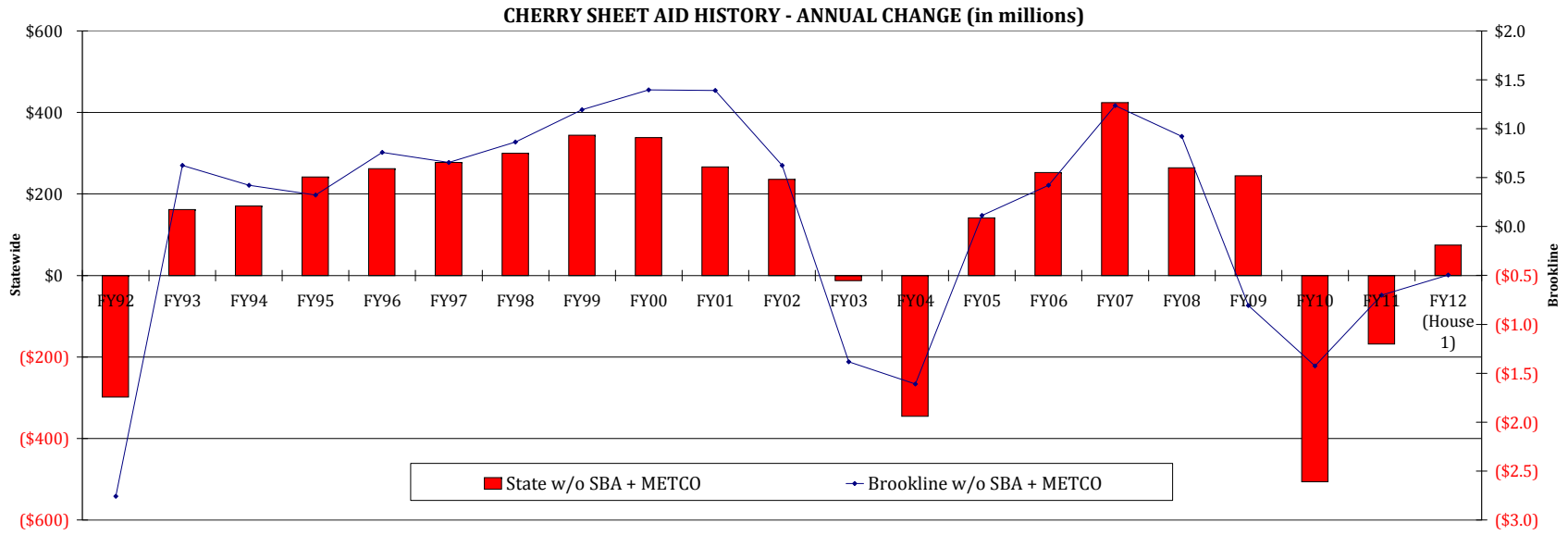
STATE AID SUMMARY

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. (Growth taxes 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., Ch. 70 (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 begin 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 a $700,213 (5.3%) cut in FY11. This history is shown below:



REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
General Government Aid	7,823,623	5,774,840	5,509,569	5,509,569	4,980,330	(529,239)	-9.6%
School Aid	6,708,031	7,358,077	6,915,398	6,915,398	6,949,830	34,432	0.5%
School Construction Aid	3,267,372	3,267,371	1,227,634	1,227,634	1,227,634	0	0.0%
Tax Exemptions	40,901	39,398	41,905	41,905	37,892	(4,013)	-9.6%
Education Offset Items	122,866	103,079	102,036	102,036	106,839	4,803	4.7%
Totals	17,962,793	16,542,765	13,796,542	13,796,542	13,302,525	(494,017)	-3.6%



* The State moved School Building Assistance (SBA) funding "off-budget" in FY06 and METCO off of the Cherry Sheet in FY07, so they are removed from all other years for a more accurate comparison.

The Governor's FY12 budget proposal increases Chapter 70 Education aid by $139.3 million (3.6%) statewide to $3.99 billion; however, Unrestricted General Government Aid (UGGA) was cut by $65 million (7.2%) to $834 million. State leaders, however, have urged caution in using the Governor's State Aid proposal when building local budgets for FY12. Using the Governor's proposed Ch. 70 distribution figures (slight increase for Brookline) but assuming a 10% reduction in Unrestricted General Government Aid as set out in the initial Financial Forecast is a reasonably balanced approach under the circumstances.

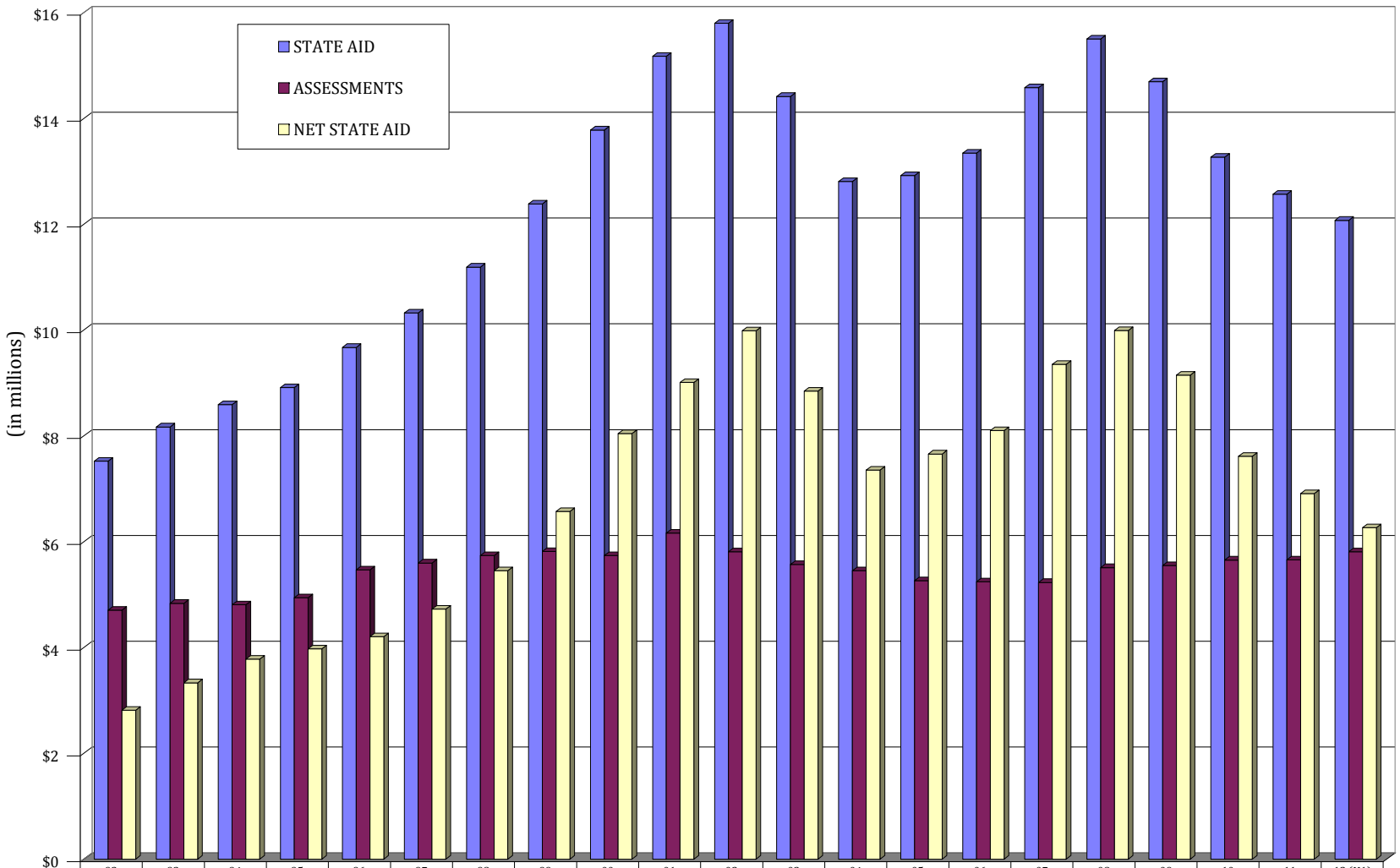
ADDITIONAL ASSISTANCE

Additional Assistance was intended to provide flexible unrestricted aid to 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. In FY10, it was combined with Lottery to become "Unrestricted General Government Aid" and cut by $377 million (29%) statewide and by $2.3 million (29%) for Brookline. The table below shows the history of Additional Assistance, both statewide and for Brookline, between FY90 and FY10.

	STATEWIDE	BROOKLINE
FY90	$765M	$6.9M
FY92-FY02	$476.3M	$4.4M
FY03 Post 9C Cut	$403.7M	$3.7M
FY04-FY08	$378.5M	$3.5M
FY09 Orig.	$378.5M	$3.5M
FY09 Post-9C Cut	$341.6M	$3.2M
FY10	$0	$0

TOWN OF BROOKLINE FY2012 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: State Aid Summary

BROOKLINE ACTUAL STATE AID AND ASSESSMENTS



	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12 (H1)
STATE AID	7.52	8.17	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	14.70	13.27	12.57	12.07
ASSESSMENTS	4.71	4.84	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	5.81
NET STATE AID	2.81	3.33	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	9.15	7.62	6.91	6.26

LOTTERY

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:

LOTTERY AID = (State Wide EQV Per Capita/Local EQV Per Capita) x $10 per Capita

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. For FY93 and FY94, the Legislature increased the distribution by $23 million to a total of $329 million. At that point, the "diversion" totaled $170 million. As a result of increased pressure from local government, the Legislature authorized an additional $42 million during FY95. They also pledged to continue to add, in the minimum, $20 million per year for the nex 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, which was also the FY03 amount. During this period, Brookline's share of lottery proceeds increased 73%, from $2.3 million to $3.98 million.

Unfortunately for cities and towns, the State began to cut the level of revenue distributed back to municipalities when the Governor issued his mid-year cuts in January, 2003. The FY04 level of $661.4 million was $116.7 million (15%) below the original FY03 budgeted amount. For Brookline, the 15% cut translated into $596,624. In FY06, this account was increased $100 million (15.1%) to $761.4 million. For Brookline, it resulted in an increase of approximately $376,000 (11.1%) to $3.76 million. In FY07, statewide funding increased $158.7 million, or 20.8%. For Brookline, this translated into an increase of $589,245 (15.7%) to $4.3 million. In FY08, the statewide appropriation was increased $15 million (1.6%) to $935 million, with Brookline's amount increasing $58,304 (1.3%) to $4.4 million. In FY09, Lottery was ultimately level-funded by using other state revenues to plug the difference between the expected net proceeds ($811 million) and the FY08 budgeted amount ($935 million). For Brookline, the use of other state receipts to level-fund Lottery avoided a cut of $584,764. In FY10, it was combined with Additional Assistance to become "Unrestricted General Government Aid" and cut by $377 million (29%) statewide and by $2.3 million (29%) for Brookline. This history is summarized in the table below.

	STATEWIDE	BROOKLINE
FY92	$306M	$1.7M
FY93 - FY94	$329M	$1.8M
FY95	$391M	$2.2M
FY96	$442.6M	$2.5M
FY97	$484.2M	$2.8M
FY98	$539.7M	$3.2M
FY99	$597.5M	$3.5M
FY00	$670M	$3.9M
FY01	$730M	$4.4M
FY02	$778.1M	$4M
FY03 Post 9C Cut	$705.3M	$3.6M
FY04 - FY05	$661.4M	$3.4M
FY06	$761.4M	$3.8M
FY07	$920M	$4.3M
FY08 - FY09	$935M	$4.4M
FY09 Post-9C Cut	$843.9M	$4M
FY10	$0	$0

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Additional Assistance	3,156,900	0	0	0	0	0	-
Lottery	3,974,845	0	0	0	0	0	-
Unrestricted General Gov't Aid	0	5,593,780	5,370,029	5,370,029	4,833,026	(537,003)	-10.0%
Veteran's Benefits	66,360	55,849	77,195	77,195	81,803	4,608	6.0%
Police Career Incentive	625,518	125,211	62,345	62,345	65,501	3,156	5.1%
Totals	7,823,623	5,774,840	5,509,569	5,509,569	4,980,330	(529,239)	-9.6%

UNRESTRICTED GENERAL GOVERNMENT AID

As previously stated, in FY10, the final State budget eliminated the separate Additional Assistance and Lottery accounts and replaced them with a single Unrestricted General Government Aid account. The two separate accounts were cut by $377 million (29%) statewide and by $2.3 million (29%) for Brookline, making the appropriation $936.4 million statewide and $5.6 million for Brookline. For FY12, House 1 cut the account 7.2% ($65M) to $834 million. For Brookline, this results in a cut of $388,275. However, as previously stated, the Financial Plan assumes a 10% ($537,003) reduction for Brookline to $4.83 million.

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 FY11 was $37 million, with Brookline's share being $77,195. The Governor's FY12 budget proposal increases statewide funding by $2 million (5.4%) to $39 million. Based on the Preliminary Cherry Sheets, Brookline will receive $81,803, an increase of $4,608 (6%).

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. Based on the Preliminary Cherry Sheets, Brookline will receive $65,501, an increase of $3,156, or 5.1%.

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.

Under the provisions of the Act, every school system must meet certain minimum levels of spending. Two key factors are the Standard of Effort, which measures the local contribution toward education, and the Foundation Budget, which measures the minimum amount necessary to provide a quality education on a per pupil basis. These two measures determine which types of aid a community is entitled. They also highlight those communities that need to increase their own contribution.

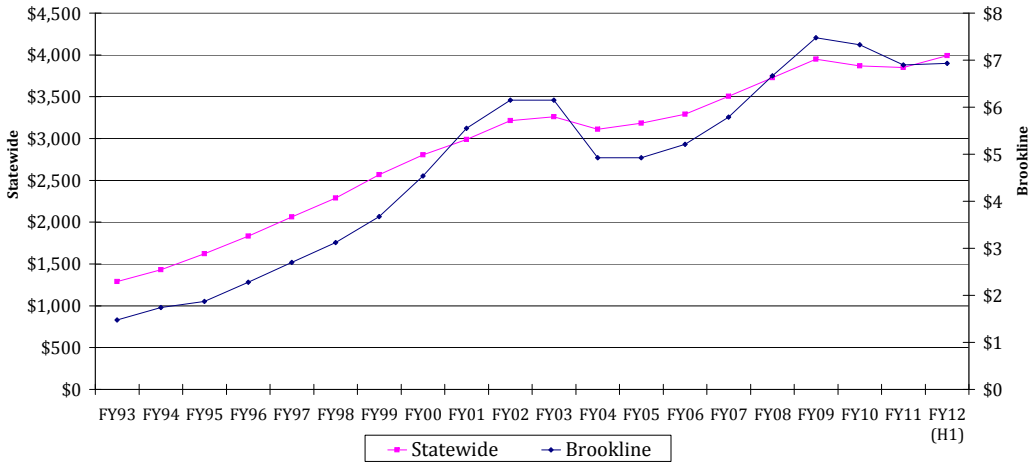
The reform legislation targeted the majority of funds to poorer communities and required them to increase school spending. School districts with relatively higher property wealth, such as Brookline, tend to be classified as Minimum Aid communities. Minimum Aid communities were originally entitled to 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. For FY07 - FY09, the State used the "aggregate wealth model" to distribute new Ch. 70 monies. This distribution formula, in the simplest of explanations, as it is a quite complex model, aims to move all districts toward receiving at least 17.5% of their foundation budget in state aid. This approach was suspended in FY10.

Between FY93 and FY03, the amount of Ch. 70 aid appropriated by the State increased significantly, as the chart 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

SCHOOL AID - CHAPTER 70 (con't.)

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%). That brought 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%). The Governor's FY12 budget proposal increases funding by $139.3 million (3.6%) statewide to $3.99 billion. For Brookline, it results in an increase of $37,020 (0.5%) to $6.9 million. The history since FY03 is shown in the table and graph below:

	Statewide Change	Brookline Change
FY03	$45.4M (1.4%)	$0
FY04	-$147.4M (-4.5%)	-$1.2M (-20%)
FY05	$72.2M (2.3%)	$0
FY06	$105.6M (3.3%)	$292K (5.9%)
FY07	$216.6M (6.6%)	$576K (11%)
FY08	$220.2M (6.3%)	$878K (15.2%)
FY09	$223.1M (6%)	$805K (12.1%)
FY10	-$79M (-2%)	-$149K (-2%)
FY11	-$18.7M (0.5%)	-$428K (5.8%)
FY12 (House 1)	+$139.3M (3.6%)	+$37K (0.5%)



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.

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
School Aid Chapter 70	6,687,235	7,323,679	6,895,830	6,895,830	6,932,850	37,020	0.5%
School Construction Aid	3,267,372	3,267,371	1,227,634	1,227,634	1,227,634	0	0.0%
Charter Tuition Assessment Reimbursement	20,796	34,398	19,568	19,568	16,980	(2,588)	-13.2%
Totals	9,975,403	10,625,448	8,143,032	8,143,032	8,177,464	34,432	0.4%

SCHOOL CONSTRUCTION AID (con't.)

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. An 18-member advisory board was established, including municipal officials, to provide advice to the new authority. 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. Projects on the waiting list, including already-built schools and not-yet-started schools, received up-front payment of the full state share of principal and interest on temporary borrowing. Now, municipalities and school districts will borrow only for the local share of any project.

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% base rate + income factor + poverty wealth factor + 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 FY12 - FY17 CIP, which is detailed in Section VII of this Financial Plan, assumes that the Town will be receiving up to $11.8 million for the Runkle School project, or 41.58% of reimbursable expenses. It also shows the assumption that the Town will receive $3.25 million (38.5% of project costs) for the Heath School project and $26.25 million (35% 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 $1.2 million. That funding reimburses the Town for principal and interest costs for the following three projects:

1. Lincoln School - between FY96 and FY08, the Town received annual payments of $616,287. For FY09 - FY12, the payments will be $640,509 per year. The total ($10.57 million) represents the State's 61% share of the project.
2. 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.
3. 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.

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 FY11, the combined impact of the COLAs since FY04 has increased the estate provision to $50,977. 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 FY11, the combined impact of the COLAs since FY04 has increased the income provision to $16,567 single / $19,116 married and increased the asset provision to $35,684 single / $38,233 married.

In FY11, the total appropriation for all of these exemption reimbursements was $25.3 million, with Brookline receiving $41,905. In the Governor's FY12 budget proposal, total statewide funding is level-funded. For Brookline, the reimbursement is estimated at $37,892, an amount that is $4,013 (9.6%) less than FY11.

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	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Veterans/Blind/Surviving Spouse	40,901	39,398	41,905	41,905	37,892	(4,013)	-9.6%
Totals	40,901	39,398	41,905	41,905	37,892	(4,013)	-9.6%

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. Commencing in FY93, elderly lunch reimbursements were no longer included on the Cherry Sheet. Statewide FY11 funding totaled $5.4 million. The Governor's FY12 budget proposal level-funds the account. For Brookline, funding is estimated at $26,417, an increase of $5,383 (25.6%).

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-26. 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 FY11 funding totaled $6.8 million. The Governor's FY12 budget proposal reduces the account by $365,808 (5.4%) to $6.5 million. For Brookline, funding is estimated at $80,422, a decrease of $580 (0.7%).

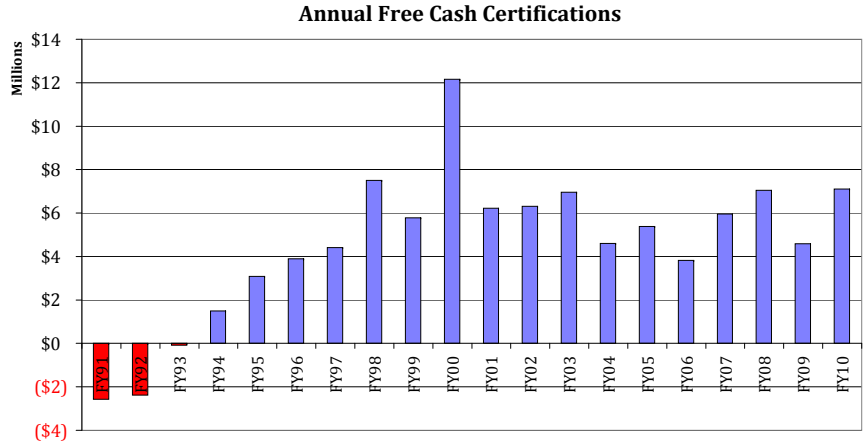
REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Lunch Programs	19,642	21,913	21,034	21,034	26,417	5,383	25.6%
Public Libraries	103,224	81,166	81,002	81,002	80,422	(580)	-0.7%
Totals	122,866	103,079	102,036	102,036	106,839	4,803	4.7%

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. 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, states that all Free Cash, after funding reserves at target levels, goes to support the Town's Capital Improvement Program (CIP).

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. 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 below. 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 FY12 (i.e., Free Cash as of 7/1/10) increased $2.5 million (54.8%) to $7.1 million. However, as discussed in the Town Administrator's Budget Message, this Financial Plan spends $5.38



Per the Town's Free Cash and Reserve policies, Free Cash is appropriated in the following manner:

- $469,288 to the Operating Budget Reserve Fund
- $355,264 to the Affordable Housing Trust Fund
- $141,959 to the Liability/Catastrophe Fund
- $4,413,753 for the CIP

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Free Cash appropriated for:							
Capital Improvements	5,020,852	3,121,351	3,675,340	3,675,340	4,413,753	738,413	20.1%
Operating Budget Reserve Fund	436,636	458,547	459,239	459,239	469,288	10,049	2.2%
Operating Budget	0	0	18,500	18,500	0	(18,500)	-
Affordable Housing Trust Fund	0	0	0	0	355,264	355,264	-
Worker's Compensation Trust Fund	200,000	0	0	0	0	0	-
Liability Reserve	297,475	1,443,397	437,000	437,000	141,959	(295,041)	-67.5%
Other Special Appropriations	0	2,030,000	0	0	0	0	-
Totals	5,954,963	7,053,295	4,590,079	4,590,079	5,380,264	790,185	17.2%

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 FY12 appropriations is $6.2 million, an increase of $1.2 million (22.9%) from the amount available in FY11.

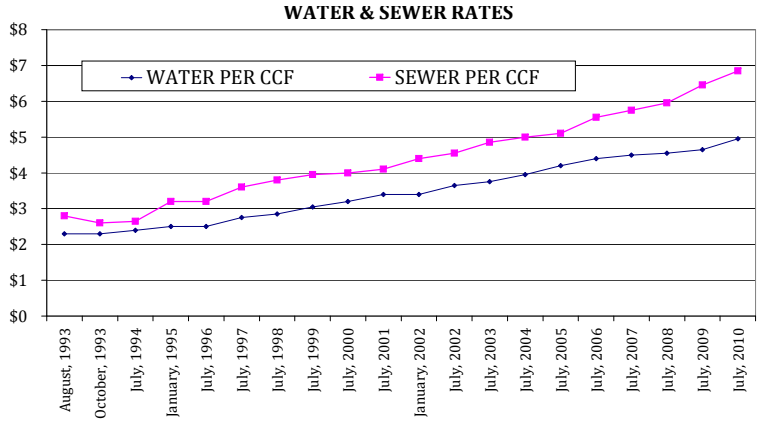
1. **Parking Meter Receipts** - an increase of $1,150,000 (43.4%) to $3.8 million is anticipated. $1 million of the increase results from the Board of Selectmen's vote on January 18, 2011 to increase meter rates, based upon the recommendation of the Transportation Board: (a) the increase from 75 cents/hour to $1/hour is expected to generate $750,000; (b) the Transportation Board also voted to increase the hours of operation of certain meters, from 8:00 a.m. - 6:00 p.m. to 8:00 a.m. - 8:00 p.m, which is expected to generate $215,000; and (c) included in these actions was the creation of a special metered zone in the St. Mary's commercial district for Red Sox parking, in which cars can be parked until 10:00 p.m. for a total of $22. This is expected to generate $35,000. As previously mentioned, $100,000 of the increase reflects a change in accounting for Guest Overnight Parking from a Local Receipt (under "Departmental and Other") to a Parking Meter Receipt. Lastly, $50,000 of the increase reflects the actual FY10 experience.
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 $27,309 (14.3%). The Town Fee component decreases $20,297 (38.3%) to $32,700.
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 FY12 reimbursement increases $38,707 (15%) to $295,912.
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 $1,690 (0.1%) to $1.87 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 FY12.
8. **Capital Project Surplus** - $0 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 FY12, no funds are anticipated to be available from this revenue source.

REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Parking Meter Receipts	2,500,000	2,550,000	2,650,000	2,650,000	3,800,000	1,150,000	43.4%
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	179,064	186,349	191,161	191,161	163,852	(27,309)	-14.3%
Recreation Revolving Fund Reimbursement	198,027	210,870	257,205	257,205	295,912	38,707	15.0%
Water and Sewer Enterprise Fund Reimb.	1,877,687	2,046,264	1,869,337	1,869,337	1,867,647	(1,690)	-0.1%
Tax Abatement Reserve Surplus	0	1,505,000	0	0	0	0	-
Capital Project Surplus	590,000	830,000	0	0	0	0	-
Sale of Town-owned Land Fund	550,000	0	0	0	0	0	-
Totals	5,436,333	7,420,038	5,059,257	5,059,257	6,218,966	1,159,709	22.9%

WATER AND SEWER ENTERPRISE

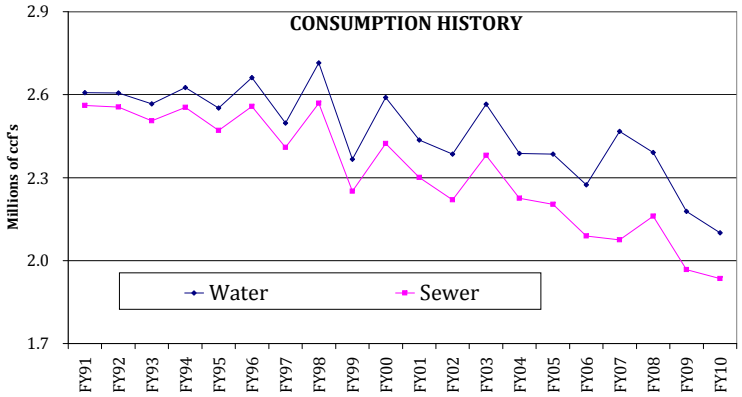
The Department of Public Works is responsible for the operation of the Water and Sewer Division. The Division is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable 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 GASB 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 FY12 will increase by $495,306 (2%) over FY11. The increase is driven primarily by the MWRA Assessment ($498,348, 3%) and Capital ($114,350, 81.5%), partially offset by a decrease in Debt Service ($159,494, 6.4%). 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.

The financial condition of the Enterprise Fund has improved greatly over the past few years. After budgetary deficits were realized in three consecutive years (FY01-FY03), FY04 and FY05 produced surpluses, reducing the overall negative fund balance. Unfortunately, FY06 realized a deficit that was covered as part of the FY07 rate setting process. The FY06 deficit was the result of a then record-low water consumption level. When consumption estimates (i.e., sales estimates) are not met, revenue is not generated at the estimated levels and a revenue deficit occurs. As the chart to the right shows, there continues to be a gradual decrease in consumption. Fiscal years '07-'09 each produced operating surpluses, bringing the fund balance into a positive situation. In FY10, due to a new record low in consumption, an operating deficit was realized. The Town will continue to monitor consumption and reduce the estimate, if necessary, to avoid operating deficits.



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.

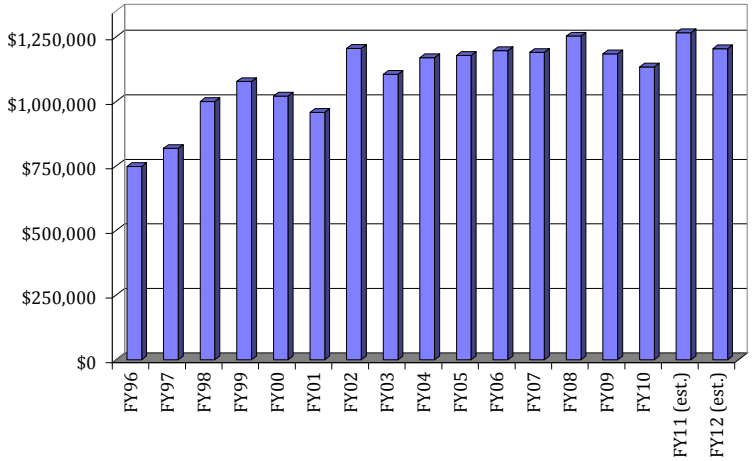
REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Water and Sewer Charges	22,707,448	22,763,502	23,990,300	23,990,300	24,485,606	495,306	2.1%
Late Payment Fees	112,630	86,450	110,000	110,000	110,000	0	0.0%
Service Fees	102,217	122,766	82,000	82,000	82,000	0	0.0%
Rate Relief (State Aid)	0	0	0	0	0	0	-
Misc	36,191	20,088	10,000	10,000	10,000	0	0.0%
Gross Total	22,958,486	22,992,806	24,192,300	24,192,300	24,687,606	495,306	2.0%
less Reimbursement to the General Fund	1,877,687	2,046,264	1,869,337	1,869,337	1,867,647	(1,690)	-0.1%
Net Total	21,080,799	20,946,542	22,322,963	22,322,963	22,819,959	496,996	2.2%

GOLF COURSE ENTERPRISE

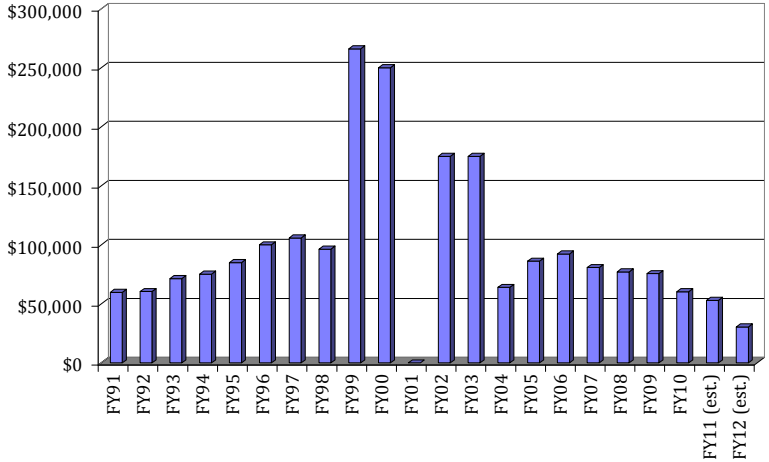
The Recreation Department is responsible for the operation of the Town-owned Robert T. Lynch Municipal Golf Course at Putterham Meadows. In doing so, the Department collects golf course-related revenues for green fees, golf cart rentals, concessions, and Pro Shop sales that are deposited into the Golf 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 GASB 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 FY12, collections are estimated to total $1.2 million, a decrease of $62,200 (4.9%) from the budgeted FY11 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



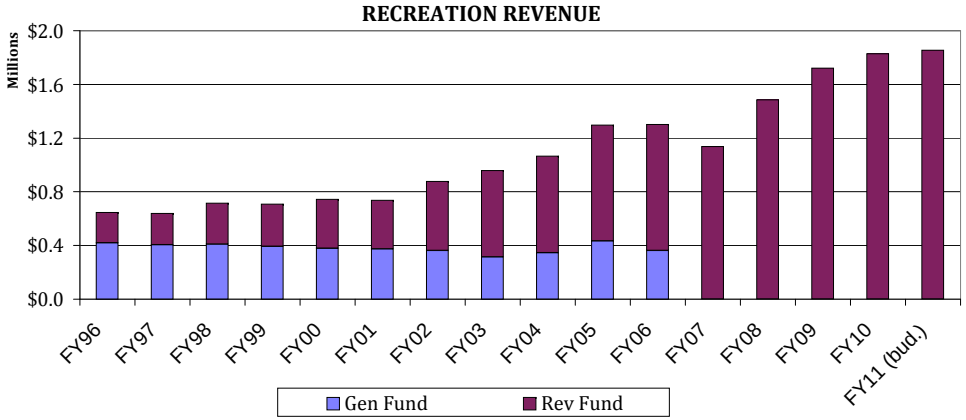
REVENUE SOURCE	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Green Fees / Permits	964,740	933,544	1,045,000	1,045,000	980,000	(65,000)	-6.2%
Cart Rentals	82,213	75,375	82,000	82,000	75,000	(7,000)	-8.5%
Pro Shop	66,408	53,258	75,000	75,000	50,000	(25,000)	-33.3%
Concessions	30,017	25,857	30,000	30,000	46,000	16,000	53.3%
Golf Clinics	18,415	22,408	17,500	17,500	30,000	12,500	71.4%
Other	23,067	22,534	16,700	16,700	23,000	6,300	37.7%
Gross Total	1,184,860	1,132,976	1,266,200	1,266,200	1,204,000	(62,200)	-4.9%
less Reimbursement to the General Fund	179,064	186,349	191,161	191,161	163,852	(27,309)	-14.3%
Net Total	1,005,796	946,627	1,075,039	1,075,039	1,040,148	(34,891)	-3.2%

TOWN OF BROOKLINE FY2012 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. Beginning in FY07, all Recreation Department revenue is deposited in the Revolving Fund, as opposed to being split between the General Fund and 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 FY12 estimate for the Revolving Fund is $2.05 million, an increase of $199,240 (10.7%). 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	FY2009 ACTUAL	FY2010 ACTUAL	FY2011 BUDGET	FY2011 ESTIMATE	FY2012 BUDGET	BUDGET INCREASE $$	%
Adult Programs	22,496	16,671	41,200	41,200	0	(41,200)	-
Aquatic	408,731	445,541	432,600	432,600	430,000	(2,600)	-0.6%
Community Programs	9,364	13,389	16,931	16,931	0	(16,931)	-100.0%
Eliot Center	0	0	0	0	313,281	313,281	-
Environmental Programs	38,171	36,743	30,900	30,900	45,000	14,100	45.6%
Ice Skating	137,541	145,632	135,000	135,000	140,000	5,000	3.7%
Outdoor Recreation	0	0	0	0	271,309	271,309	-
Outdoor Athletics	0	0	0	0	168,211	168,211	-
Permits	71,807	88,182	72,100	72,100	0	(72,100)	-100.0%
School Based Programs	459,963	537,654	552,670	552,670	0	(552,670)	-100.0%
Soule Center	0	0	0	0	565,000	565,000	-
Soule Gym	0	0	0	0	22,325	22,325	-
Summer Camp	258,236	245,415	281,190	281,190	0	(281,190)	-100.0%
Tappan Facility	0	0	0	0	99,154	99,154	-
Teen Programs	53,178	53,867	51,500	51,500	0	(51,500)	-100.0%
Tennis/Open Basketball Programs	11,781	5,978	21,400	21,400	0	(21,400)	-100.0%
Youth Progams	208,162	204,669	219,550	219,550	0	(219,550)	-100.0%
Misc Revenue	41,051	34,997	0	0	0	0	-
Gross Total	1,720,481	1,828,738	1,855,041	1,855,041	2,054,280	199,239	10.7%
less Reimbursement to the General Fund	198,027	210,870	257,205	257,205	295,912	38,707	15.0%
Net Total	1,522,454	1,617,868	1,597,836	1,597,836	1,758,367	160,531	10.0%

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 or 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 form 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 finds 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
FY2012 FINANCING PLAN

FUND ACCOUNTING: Actual FY10 Consolidated Summary

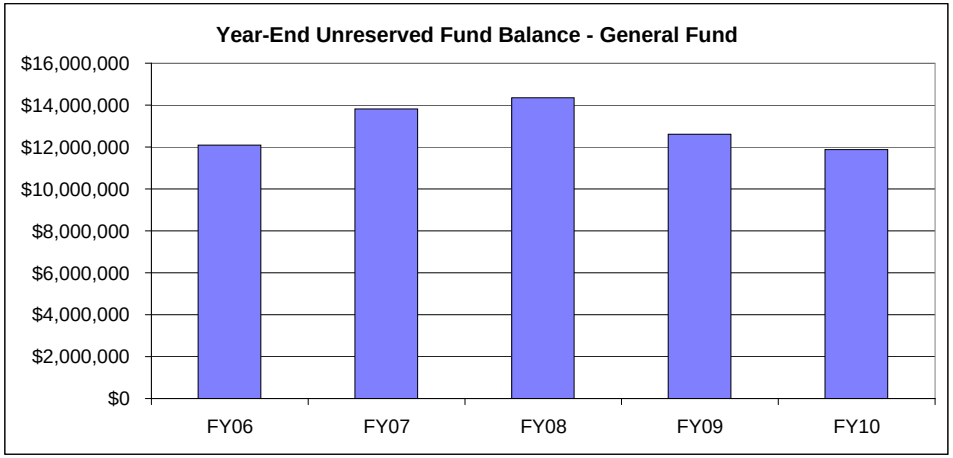
COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY10

	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust & Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds
Revenues										
Real & Personal Property Taxes, net of refunds	152,586,904									$ 152,586,904.00
Motor Vehicle & other Excise Taxes	4,694,128									$ 4,694,128.00
Hotel/Motel Tax	907,474									$ 907,474.00
Charges for Services	4,829,006									$ 4,829,006.00
Penalties & Interest on Taxes	532,328									$ 532,328.00
PILOT	996,834									$ 996,834.00
Licensees and Permits	3,183,139									$ 3,183,139.00
Fines & forfeitures	4,280,894		9,990							$ 4,290,884.00
Intergovernmental	35,130,247		13,597,157							$ 48,727,403.67
Departmental & other	849,708	1,810,507	8,689,033	22,983,884	1,059,341	221,637	2,328,279			$ 37,942,388.59
Contributions		18,000	1,415,788				251,911	25,049		$ 1,710,748.44
Other Revenue			89,212	8,923	70,265				4,449,397	$ 4,617,796.74
Investment Income	251,538	230	12,219		3,369		521,811	117,331	1,089,643	$ 1,996,141.67
Total Revenues	$ 208,242,200	$ 1,828,738	$ 23,813,399	$ 22,992,807	$ 1,132,975	$ 221,637	$ 3,102,000	$ 142,380	$ 5,539,040	$ 267,015,176
Expenditures:										
Current:										
General Government	8,798,355		2,413,521			1,043,846	1,000,849		486,711	$ 13,743,282.45
Public Safety	32,792,079		660,412			1,515,088	2,283,238			$ 37,250,816.25
Education	69,122,066		14,584,526			858,215	227,195			$ 84,792,001.52
Public Works	13,162,834		3,341,504	19,384,887		7,292,467	106,584			$ 43,288,276.18
CDBG			1,863,757							$ 1,863,757.24
Human Services	2,138,109		357,273			820	48,808			$ 2,545,009.69
Leisure Services	4,420,589	1,520,141	87,489		913,106	879,093	133,420			$ 7,953,836.64
Pension benefits	12,988,555									$ 12,988,555.00
Fringe Benefits	28,688,384								1,999,332	$ 30,687,716.01
State and county charges	5,559,230									$ 5,559,230.00
Debt Service:										$ -
Principal	8,311,176			1,917,073	148,684					$ 10,376,933.61
Interest	2,809,580			487,558	35,799					$ 3,332,937.29
Total Expenditures	$ 188,790,957	$ 1,520,141	$ 23,308,481	$ 21,789,518	$ 1,097,589	$ 11,589,529	$ 3,800,094	$ -	$ 2,486,043	$ 254,382,352
Excess (deficiency) of Revenues over Expenditures	$ 19,451,243	$ 308,597	$ 504,918	$ 1,203,289	$ 35,386	$ (11,367,892)	$ (698,093)	$ 142,380	$ 3,052,997	$ 12,632,824
Other Financing Sources (Uses):										
Proceeds from bonds & notes	10,659,400			2,350,000	125,000					$ 13,134,400.00
Premium from issuance of bonds	258,415									$ 258,415.00
Premium from issuance of refunding bonds, net of expenses	501,348									
Sale of Capital Assets	2,015		262,087							$ 264,102.39
Payments to current refunding fund	(30,215,210)									
Overlay Transfer										$ -
Insurance recovery										$ -
Transfers in	5,052,659		27,200	225,000					-	$ 5,304,859.00
Transfers out	(225,000)	(210,870)	(2,625,231)	(2,046,264)	(170,294)		(27,200)			$ (5,304,859.00)
Total Other Financing Sources (Uses):	$ (13,966,373)	$ (210,870)	$ (2,335,944)	$ 528,736	$ (45,294)	$ -	$ (27,200)	$ -	$ -	$ (16,056,945)
Other Adjustments to Fund Balance	$ -		$ (62,755)				$ 1,466,209	$ (1,466,209)	$ (0)	$ (62,755)
Net Change in Fund Balances	$ 5,484,870	$ 97,727	$ (1,831,026)	$ 1,732,025	$ (9,908)	$ (11,367,892)	$ (725,293)	$ 142,380	$ 3,052,997	$ (3,424,120)
Fund Balance at Beginning of Year (restated)*	$ 13,987,495	$ 214,782	$ 10,966,108	$ 915,672	$ 225,338	$ 21,215,708	$ 13,312,708	$ 4,039,027	$ 8,360,866	$ 73,237,704
Fund Balance at End of Year	$ 19,472,365	$ 312,509	$ 9,072,327	$ 2,647,697	$ 215,430	$ 9,847,816	$ 14,053,623	$ 2,715,198	$ 11,413,862	$ 69,750,828

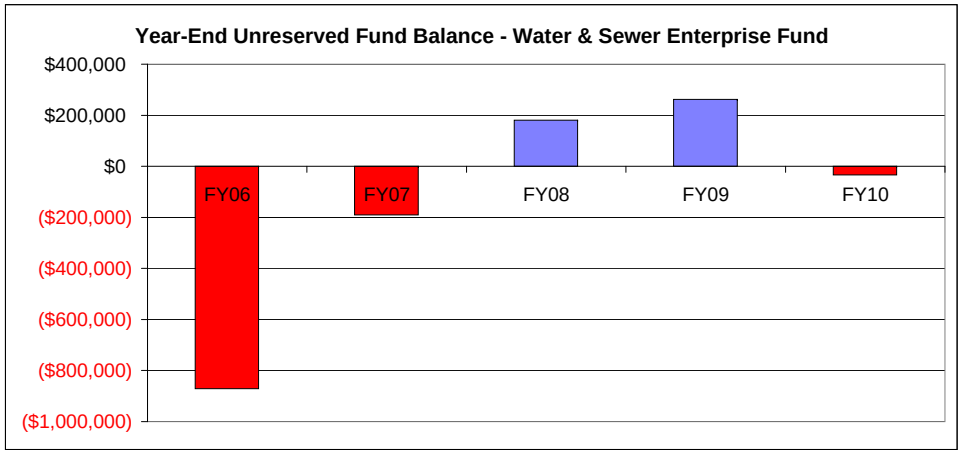
SOURCE: Office of the Comptroller

* During the current fiscal year, the Town elected to segregate General Fund operating and capital activities. The result is a beginning balance reclassification of $21,215,708 from the General Fund to the Capital Article Fund

GENERAL FUND	FY06	FY07	FY08	FY09	FY10
Beginning Fund Balance	11,601,326	12,093,785	13,823,065	14,349,818	12,604,133
Net Change in Unreserved Fund Balance	492,459	1,729,280	526,753	(1,745,685)	(720,704)
Year-End Unreserved Fund Balance	12,093,785	13,823,065	14,349,818	12,604,133	11,883,429

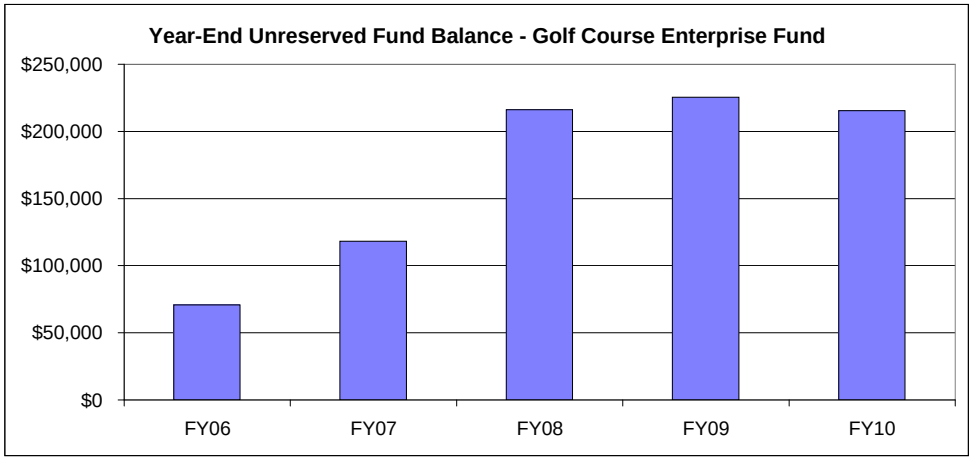


WATER & SEWER ENTERPRISE FUND (exclusive of bonded capital accounts)	FY06	FY07	FY08	FY09	FY10
Beginning Fund Balance	(395,386)	(870,421)	(190,622)	180,750	262,089
Net Change in Unreserved Fund Balance	(475,035)	679,799	371,372	81,339	(295,436)
Year-End Unreserved Fund Balance	(870,421)	(190,622)	180,750	262,089	(33,347)



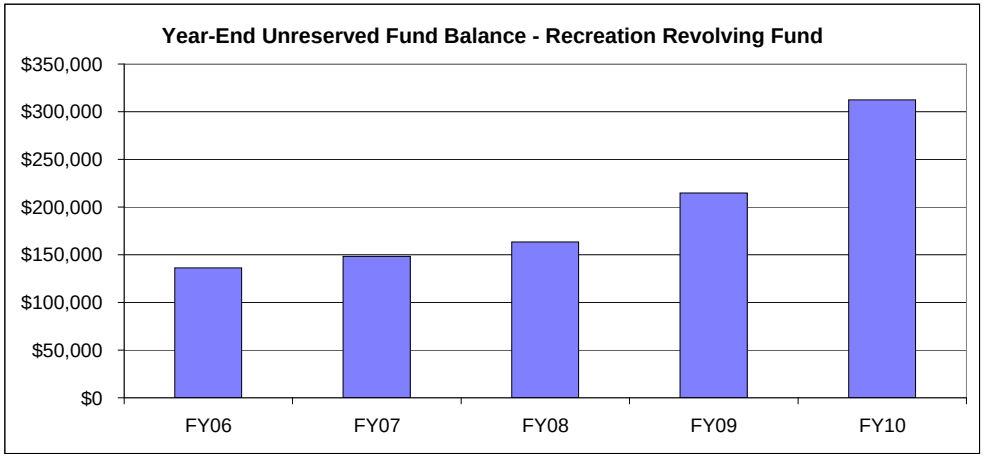
GOLF COURSE ENTERPRISE FUND (exclusive of bonded capital accounts)

	FY06	FY07	FY08	FY09	FY10
Beginning Fund Balance	0	70,819	118,170	216,245	225,338
Net Change in Unreserved Fund Balance	70,819	47,351	98,075	9,093	(9,908)
Year-End Unreserved Fund Balance	70,819	118,170	216,245	225,338	215,430



RECREATION REVOLVING FUND

	FY06	FY07	FY08	FY09	FY10
Beginning Fund Balance	110,673	136,210	148,400	163,560	214,782
Net Change in Unreserved Fund Balance	25,537	12,190	15,160	51,222	97,727
Year-End Unreserved Fund Balance	136,210	148,400	163,560	214,782	312,509



TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen

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 FY12 budget reflects a decrease of $2,503 (0.4%). Personnel decreases $1,343 (0.2%) due to the elimination of the 20-hour/week part-time Head Clerk (C-9) ($24,924) in exchange for an 18-hour/week part-time Senior Clerk Typist (C-4) ($17,583). This move, and a decrease in Longevity ($775), offset the increases for Steps ($5,406) and the ¼% carry forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($1,367). The $260 (3.5%) decrease in Services reflects a free year of Copier Service ($1,800) paired with increases in Wireless Communications ($1,500), Office Equipment Repair and Maintenance ($28) and the Copier Lease ($12). Supplies decrease $500 (11.1%) and Capital decreases $400 (12.1%) reflecting lower leased computer costs.

FY2012 OBJECTIVES*

1. To continue to observe policies and practices to ensure long-term financial sustainability, including:
   - the recommendations of the Override Study Committee, 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
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 Massachusetts School Building Authority.
3. To continue to work with the School Committee on the development of a comprehensive plan to address the space 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 within the Town's ability to pay as shaped by the objectives noted above.
6. To broaden the Town's commitment to promoting racial/religious diversity and inclusion through efforts such as participation in the Commonwealth Compact.
7. 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.

*Not necessarily in priority order.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	603,499	592,143	590,800	-1,343	-0.2%
Services	5,447	7,463	7,203	-260	-3.5%
Supplies	4,475	4,500	4,000	-500	-11.1%
Other	3,620	6,400	6,400	0	0.0%
Capital	2,894	3,300	2,900	-400	-12.1%
TOTAL	619,934	613,806	611,303	-2,503	-0.4%
BENEFITS			319,645		
REVENUE	462,954	407,075	433,075	26,000	6.4%

FY2012 OBJECTIVES (Con't.)

8. 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.
   b. To continue to work towards meeting the criteria to become a "Green Community", when appropriate, in order to utilize all the tools and grants available though DOER for cities and towns to reduce fossil fuel emissions in a sustainable manner, reduce total energy use and improve energy efficiency in public buildings.
   c. To continue to investigate ways to reduce our municipal solid waste including programs such as "pay as you throw".
9. To expand technology utilization through promotion of the BrooklineMA.gov website and supporting departmental applications such as:
   a. Better utilizing technology in an effort to improve the transparency and documentation around all Town committee meetings and agendas.
   b. Continuing to implement the new permitting and inspection systems and the Cartegraph work order system.
   c. Continuing to expand the number of payments options available to residents, including the acceptance of credit cards in town offices.
   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
   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.
10. To provide leadership and coordinate planning efforts to minimize negative impacts of development on neighborhoods:
   a. To monitor and comment on development projects in adjacent communities.
   b. To work with the Hancock Village Planning Committee to protect the Town's interests with respect to proposed development at Hancock Village.
   c. To ensure that Village Square/Gateway East improvements proceed through engineering design and construction phases.
   d. To continue to work towards completion of the Fisher Hill mixed-income housing development in conformance with the Land Disposition Agreement.
   e. To seek opportunities to increase the Town's affordable housing stock.
11. To seek out opportunities to improve the streetscape with programs such as multi-space parking meters, LED street lights, alternative displays for newspaper boxes, and enforcement of the Sign By-Law.
12. To ensure that historical plaques, street signs and symbols are maintained throughout town and that deteriorating memorials are reviewed for possible preservation and restoration or replacement.

FY2012 OBJECTIVES (Con't.)

13. To implement recommendations of the Bicycle Sharing Committee regarding a regional bicycle sharing agreement.
14. 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.
15. 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.
16. To support the implementation of an optimally designed taxi medallion program that will maximize revenues while improving service and reducing carbon emissions.
17. 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.
18. 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.
19. To implement the changes in policies and procedures for the issuance of alcohol licenses as recommended by the Licensing Committee.
20. To continue to monitor service quality performance of both Comcast and RCN.
21. To ensure compliance with the provisions of the Americans with Disabilities Act.
22. To strengthen relationships with Boards and Commissions.

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 $1.62 million in FY11, bringing the Town closer to its Annual Required Contribution (ARC).
5. Appointed a new Town Administrator after the retirement of Richard Kelliher.
6. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association for the FY2011 budget document.
7. Successfully transitioned group health coverage from one health care provider to the State's Group Insurance Commission (GIC).
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. Made substantial progress toward meeting the criteria to become a "Green Community" including supporting the passage of the Stretch Code and as-of-right siting for solar as presented to Town Meeting.
12. Awarded the NStar Community Outreach grant used to promote the "MassSaves" program in concert with Green Homes Brookline.
13. Supported the implementation of the Single Stream Recycling program.
14. Building on the momentum of the Brookline 2010 Campaign, participated in Climate Week and continued to raise awareness and work toward reducing the carbon footprint of our community.
15. 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.
16. In partnership with the Coolidge Corner Theater, sponsored a celebration for Martin Luther King, Jr. Day celebrating the life and legacy of Dr. King.
17. Adopted a policy against discrimination.
18. Pursued membership in the Commonwealth Compact as a way to to make significant progress with diversity by measuring ourselves annually on a detailed series of benchmarks.
19. Expanded payment options for residents by providing credit card terminals at the Town Clerk and Treasurer Offices.
20. Finalized a plan for the relocation of the Civil War Tablets previously located outside of Town Hall.

ACCOMPLISHMENTS (Con't.)

21. Completed the purchase and sale of the Fisher Hill Reservoir site for the purpose of creating a 10-acre multi-use multi-generational public park.
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. Began implementing the recommendations of the Selectmen's Parking Committee, including a new rate structure and the deployment of multi-space meters to better manage our parking infrastructure.
24. Negotiated a PILOT agreement with Boston University.
25. Alcohol Licensing committee
26. Worked closely with the Schools to plan for additional classroom capacity in the face of rising enrollment.
27. Continued to support IT initiatives that increase efficiency, make government more open and accessible, and make interacting with the Town easier.
28. Began work with the Bicycle Sharing Committee in discussing the possibility of joining the regional bicycle sharing program.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass. *	12	12	12	12	12
Tax Levy Per Capita	$2,584	$2,679	$2,679	$2,770	$2,863
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
Workload:					
Management Appointments	0	2	2	1	2
Town Meetings	2	4	4	2	2
Licenses Issued	658	670	632	650	650

** Aaa's rated by Moody's*

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-11	1.00	1.00	149,940	176,621	1.00	159,386	1.00	162,180
	Deputy Town Administrator	D-8	1.00	1.00	112,306	132,290	1.00	124,332	1.00	126,511
	Assistant Town Administrator	D-2	1.00	1.00	67,596	79,624	1.00	75,957	1.00	77,288
	Assistant to Town Administrator		1.00	1.00	61,451	72,386	1.00	72,205	1.00	72,386
	Head Clerk	C-9	1.00	0.53	44,212	46,040	0.53	24,862	0.00	0
	Recording Secretary	C-9	1.00	1.00	44,212	46,040	1.00	46,617	1.00	46,733
	Senior Clerk Secretary	C-7	1.00	1.00	41,147	42,947	1.00	43,485	1.00	43,594
	Subtotal		7.00	6.53			6.53	546,843	6.00	528,692
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.00	0.00	36,632	38,386	0.00	0	0.48	17,583
	Arts Council Coordinator					$600/month		7,200		7,200
	Charge Off to Special Revenue Fund							(7,200)		(7,200)
	Subtotal		0.00	0.00			0.00	0	0.48	17,583
	Other									
513044	Longevity Pay							3,900		3,125
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							45,300		44,525
	Total		**7.00**	**6.53**			**6.53**	**592,143**	**6.48**	**590,800**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources

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 within the Town; 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 FY12 budget reflects an increase of $27,728 (4.7%). Personnel increases $3,901 due to personnel step increases ($2,958), the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($820) and an increase in Longevity ($625). These increases are slightly offset by an increase of $502 in the Worker's Comp charge off.

Services increase by $5,102 (2.4%) due to increases in Legal Services ($9,500) and the Copier Lease ($602) partially offset by a decrease in Advertising Services ($5,000). The $15,000 (94.3%) increase in Other is in Education/Training to support the Town's Employee Development and Training initiative. Capital decreases $275 (11.6%) reflecting lower leased computer costs.

FY2012 OBJECTIVES

1. To begin a five-to-ten year succession plan with Departments, focusing on identifying and developing internal personnel talent.
2. To develop a one-to-three year initiative to increase Town-wide diversity and inclusion efforts in areas of recruitment, hiring, management and governance practices.
3. To review recruitment strategies following the Town's departure from Civil Service hiring requirements.

OBJECTIVES (Con't.)

4. To provide workforce data to the Commonwealth Compact, encouraging other municipalities to join the Compact to have a greater development of regional diversity benchmarks for government sector employees.
5. To develop 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, and the establishment of personnel work performance measures.
6. To continue to work toward the procurement of a Human Resources Information System (HRIS) that will increase efficiencies by centralizing all HR processes and functions and enable the Town to have better data and analytic tools to more efficiently manage personnel costs.
7. To review all current personnel policies to develop a Code of Conduct that addresses all Town policies, including workplace safety, sexual harassment, non-discrimination, ethics, data security and confidentiality and other policies.
8. To work with the Town Librarian to perform a classification and pay study of their employees ensuring the job descriptions are accurate and employees are paid appropriately.
9. To continue to analyze high-risk health behaviors of employees/retirees and to target wellness initiatives to lower the costs of health insurance and to increase employee productivity.
10. To continue to work with departments to address their staffing needs and assist in the reclassification of key positions or the re-organization of job duties to better accomplish objectives without increasing staffing.
11. 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.
12. To continue to work with the Information Technology Department to foster a more uniform and consistent understanding and enforcement of reasonable use of workplace technology.
13. To negotiate successor contracts with all Town unions that fit within the ability to pay.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	261,051	263,409	267,310	3,901	1.5%
Services	241,543	213,227	218,329	5,102	2.4%
Supplies	6,471	8,500	8,500	0	0.0%
Other	2,683	15,900	30,900	15,000	94.3%
Capital	2,075	2,375	2,100	-275	-11.6%
TOTAL	513,823	503,411	527,139	23,728	4.7%
BENEFITS			162,732		
REVENUE	1,457	1,500	1,500	0	0.0%

ACCOMPLISHMENTS

1. Successfully managed a challenging transition from one health care provider to the State's Group Insurance Commission (GIC), assisting 2,900 employees and retirees into 15 new health plans.
2. Chose a new dental provider maintaining the same plan design at a lower cost, increasing savings for the 100% employee paid program.
3. Worked with the PEC to educate employees on the various new health plans, increasing knowledge of the benefits of flexible spending and the new Health Reimbursement Account (HRA).
4. Began to review diversity efforts, identifying the Commonwealth Compact and its diversity initiatives as being parallel to Brookline in its focus on diversity and inclusion efforts in recruitment, hiring, management and governance practices.
5. Acting on the recommendations of the Human Resources Board, and on the vote of the May 2009 Town Meeting, helped pass special legislation exempting the Town from the provisions of MGL Ch. 31, Civil Service for all hiring except Police Officers and Firefighters.
6. Implemented Ch. 28 of the Acts of 2009, Ethics and Conflict of Interest law training and education. Incorporated training into the new hire orientation process.
7. Optimized the use of the Employee Assistance Program (EAP) by negotiating the use of the legal referral services for the benefit of employees. Continued to encourage the use of the EAP by Department Heads to support effective personnel management strategies.
8. Worked closely with departments to address their staffing needs during an extended hiring freeze, assisting some in emergency hires and others in temporary staffing to maintain services to the public.
9. Continued to assist in the reclassification of key positions or the re-organization of job duties to better accomplish Department objectives without expanding staffing needs.
10. Accelerated unemployment claim appeals and utilized all available exemptions in an attempt to stabilize a three-fold increase in costs due to the economic downturn.
11. Working with the Department of Public Works, implemented the on-site drug and alcohol collection process for federally mandated drug testing, resulting in a decrease in time employees were removed from the worksite for testing.
12. Implemented the new Influenza Policy by training each department on the H1N1 pandemic, based on the recommendations of the Centers for Disease Control (CDC).
13. Vaccinated employees for both H1N1 and seasonal flu during the H1N1 pandemic in support of the workplace illness prevention program and to minimize disruption of the workforce due to illness during the flu season.
14. Utilized effective claims management and medical case management to keep workers compensation costs level from FY2010 to FY2011, even while experiencing increased medical costs.

ACCOMPLISHMENTS (Con't.)

15. Achieved compliance with the new Mandatory Medicare Extension Act (MMSEA) reporting procedures for the Workers Compensation and Injury on Duty programs.
16. Worked with the Finance Director to perform a classification and pay study of their employees ensuring the job descriptions are accurate and employees are paid appropriately.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
Workers' Compensation Cases Open 1+ Year (active/retired)	3/5	3/5	1/5	1/4	1/4
Workers' Comp. Costs	$1,204,193	$1,300,000	$1,156,446	$1,175,000	$1,250,000
Town	$1,047,999	$1,131,379	$1,084,186	$1,071,365	$1,139,750
School	$156,194	$168,621	$72,260	$103,635	$110,250
Job injuries	91	85	98	90	90
# of lost workdays	1,337	1,000	2,024	1,500	1,500
Training Sessions	38	37	46	35	35
Safety Training Programs	46	42	58	60	60
Sick Leave Hours/Permanent Employees	56,189	56,000	48,962	48,000	48,000
Workload:					
Unemployment Claims					
Paid/Processed	59/200	50/170	110/216	100/200	90/180
Town	31/99	20/72	40/79	40/80	30/70
School	28/99	31/98	70/137	70/130	60/120
Unemployment Costs	$221,682	$500,000	$530,347	$400,000	$350,000
Town	$137,903	$110,000	$155,627	$117,760	$103,040
School	$83,778	$390,000	$374,720	$282,240	$246,960

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Job Appl. Processed	1,073	1,200	1,929	1,900	2,000
CORI/SORI Checks	2,300	2,200	2,400	2,400	2,500
Group Health Contracts	5	5	5	17	17
Group Health Changes	850	850	3,200*	1,000	850
Group Health Subscribers	2,895	2,870	2,870	2,882	2,912
Blue Choice	753	728	728	0	0
% of Total	26.0%	25.4%	25.4%	0.0%	0.0%
HMO Blue	1,084	1,074	1,074	0	0
% of Total	37.4%	37.4%	37.4%	0.0%	0.0%
GIC-offered PPO Plans	0	0	0	1,258	1,258
% of Total	0.0%	0.0%	0.0%	43.7%	43.2%
GIC-offered HMO Plans	0	0	0	454	454
% of Total	0.0%	0.0%	0.0%	15.8%	15.6%
GIC-offered Indemnity Plans	0	0	0	69	69
% of Total	0.0%	0.0%	0.0%	2.4%	2.4%
Medicare Supplement Plans	1,058	1,068	1,068	1,101	1,131
% of Total	36.5%	37.2%	37.2%	38.2%	38.8%
Active	1,480	1,426	1,426	1,423	1,423
% of Total	51.1%	49.7%	49.7%	49.4%	48.9%
Retiree	1,415	1,444	1,444	1,459	1,489
% of Total	48.9%	50.3%	50.3%	50.6%	51.1%
Individual	2,040	2,050	2,050	2,074	2,074
% of Total	70.5%	71.4%	71.4%	72.0%	71.2%
Family	855	820	820	808	838
% of Total	29.5%	28.6%	28.6%	28.0%	28.8%
Town	1,389	1,354	1,354	1,345	1,360
% of Total	48.0%	47.2%	47.2%	46.7%	46.7%
School	1,506	1,516	1,516	1,537	1,552
% of Total	52.0%	52.8%	52.8%	53.3%	53.3%

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Group Life Subscribers	2,290	2,249	2,249	2,258	2,288
Active	1,372	1,296	1,296	1,310	1,340
% of Total	59.9%	57.6%	57.6%	58.0%	58.6%
Retiree	918	953	953	948	948
% of Total	40.1%	42.4%	42.4%	42.0%	41.4%
No. of Death Benefits Paid	43	45	47	45	45
Voluntary Dental Contracts	2	2	2	2	2
Voluntary Dental Changes	150	35	898**	210	210
Voluntary Dental Subscriber	637	480	480	898	898
Individual	430	288	288	568	568
Family	207	192	192	330	330
Town	274	216	216	334	334
School	363	264	264	564	564
Long Term Disability (LTD)	31	35	35	30	32
LTD Changes	10	10	10	38	38

*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).

** 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).

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	96,284	113,418	1.00	105,019	1.00	106,860
	Assistant Director of Human Resources	T-6	1.00	1.00	57,920	65,534	1.00	65,371	1.00	65,534
	Benefits Supervisor	T-5	1.00	1.00	53,630	60,680	1.00	60,529	1.00	60,680
	Human Resources Coordinator	T-4	1.00	1.00	49,657	56,185	1.00	52,226	1.00	53,288
	Principal Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,798	1.00	45,359
	Subtotal		5.00	5.00			5.00	327,942	5.00	331,721
	Workers' Comp. Expenses (1)							(66,284)		(66,786)
	Net Total		5.00	5.00			5.00	261,659	5.00	264,935
	Other									
513044	Longevity Pay							1,400		2,025
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							1,750		2,375
	Total		**5.00**	**5.00**			**5.00**	**263,409**	**5.00**	**267,310**

(1) 75% of the Principal Clerk and 50% of the Assistant Director charged to workers' compensation trust fund.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

PROGRAM DESCRIPTION

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.

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:
1. Systems and data processing, comprised of computer-based systems design and implementation, applications, and operating software;
2. Telecommunications systems and networks, comprised of the integration of planning, development, and implementation of all systems and network services;
3. Delivery of applications and other information services products that meet the users' specifications in terms of quality and cost;
4. Protection of the Town's computer data and information assets and resources;
5. Identification of opportunities in the development and support of new and existing technologies; and
6. Training of employees in the use of various aspects of information technology.

The ITD has four divisions: Administration, Application Management, Network Support, and the Help Desk. A brief description of each is listed below:

Administration - 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.

Application Management - 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.

Network Support - is responsible for those functions related to implementing, maintaining, and supporting the connectivity between the organization's computers and systems software.

Help Desk - is responsible for those functions related to directly supporting users of IT systems and services.

BUDGET STATEMENT

The FY12 budget reflects an increase of $11,328 (0.8%), primarily due to personnel step increases ($11,590) and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($2,056).

Services decrease $2,493 (0.5%) due to decreases in Data Processing Equipment Repair and Maintenance ($7,445), Equipment Service Contract ($5,164), Telephone and Telegraph ($310) and Wireless Communications ($100), slightly offset by increases in Data Processing Software Maintenance ($10,015) and the Copier Lease ($511).

FY2012 OBJECTIVES

Administration
1. To continue to meet with individual departments and various committees on a regular basis to review upcoming technology initiatives.
2. To increase the amount of on-line transactions via expanded payment and paperless billing options.
3. To automate the entry of citizen complaints, notifications and requests via an on-line portal.
4. To better increase government communication and transparency via social networking technologies.
5. To continue to meet with senior School administration on a regular basis.
6. To continue to chair and convene monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.
7. To continue to represent the IT Department at monthly Emergency Management Team meetings.
8. To continue to drive business process change that will promote departmental efficiencies and improved services to customers.
9. To develop technology solutions that will allow for additional field and mobility based workers to leverage data and workflow remotely.

Application Management
1. To continue to manage the lifecycle management strategy for all enterprise applications.
2. To continue to follow change management best practices.
3. To continue to implement the Cartegraph Maintenance Management System (CMMS), including integrating it with GIS asset layers and the citizen request portal.
4. To further implement GeoTMS online applications for all appropriate permits and licenses.
5. To further the use, optimization, and integration of the document management system.

FY2012 OBJECTIVES (Con't.)

Application Management (con't.)
6. To implement Munis web-based dashboards and to continue to integrate other systems with Munis.
7. To continue to develop integrated mobile applications that save time and increase efficiency.
8. To continue the development of synchronization services and procedures between the Brookline Master Address Database and other systems.
9. To further implement credit card payment capabilities.
10. To continue to work with the HR Department on the procurement of a Human Resources Information System (HRIS).

Network Support
1. To expand the server virtualization footprint.
2. To incorporate School and Public Safety networks under a single management platform to allow for cleaner application integration and security management.
3. To upgrade and centralize Town AntiVirus into a single console to include Windows and Apple clients.
4. To plan for future storage and improve the existing storage footprint.
5. To procure an additional backup device for replication and redundancy with the existing disk backup product.
6. To plan for the Microsoft Exchange migration to allow for enterprise email, application and hand held devices.
7. To implement polices to lockdown desktops via central management, antivirus or other third party tools.
8. To centralize the software distribution tool for desktop upgrades, etc.
9. To implement advanced Voice Over IP features, integrating real-time communication services such as instant messaging (chat), presence information, and video conferencing.

Help Desk
1. To be proactive in user education and comfort level with emerging technology.
2. To better serve our customers by means of survey and performance metrics.

ACCOMPLISHMENTS

Administration
1. Received the Massachusetts Common Cause eGovernment award with Distinction for commitment to an open and transparent government website.
2. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.

ACCOMPLISHMENTS (Con't.)

Administration (con't.)
3. Successfully launched mobile.brookineMA.gov website, which enables mobile devices to obtain key Town information in a streamlined fashion.
4. Deployed enhanced handheld technologies at the Health Department for field inspection, violation and compliance certification.
5. Met with Senior School administration bi-weekly.
6. Chaired and convened monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.
7. Participated in monthly Emergency Management Team meetings.
8. Worked closely with the Fire Department in the migration to a department records management application.
9. Worked to consolidate an IT position between DPW and IT.
10. Assisted the Runkle School Building Committee to develop a technology plan for the Runkle School project.

Application Management
1. Kept enterprise application releases up-to-date, including Munis (Financial), Millennium (Payroll), GeoTMS (permitting and licensing), Cartegraph (maintenance management), ESRI (GIS), Aspen X2 (student information), Destiny (school library), and Health Office (school nurse).
2. Rolled out the GeoTMS GeoInspector module on Intermec PDA mobile devices for the Health Department Inspectors to conduct restaurant, housing, lodging house, and other inspections.
3. Rolled out the GeoTMS web module for building permit searching online. Integrated Velosum digital pen and paper technology with GeoTMS permitting system for Town by-law tickets
4. Developed the Cartegraph Maintenance Management System (CMMS) implementation plan.
5. Based upon the CMMS plan, converted the Water Department Cross Connection MS Access database to CMMS and implemented the Trimble Nomad handheld device for the inspectors.
6. Base upon the CMMS plan, implemented TreeView for the Parks and Open Space Division for closing tree related work orders and collecting tree asset locations. Integrated GIS tree data with CMMS with bi-directional connections.
7. Rolled out credit card payment devices and applications for the Town Clerk and Treasurer's Office.
8. Developed a new website for the Schools including a new High School Athletic program web site.
9. Developed the mobile version of the Town's web site: mobile.brooklinema.gov.

ACCOMPLISHMENTS (Con't.)

Application Management (con't.)

10. Automated all data extracts from Aspen X2 Student Information system to other systems that use student information (Blackboard Connect, Destiny, Health Office, and Food Service) for better data sharing and simplified business processes.
11. Assisted in the submission of EPIMS to the Department of Early and Secondary Education.
12. Updated existing GIS data layers and published the latest Assessor's Atlas 2010.
13. Rolled out GIS base maps in ESRI's community base mapping program.
14. Revamped the Assessor's Property Database lookup program and integrated GIS general purpose viewer.
15. Developed Switchboard program for the Town Clerk's Office for voter related data requests.
16. Adopted Federal Geodetic Data Committee's Master Address data standards.
17. Designed and developed Brookline Master Address Database (BMAD).

Network Support

1. Completed migration to VOIP technology for Town and School departments.
2. Upgraded networks at 15 Town and School buildings.
3. Upgraded storage capacity from 6TB to 12TB for additional growth in virtual machines and application development.
4. Consolidated several network elements into a single multi-purpose network for increased management, performance and reliability.

Help Desk

1. Continued to introduce and support users to the Town/School consolidated Help Desk.
2. Enhanced self-service trouble ticket capability to all school users.
3. Upgraded Apple servers to the latest version.
4. Responded to over 2,100 help tickets across the enterprise.
5. Deployed and relocated over 700 desktop computers across the Town and School departments.
6. Implemented power saving software on all desktop computers across the enterprise.

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Supported Items:					
Phone Switches	13	13	13	3	3
Desktops	280	280	280	280	280
Telephones	2,455	2,450	1,513	1,480	1,480
Employee classes	80	80	80	80	91
PC's Upgraded	64	65	65	64	62
Servers Upgraded	4	1	1	1	1
IT Work Orders Completed	3,300	4,200	3,998	3,050	3,050
Public Information Request turnaround (avg. days)	1	1	1	1	1
# of Standard GIS Maps Avail.	215	215	215	215	215
Individual Website Visits	457,903	470,000	509,388	510,000	510,000
Payroll Warrants	104	104	104	104	104
Web Pages Maintained	1,926	1,150	1,142	1,000	1,015
Domain Users Supported	340	340	340	340	477
Networked Sites	29	29	29	29	29
E-Commerce:					
Transactions	46,973	48,525	49,228	48,525	50,300
Dollar Value	$4,789,249	$4,905,000	$5,664,720	$5,900,000	$6,150,000
Cost to Town	$66,900	$63,045	$70,686	$74,000	$77,000

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	820,602	888,555	902,376	13,821	1.6%
Services	473,405	454,284	451,791	-2,493	-0.5%
Supplies	21,715	22,336	22,336	0	0.0%
Other	26,614	27,550	27,550	0	0.0%
Capital	12,201	15,769	15,769	0	0.0%
TOTAL	1,354,537	1,408,494	1,419,821	11,328	0.8%
BENEFITS			385,927		
REVENUE	2,786	2,500	2,500	0	0.0%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	98,953	107,893	108,785	893	0.8%
Application Management	723,088	692,419	739,650	47,231	6.8%
Network Support	407,866	448,763	413,573	-35,191	-7.8%
Help Desk	124,630	159,419	157,814	-1,605	-1.0%
TOTAL	1,354,537	1,408,494	1,419,821	11,328	0.8%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	54,186	53,617	54,154	537	1.0%
Services	5,935	16,695	17,051	356	2.1%
Supplies	21,715	14,836	14,836	0	0.0%
Other	16,353	20,200	20,200	0	0.0%
Capital	764	2,545	2,545	0	0.0%
TOTAL	98,953	107,893	108,785	893	0.8%

APPLICATION MANAGEMENT

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	487,627	513,208	556,588	43,380	8.5%
Services	219,430	165,285	169,136	3,851	2.3%
Supplies	0	0	0	0	0.0%
Other	10,260	7,350	7,350	0	0.0%
Capital	5,771	6,576	6,576	0	0.0%
TOTAL	723,088	692,419	739,650	47,231	6.8%

NETWORK SUPPORT

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	224,604	268,114	237,481	-30,633	-11.4%
Services	178,005	175,162	170,604	-4,558	-2.6%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	5,258	5,488	5,488	0	0.0%
TOTAL	407,866	448,763	413,573	-35,191	-7.8%

HELP DESK

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	54,185	53,617	54,154	537	1.0%
Services	70,036	97,142	95,000	-2,142	-2.2%
Supplies	0	7,500	7,500	0	0.0%
Other	0	0	0	0	0.0%
Capital	409	1,160	1,160	0	0.0%
TOTAL	124,630	159,419	157,814	-1,605	-1.0%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2011 SALARY RANGE As of 1/1/11		FY2011 BUDGET		FY2012 RECOMMENDATION	
			FY2009	FY2010	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	112,306	132,290	1.00	122,494	1.00	124,642
	Director of IT Applications	T-15	1.00	1.00	92,387	104,532	1.00	100,656	1.00	102,704
	Manager Network Operations	T-13	1.00	1.00	82,224	93,033	1.00	91,178	1.00	93,033
	Web Developer	T-10	1.00	1.00	70,365	79,614	1.00	75,322	1.00	76,854
	GIS Admin/Developer	T-10	1.00	1.00	70,365	79,614	1.00	72,710	1.00	74,189
	Information Systems Analyst	T-10	0.00	0.00	70,365	79,614	1.00	70,189	1.00	71,617
	Network Systems Administrator	T-10	0.00	0.00	70,365	79,614	2.00	145,687	2.00	148,471
	Database Administrator	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	Network Systems Administrator	T-9	1.00	1.00	67,658	76,552	0.00	0	0.00	0
	Senior Programmer Analyst	T-8	2.00	2.00	65,056	73,608	1.00	73,425	1.00	73,608
	IT Program Manager	T-7	1.00	1.00	62,554	70,777	0.00	0	0.00	0
	Data Controller	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Subtotal		11.00	11.00			11.00	872,710	11.00	886,356
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							3,750		3,925
515501	Clothing/Uniform Allowance							350		350
	Subtotal							4,100		4,275
	Total		**11.40**	**11.40**			**11.40**	**888,555**	**11.40**	**902,376**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department

PROGRAM DESCRIPTION

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.

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:

1. Division of Accounts managed by the Town **Comptroller** - 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.
2. Division of Purchasing managed by the **Chief Procurement Officer** - 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 (townwide postage, printing, and telephone billing).
3. Division of Assessing managed by the **Chief Assessor** - 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 tax levy.
4. Division of Treasury managed by the **Treasurer/Collector** - 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.

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.

BUDGET STATEMENT

The FY12 budget reflects an increase of $1,404. Personnel decreases $26,641 (1.4%) primarily due to the elimination of a vacant position in the Comptroller's Division ($37,220) paired with reduced hours for the Scanner position in the Treasury Division ($5,427) and a decrease in Longevity ($10). These decreases offset personnel increases including Steps ($9,816), the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($3,700) and Overtime ($2,500).

Services increase $30,674 (3.2%), largely due to an increase of $17,000 in Professional/Technical Services and $15,000 for Banking Services in the Treasury Division. Additional increases include $9,651 in the Comptroller's budget for software maintenance of the Town's financial system (MUNIS), $1,209 for Copier Service, $650 for Subscriptions, $540 for Data Processing Equipment Repair and Maintenance and an additional $420 in Professional/Technical Services. Telephone and Telegraph decrease $13,646 due to consolidated telephone lines and reallocating $3,646 to the Library budget to properly reflect spending requirements for State accreditation. Deed and ATB Transfer Fees decrease $500 and Wireless communications decrease $150.

The $848 (54%) increase in Supplies is for Gasoline for the Purchasing Department, which manages the Town's pool cars. Capital decreases $3,477 (22.1%) and reflects the cost of leased computers.

FY2012 OBJECTIVES

Comptroller

1. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP Statements.
2. To oversee the accounting and internal control aspects of the financial accounting and payroll systems.
3. To continue timely monthly and year-end closings.
4. To upgrade MUNIS to version 9.
5. To provide portal access to key MUNIS users, facilitating access to financial data.
6. To convert MUNIS users from email workflow notification to messenger notification.

FY2012 OBJECTIVES (Con't.)

Comptroller (con't.)

7. To continue to provide training and support to 200+ users in both MUNIS and Crystal Reports.
8. To continue to convert vendors to from checks or wires to ACH Payments.
9. To continue to digitize historical financial documents.

Purchasing

1. To support various School construction projects: bids, peer review, testing, furniture, and fixtures.
2. To identify and establish new blanket contracts for materials and services that will result in savings for Town and School Departments.
3. To modify and update existing contracts, through research and new bids, to improve levels of service and quality of goods.
4. To purchase items that comply with Town Green initiatives such as more fuel efficient vehicles, LED lighting, cleaning, and materials as appropriate for various departmental use.
5. To continue to expand use of online procurement sites, such as the MA state government COMM-PASS, to expand reach of bids and proposals, where appropriate.
6. To continue to assist the Information Technology Department with various IT projects.
7. To issue additional Building Department engineering service contracts.
8. To continue to eliminate where feasible telephone lines and circuits, now possible since VOIP implementation, with the assistance of the IT Department.
9. To continue the process of consolidating telephone service providers, with the goal of lower rates and improved problem resolution.
10. To continue to analyze the costs of mail processing and printing, to determine where savings may be realized.
11. To continue to promote in-house print capabilities to lessen the costs of outside printing.

Assessors

1. To complete a town-wide property revaluation and Department of Revenue assessment certification review.
2. To sponsor and coordinate local option legislation to raise the income and asset limits for eligibility for certain elderly property tax exemptions under clause 41C of section 5 of Chapter 59 working with Town Counsel, Town Administrator, Board of Selectmen, and Town Meeting.

FY2012 OBJECTIVES (Con't.)

Assessing (con't.)

3. To work with the Board of Selectmen and Town Meeting to amend the Small Commercial Property Tax Exemption (G.L. Chapter 59, section 5I) to more fairly and uniformly benefit small independent business owners in Brookline.
4. To expand the use of the Town's web-site to both distribute and receive information from taxpayers and others, including applications for exemptions and abatements.

Treasurer/Collector

1. To maintain the Town's Aaa bond rating.
2. To continue 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 PILOT Program.
13. To continue to implement a funding strategy for the Town's unfunded liabilities of Pensions and OPEB's.
14. To continue to work with the Human Resources and Information Technology Departments on the HRIS project.

ACCOMPLISHMENTS

Comptroller

1. Worked with the Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.
2. Trained 22 new MUNIS users and provided 75 new Crystal Reports to departmental users.
3. Decreased the year-end closing time by two weeks.
4. Completed an upgrade of MUNIS to version 8.
5. Archived 10 years of MUNIS Year-End reports.

Purchasing

1. Prepared, issued and awarded numerous Town RFPs including: Refurbishment of 75 foot Quint Aerial 2000 Pierce Dash Fire Truck, 105 foot Heavy Duty Aerial Ladder Truck, 4-Wheel Drive Multi-Purpose Excavator, PEER Review Consulting Service Contracts for the Runkle School, Phase II of the communitywide historic property survey, library periodicals, Golf Course Operations Review, Residential Energy Efficiency Program, fire hydrants, dental coverage for employees, debt collection services for Parking Clerk, water rate study, food service concession license at the Library, sewer camera system and software, LED lights pilot and purchase, annual lease purchase financing for DPW equipment, annual service contracts for the Building Department.
2. Prepared, issued and awarded numerous School RFPs including: contract cleaning for School Buildings, regular and Metco student transportation, full-service sandwich service, gourmet coffee and tea (free-trade certified), computer and printer supplies, 403(b) tax sheltered account plan provider for School employees.
3. Upgraded Town and School photocopiers for a cost savings on maintenance.
4. Continued to prepare issue, award and manage cooperative bid and contract for heating oil, gasoline and diesel for 11 regional cities and towns.
5. Purchased additional hybrid gas/electric vehicles.
6. Modified and updated existing contracts, through research and new bids, to improve levels of service and quality of goods.
7. Used online procurement sites, such as the MA State government COMM-PASS, to expand reach of bids and proposals, where appropriate.
8. Completed the purchase of VOIP telephones for the IT Department for Town and School application.
9. Eliminated telephone lines and circuits made possible by a post-VOIP implementation project with the IT Department.

ACCOMPLISHMENTS (Con't.)

Purchasing (con't.)

10. Continued to review current cell phone provider and changed plans and phones to lower costs and improve service.
11. Continued to consolidate telephone service providers lowering rates, and improving problem resolution.
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.

Assessors

1. Worked with the Board of Selectmen to study the Small Commercial Property Tax Exemption and make recommendations on changes that would benefit small, independent businesses in Brookline.
2. Completed work on the PILOT agreement with Boston University.
3. Worked with the Council on Aging, Board of Selectmen and Town Meeting to expand the Senior Work-off Abatement from 15 to 20 participants and expanded the amount of the exemption to $1,000 from $750. Continued to promote the Senior Work-off program among town departments.
4. Reviewed the entire tax base to determine the impact of the current economic recession on the local real estate market. Adjustments were made to individual properties or groups of properties negatively impacted.

Treasurer/Collector

1. Implemented new banking relationships that reduced the number of bank accounts and reduced the cost of bank services charges.
2. Expanded credit card payments to include over the counter transactions.
3. Expanded cross-training plan between divisions to provide appropriate services to customers during peak demand periods.
4. Implemented a strategy to fully fund the Pension and OPEB liability over a specified term.
5. Successfully negotiated three PILOT Agreements, including one with BU.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
COMPTROLLER					
Payment Vouchers/ Invoices Processed	37,421	37,500	36,474	36,500	36,500
EFT Payments Processed	618	625	805	800	800
Manual checks processed	64	60	4	10	10
Computer Checks Processed	17,415	17,500	16,944	17,000	17,000
Vendors Serviced	4,749	4,900	4,537	4,500	4,500
Journal Vouchers Processed	2,120	2,200	2,246	2,200	2,200
Requisitions Approved	8,889	9,000	9,387	9,000	9,000
Cash Receipts Processed	27,495	28,000	27,214	28,000	28,000
Miscellaneous Committed Bills Created	2,362	2,300	3,033	3,000	3,000
PURCHASING					
Blanket Contracts	79	80	94	95	95
Public Bids	99	100	86	85	85
Purchase Orders (PO's)	9,531	10,000	9,459	9,500	9,500
PO $ Value (millions)	$58.4	$63.0	$53.2	$60.0	$60.0
ASSESSORS					
Internet Usage	112,000	115,000	66,154	67,000	67,000
Residential Prop. Value (millions)	$13.352	$13.453	$13.453	$13.300	$13.500
Residential Prop. Accounts	16,286	16,350	16,517	16,500	16,500
Residential Inspections	2,300	2,500	2,541	2,500	2,500
Commercial Prop. Value (millions	$1.224	$1.215	$1.250	$1.220	$1.255
Commercial Prop. Accounts	596	600	600	600	600
Commercial Prop. Inspections	379	200	441	200	200
Deeds Processed	1,148	1,400	1,509	1,500	1,500
Sales Info. Request Mailed and Reviewed	835	1,000	937	1,000	1,000
Residential Exemption Filed	875	800	702	750	750
Statutory Exemptions filed	145	170	155	160	160
Tax Deferral	10	15	10	15	15
Personal Property Accounts	1,225	1,200	1,125	1,150	1,150
a) Form of List mailed	1,225	1,200	1,071	1,125	1,125
b) Rev'd entered, analyzed	636	750	481	500	500
c) Full Inspect & List	126	150	84	100	100

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
ASSESSORS (con't.)					
Taxable Value (billions)	$14.73	$14.84	$14.84	$14.67	$14.90
Exempt Value (billions)	$1.412	$1.530	$1.530	$1.550	$1.550
Tax Exempt Property Accts.	284	285	290	290	290
a) 3ABC forms mailed	56	60	77	75	75
b) Rev'd, entered, analyzed	49	50	77	75	75
c) Inspections	55	50	65	50	50
d) Town Properties	95	95	106	100	100
Abatements (real & pers.)	605	650	465	500	500
Appellate Tax Board filed	185	90	68	75	75
Pending as of 6/30/2010	171	N/A	59	N/A	N/A
Pending as of 12/31/2010	171	N/A	252	N/A	N/A
Excise Bills Mailed	33,352	33,400	33,398	33,400	33,400
Excise Abatements	1,626	1,625	1,687	1,700	1,700
% Excise Tax Bills Abated	4.88%	4.87%	5.05%	5.00%	5.00%
Total Excise Billed	$5,225,000	$5,000,000	$4,903,885	$5,000,000	$5,100,000
TREASURER / COLLECTOR					
Current Year Collections:					
Property Taxes	98.99%	98.50%	99.26%	98.50%	98.50%
Motor Vehicle Excise	93.25%	90.00%	96.62%	95.00%	95.00%
Investment Earnings:					
Total $	$838,534	$350,000	$251,538	$250,000	$250,000
% Increase / (Decrease)	-55.00%	-58.3%	-70.0%	0.6%	0.0%
Property Tax Bills	67,878	68,000	68,685	68,685	68,685
Water Bills	38,708	39,000	38,773	39,000	39,000
Refuse Bills	29,174	29,000	29,210	29,000	29,000
Motor Vehicle Bills	33,352	33,400	33,398	33,400	33,400
MLC's Issued	2,006	2,000	1,945	2,000	2,000
Total Payrolls	113	110	113	112	112
Total # of Checks	87,369	90,000	87,102	88,000	88,000
W-2's Prepared Annually	3,490	3,500	3,345	3,400	3,400
1099's Prepared Annually	842	900	811	900	900

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,931,792	1,928,545	1,901,904	-26,641	-1.4%
Services	985,148	947,381	978,055	30,674	3.2%
Supplies	37,044	38,752	38,752	0	0.0%
Other	16,228	17,783	17,783	0	0.0%
Utilities	1,611	1,571	2,419	848	54.0%
Capital	10,675	15,727	12,250	-3,477	-22.1%
TOTAL	2,982,499	2,949,759	2,951,163	1,404	0.0%
BENEFITS			900,283		
REVENUE	1,315,533	805,000	1,367,232	562,232	69.8%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Comptroller	525,659	526,017	499,645	-26,372	-5.0%
Purchasing	888,754	876,511	866,152	-10,359	-1.2%
Assessors	600,191	609,254	614,547	5,294	0.9%
Treasurer-Collector	967,896	937,977	970,819	32,842	3.5%
TOTAL	2,982,499	2,949,759	2,951,163	1,404	0.0%

COMPTROLLER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	360,604	362,995	328,032	-34,963	-9.6%
Services	152,121	146,637	157,248	10,611	7.2%
Supplies	7,650	7,650	7,650	0	0.0%
Other	3,823	3,715	3,715	0	0.0%
Capital	1,460	5,020	3,000	-2,020	-40.2%
TOTAL	525,659	526,017	499,645	-26,372	-5.0%

PURCHASING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	340,365	333,515	335,543	2,028	0.6%
Services	520,484	512,197	499,262	-12,935	-2.5%
Supplies	22,192	23,960	23,960	0	0.0%
Other	1,963	2,568	2,568	0	0.0%
Utilities	1,611	1,571	2,419	848	54.0%
Capital	2,139	2,700	2,400	-300	-11.1%
TOTAL	888,754	876,511	866,152	-10,359	-1.2%

ASSESSORS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	557,936	568,483	573,878	5,396	0.9%
Services	27,650	25,371	25,869	498	2.0%
Supplies	2,649	3,000	3,000	0	0.0%
Other	8,396	8,500	8,500	0	0.0%
Capital	3,560	3,900	3,300	-600	-15.4%
TOTAL	600,191	609,254	614,547	5,294	0.9%

TREASURER-COLLECTOR

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	672,887	663,552	664,451	899	0.1%
Services	284,893	263,176	295,676	32,500	12.3%
Supplies	4,554	4,142	4,142	0	0.0%
Other	2,046	3,000	3,000	0	0.0%
Capital	3,516	4,107	3,550	-557	-13.6%
TOTAL	967,896	937,977	970,819	32,842	3.5%

TREASURER-COLLECTOR SUB-PROGRAM: SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	129,264	121,902	139,808	17,906	14.7%
Treasurer	188,162	178,652	193,892	15,240	8.5%
Collector	257,751	258,659	258,641	-17	0.0%
Payroll	392,718	378,765	378,477	-288	-0.1%
TOTAL	967,896	937,977	970,819	32,842	3.5%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	120,136	117,739	118,147	409	0.3%
Services	5,915	2,732	20,232	17,500	640.7%
Supplies	418	142	142	0	0.0%
Other	55	400	400	0	0.0%
Capital	2,741	890	888	-3	-0.3%
TOTAL	129,264	121,902	139,808	17,906	14.7%

PAYROLL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	271,985	260,770	260,758	-12	0.0%
Services	119,392	115,732	115,732	0	0.0%
Supplies	543	300	300	0	0.0%
Other	212	800	800	0	0.0%
Capital	586	1,163	888	-276	-23.7%
TOTAL	392,718	378,765	378,477	-288	-0.1%

TREASURER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	93,589	97,980	98,223	243	0.2%
Services	91,085	77,882	92,882	15,000	19.3%
Supplies	2,274	1,000	1,000	0	0.0%
Other	1,152	900	900	0	0.0%
Capital	63	890	888	-3	-0.3%
TOTAL	188,162	178,652	193,892	15,240	8.5%

COLLECTOR

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	187,177	187,064	187,322	258	0.1%
Services	68,501	66,832	66,832	0	0.0%
Supplies	1,320	2,700	2,700	0	0.0%
Other	627	900	900	0	0.0%
Capital	126	1,163	888	-276	-23.7%
TOTAL	257,751	258,659	258,641	-17	0.0%

PURCHASING SUB-PROGRAM SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Purchasing	273,446	271,989	275,137	3,148	1.2%
General Services	615,307	604,521	591,015	-13,506	-2.2%
TOTAL	888,754	876,511	866,152	-10,359	-1.2%

PURCHASING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	262,897	258,908	260,797	1,889	0.7%
Services	2,696	3,182	3,893	711	22.3%
Supplies	2,140	3,060	3,060	0	0.0%
Other	1,963	2,568	2,568	0	0.0%
Utilities	1,611	1,571	2,419	848	54.0%
Capital	2,139	2,700	2,400	-300	-11.1%
TOTAL	273,446	271,989	275,137	3,148	1.2%

GENERAL SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	77,468	74,606	74,746	140	0.2%
Services	517,788	509,015	495,369	-13,646	-2.7%
Supplies	20,051	20,900	20,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	615,307	604,521	591,015	-13,506	-2.2%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Comptroller

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	89,152	105,016	1.00	104,755	1.00	105,016
	Assistant Comptroller	T-10	1.00	1.00	70,365	79,614	1.00	79,416	1.00	79,614
	Senior Accountant	T-5	1.00	1.00	53,630	60,680	1.00	59,470	1.00	60,680
	Senior Audit Clerk	C-6	0.00	0.00	40,055	41,843	1.00	40,643	1.00	40,643
	Senior Office Assistant	C-5	0.00	0.00	38,716	40,490	1.00	39,304	1.00	39,304
	Senior Account/Audit Clerk	C-5	1.00	1.00	38,716	40,490	0.00	0	0.00	0
	Senior Account/Audit Clerk	C-4	2.00	2.00	36,632	38,386	1.00	36,632	0.00	0
	Subtotal		6.00	6.00			6.00	360,220	5.00	325,257
510901	Temporary Part Time Salaries									
	Clerical Assistant		0.70	0.00			0.00	0	0.00	0
	Subtotal		0.70	0.00			0.00	0	0.00	0
	Other									
513044	Longevity							1,725		1,725
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							2,775		2,775
	Total		**6.70**	**6.00**			**6.00**	**362,995**	**5.00**	**328,032**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Purchasing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2011 SALARY RANGE As of 1/1/11		FY2011 BUDGET		FY2012 RECOMMENDATION	
			FY2009	FY2010	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	89,152	105,016	1.00	97,240	1.00	98,945
	Procurement Officer	T-8	1.00	1.00	65,056	73,608	1.00	73,424	1.00	73,608
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	43,458	45,644	1.00	45,644	1.00	45,644
	Buyer/Clerk	C-9	1.00	1.00	44,212	46,040	1.00	46,040	1.00	46,040
	Senior Office Assistant	C-5	0.00	0.00	38,716	40,490	1.00	39,304	1.00	39,304
	Senior Clerk/Typist	C-4	1.00	1.00	36,632	38,386	0.00	0	0.00	0
	Mail Clerk	GN-1	0.93	0.93	27,569	28,956	0.93	26,929	0.93	26,929
	Subtotal		5.93	5.93			5.93	328,581	5.93	330,470
513044	Longevity Pay							3,883		4,023
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							4,933		5,073
	Total		**5.93**	**5.93**			**5.93**	**333,515**	**5.93**	**335,543**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Assessing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 BUDGET NO.	FY2012 BUDGET AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	89,152	105,016	1.00	101,682	1.00	103,464
	Deputy Chief Assessor	T-12	1.00	1.00	77,570	87,767	1.00	87,548	1.00	87,767
	Assessor - Commercial Valuation Director	T-11	1.00	0.00	73,179	82,799	0.00	0	0.00	0
	Assessor - Commercial Valuation Director	T-10	0.00	1.00	70,365	79,614	1.00	75,322	1.00	76,854
	Assistant Assessor - Residential / Commercia	T-9	1.00	1.00	67,658	76,552	1.00	71,158	1.00	72,606
	Assistant Assessor / Field Appraiser	GN-10	2.80	2.80	56,684	59,537	2.80	166,288	2.80	166,704
	Principal Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Senior Clerk Typist	C-5	1.00	0.00	38,716	40,490	0.00	0	0.00	0
	Subtotal		8.80	7.80			7.80	546,685	7.80	552,080
510102	Permanent Part Time Salaries									
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal							12,000		12,000
	Other									
510300	Overtime							5,063		5,063
513044	Longevity Pay							4,385		4,385
515501	Clothing/Uniform Allowance (In Lieu of Boots)							350		350
	Subtotal							9,798		9,798
	Total		**8.80**	**7.80**			**7.80**	**568,483**	**7.80**	**573,878**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Treasurer - Collector

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of1/1/11 LOW	FY2011 SALARY RANGE As of1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	112,306	132,290	1.00	131,961	1.00	132,290
	Payroll Director	T-14	0.00	1.00	87,157	98,615	1.00	90,063	1.00	91,895
	Payroll Manager	T-10	1.00	0.00	70,365	79,614	0.00	0	0.00	0
	Assistant Treasurer	T-7	1.00	1.00	62,554	70,777	1.00	64,639	1.00	64,801
	Assistant Collector	T-7	1.00	1.00	62,554	70,777	1.00	70,601	1.00	70,777
	Payroll Coordinator	T-5	0.00	2.00	53,630	60,680	2.00	114,977	2.00	116,236
	Payroll Accountant	T-2	1.00	0.00	42,573	48,169	0.00	0	0.00	0
	Head Cashier	C-9	1.00	1.00	44,212	46,040	1.00	45,408	1.00	45,584
	Senior Audit Clerk	C-6	0.00	0.00	40,055	41,843	1.00	40,643	1.00	40,643
	Sr. Accounts Recievable Clerk	C-6	0.00	0.00	40,055	41,843	1.00	40,055	1.00	40,055
	Senior Clerk Typist	C-5	1.00	1.00	38,716	40,490	0.00	0	0.00	0
	Sr. Accounts Recievable Clerk	C-5	1.00	1.00	38,716	40,490	0.00	0	0.00	0
	Senior Office Assistant	C-5	0.00	0.00	38,716	40,490	1.00	38,716	1.00	38,716
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	0.00	0	0.00	0
	Subtotal		9.00	10.00			10.00	637,063	10.00	640,996
510901	Temporary Part Time Salaries									
	Clerical Assistant (1)		0.00	0.70		$12.25/hr	0.70	17,214	0.49	11,830
	Subtotal		0.00	0.70			0.70	17,214	0.49	11,830
	Other									
510300	Regular Overtime							3,500		6,000
513044	Longevity Pay							4,375		4,225
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							9,275		11,625
	Total		**9.00**	**10.70**			**10.70**	**663,552**	**10.49**	**664,451**

(1) Hourly rate effective 1/1/2011

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 FY12 budget reflects an increase of $10,129 (1.3%). Personnel increases $8,944 (1.7%) due to Steps ($7,597), and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($1,347).

Services increase $1,951 (1.5%) for Data Processing Software Maintenance ($2,081), Subscriptions ($1,000), and the Copier Lease ($210) followed a decrease in Wireless Communications ($1,340). The $765 (20.3%) decrease in Capital reflects current leased computer costs.

FY2012 OBJECTIVES

1. To assist the Town with drafting a policy pursuant to MGL Ch. 93H to protect the privacy of personal data.
2. To negotiate a pre-trial settlement (likely with the assistance of a mediator) in Mande v. Town of Brookline et al.
3. To continue to assist the Licensing Review Committee with devising updated licensing-related regulations and procedures.
4. To continue to assist the new Town Administrator with various matters in order to facilitate a smooth transition.
5. To create an informational database that Town committee members can be directed to for the latest committee information.
6. To assist the Town's Treasury Department in establishing a standard protocol for the collections and foreclosure process in the Town.
7. To achieve continued success in defending the Town against claims and lawsuits.
8. To continue to coordinate and provide training to the Town 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.

OBJECTIVES (Con't.)

9. To continue to assist and advise department heads and administrative staff on legal issues and concerns.
10. To update the software for efficient case and department file management.
11. To achieve continued success in representing the Treasure/Collector in tax title cases (real property tax collection).
12. To continue to represent the Conservation Commission in the Appeals Court and Superior Court.
13. To continue to develop and expand on professional skills and goals.

ACCOMPLISHMENTS

1. Won summary judgment against the Town's gasoline supplier on its breach of contract claims against the Town based on the Town's refusal to pay an illegal price mark-up on the per-gallon price of gasoline (totaling approximately $17,000), and in favor of the Town on the Town's breach of contract claims. (Petroleum Traders Corp. v. Town of Brookline et al.)
2. Won summary judgment against a retired police officer in a case of first impression brought under MGL Ch. 41, s. 100 seeking indemnification for post-retirement medical expenses. (Heavey v. Town of Brookline)
3. Won dismissal by the Civil Service Commission of a bypass appeal brought by an applicant for a firefighter position. (McMahon v. Town of Brookline)
4. Completed exhaustive discovery, including 13 depositions, and filed a motion for summary judgment in a Title IX sexual harassment case.
5. Successfully defended the Transportation Board from an appeal brought by Bethseda Cab, a taxi company alleging that the Board illegally revoked its taxicab business license.
6. Negotiated and assisted drafting a land disposition agreement for the Fisher Hill Reservoir Project.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	531,687	526,229	535,173	8,944	1.7%
Services	121,221	126,067	128,017	1,951	1.5%
Supplies	2,261	2,200	2,200	0	0.0%
Other	96,659	104,700	104,700	0	0.0%
Capital	2,706	3,765	3,000	-765	-20.3%
TOTAL	754,535	762,961	773,090	10,129	1.3%
BENEFITS			250,527		
REVENUE	5,094	5,000	5,000	0	0.0%

ACCOMPLISHMENTS (Con't.)

7. Won an MCAD case (Santiago v. Town of Brookline); the complainant filed action alleging race discrimination and it was dismissed for lack of probable cause.
8. Assisted in the recovery of more than $46,000 in restitution from individuals who damaged Town-owned property.
9. Won dismissal in a lengthy MCAD case (Rinsky v. Counsel on Aging); the complainant made allegations of Sexual Harassment.
10. Successfully defended the Town against numerous unsubstantiated damage claims and effectively negotiated settlements when warranted.
11. Continued working with the Department of Public Works, the City of Boston, and various state agencies relative to the Muddy River Project.
12. Successfully represented the Department of Public Works in a bid protest hearing at the Attorney General's Office.
13. Filed a brief in Appeals Court defending a Zoning Board of Appeals decision and requested the Court to affirm the Trial Court's decision.
14. Recovered thousands of dollars of Chapter 111F expenses related to police and fire department personnel who were injured while on duty by the negligent actions of others.
15. Filed Small Claims actions on behalf of the Treasurer's Office for unpaid personal property tax.
16. Successfully defended the Preservation Commission in an appeal from the denial of a Certificate of Hardship (Amster v. Town of Brookline Preservation Commission, Norfolk Superior Court).
17. Effectively represented the Zoning Board of Appeals on various matters, defending decisions in Land Court and Superior Court.
18. Successfully recovered over $350,000 in Real Estate Property Taxes on behalf of the Treasury Department that were due to the Town.
19. Continued to perform training seminars and prepare written materials on Conflict of Interest, Open Meeting Law and Public Records Law In accordance with the General By-Law, Article 3.20, for all newly appointed board and commission members for the Town.
20. Provided legal assistance by reviewing and drafting legal documents, representing the Town at closings, and securing approximately 10 new and permanently affordable housing units in town.
21. Advised the Building Department during an oil spill near Brookline Reservoir, including responding to a request for information by the EPA.
22. Successfully defended the Brookline Police Department in various enforcement actions.
23. Successfully represented the Board of Assessor's in negotiating a favorable settlement (Brookline Conservation Land Trust v. Bd. of Assessors of the Town of Brookline).
24. Continued to provide legal opinions on a daily basis to Town departments, boards and commissions.

ACCOMPLISHMENTS (Con't.)

25. Drafted and negotiated lease agreements for Town properties.
26. Provided assistance and guidance to boards, commissions, department heads, and citizens in drafting various warrant articles.
27. 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.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
Disposed Court Cases	57	55	59	55	55
Formal Legal Opinions	51	45	43	45	45
Petitions to Foreclose	8	20	20	20	20
Land Court & Tax Title Cases	16	15	23	15	15
Retirement Cases	0	1	0	1	1
Special Ed. Appeals *	26	25	30	25	25
Appellate Tax Board	9	15	7	10	10
Leases/Ground Leases	8/2	8/2	8/2	8/2	8/2
Zoning Board Appeals	7	12	12	10	10
Personal Injury	9	5	15	10	10
Property Damages	15	15	30	15	15
Civil Service	6	5	2	5	5
Contract cases	5	4	3	5	5
Bankruptcy cases **	15	3	14	10	10
Miscellaneous Lawsuits***	46	45	52	50	50
Housing Projects/Closings	58	60	45	50	50
Contracts Reviewed and Approved (approx.)	362	350	335	350	350
Claim Letters Processed	536	500	548	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 FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	112,306	132,290	1.00	124,332	1.00	126,511
	Associate Town Counsel II	D-5	2.00	2.00	89,152	105,016	2.00	193,300	2.00	196,688
	Associate Town Counsel I	T-14	1.00	1.00	87,157	98,615	1.00	96,649	1.00	98,615
	Senior Paralegal Secretary	T-5	1.00	1.00	53,630	60,680	1.00	57,408	1.00	58,576
	Paralegal Secretary	C-9	1.00	1.00	44,212	46,040	1.00	46,617	1.00	46,733
	Subtotal		6.00	6.00			6.00	518,306	6.00	527,122
	CDBG Charge-Off							(5,000)		(5,000)
	Workers' Comp. Charge-Off							(10,000)		(10,000)
	Net Total		6.00	6.00			6.00	503,306	6.00	512,122
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.64	0.53			0.53	20,524	0.53	20,651
	Subtotal		0.64	0.53			0.53	20,524	0.53	20,651
	Other									
513044	Longevity Pay							2,050		2,050
515501	Clothing/Uniform Allowance							350		350
	Subtotal							2,400		2,400
	Total		**6.64**	**6.53**			**6.53**	**526,229**	**6.53**	**535,173**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

PROGRAM DESCRIPTION

The Advisory Committee is appointed by the Moderator in accordance with Sections 2.2.1 and 2.2.2 of the Town 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 FY12 budget reflects a decrease of $15 (0.1%), which represents a personnel adjustment for Steps ($177, 1%) and a decrease in Capital to reflect leased computer costs ($192, 39.4%).

FY2012 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 FY2010, the full Advisory Committee met 21 times and Advisory Committee Subcommittees met 48 times in addition to capital project site visits.
2. Spent three months reviewing the Town Administrator's Proposed FY2011 Financial Plan and Capital Improvements Program and developing the Advisory Committee's version of the budget for FY 2011. 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, a Stretch Energy code, the new Nuisance Control By-Law, powers and responsibilities of the Town Administrator, and changes to parking requirements, to name a few.
4. Regularly updated meeting schedules, maintained on-going communications and provided materials to all department heads, town boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties. Held open 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 OPEB's, the zoning by-law, noise control by-law, climate action and Town Administrator screening.
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 FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	14,300	17,156	17,333	177	1.0%
Services	0	36	36	0	0.0%
Supplies	1,050	1,275	1,275	0	0.0%
Other	326	570	570	0	0.0%
Capital	0	487	295	-192	-39.4%
TOTAL	15,675	19,524	19,509	-15	-0.1%
BENEFITS			290		
REVENUE	0	0	0	0	0.0%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2011 SALARY RANGE As of 1/1/11		FY2011 BUDGET		FY2012 RECOMMENDATION	
			FY2009	FY2010	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries									
	Executive Assistant	C-10	0.35	0.35	48,430	50,493	0.35	17,156	0.35	17,333
	Total		**0.35**	**0.35**			**0.35**	**17,156**	**0.35**	**17,333**

PROGRAM DESCRIPTION

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.

A brief description of each of the subprograms is as follows:

Public Records - 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.

Elections - 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.

Voter Registration - 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.

BUDGET STATEMENT

The FY12 budget reflects a decrease of $39,495 (6.5%) primarily due to the fact that there were three elections in FY11 compared to two in FY12. Personnel decreases $39,695 (7.8%) and includes a $47,000 decrease in Election Workers, increases for Steps ($2,389), and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($431), and the creation of an Administrative Assistant (C-8) ($42,871) in exchange for the elimination of a vacant Clerk/Typist (C-4) ($38,386).

BUDGET STATEMENT (Con't.)

Services increase $3,100 (4.2%) due to an increase in Postage ($3,200), Legal Services ($1,200), Subscriptions ($1,000), Office Equipment Rental/Lease ($600), Credit Card Service Charges ($300), Motor Vehicle/Equipment Rental ($200) and Advertising Services ($200) offset by decreases in Professional/Technical Services ($2,300), Office Equipment Repair and Maintenance ($1,000), and Wireless Communication ($300).

The $1,400 (10.2%) decrease in Supplies reflects a $2,000 decrease in meals for election workers, slightly offset by a $600 increase in Office Supplies. The decrease in Capital ($1,500, 37.5%) reflects the purchase of a High Speed Auto Folder in FY11, but not FY12.

FY2012 OBJECTIVES

1. To publish the 2011 List of Persons 17 Years of Age and Older.
2. To publish the 2011 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meting Members Association.
3. To update the General By-Laws based upon the the Office of the Attorney General's Municipal Law Unit's approval of the actions taken at the May, 2011 Annual Town Meeting.
4. To certify signatures on nomination papers for party town and state committees for the March 6, 2012 Presidential Preference Primary.
5. To administer, record and certify the actions taken at the November, 2011 Special Town Meeting.
6. To certify and transmit all General and Zoning By-Laws passed at the November, 2011 Special Town Meeting to the Office of the Attorney General's Municipal Law unit for review and approval.
7. To certify signatures on nomination papers for presidential candidates for the March 6, 2012 Presidential Preference Primary.
8. To administer and record the collection of data for the 2012 List of Persons 17 Years of Age and Under.
9. To hold three registration sessions for the March 6, 2012 Presidential Preference Primary.
10. To administer, record and certify the March 6, 2012 Presidential Preference Primary and transmit the certified results to the Elections Division of the Office of the Secretary of the Commonwealth.
11. To administer, record and certify the May, 2012 Annual Town Election.
12. To transmit a certified 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.

FY2012 OBJECTIVES (Con't.)

13. To update both internal and public databases for Town Meeting Members based upon the certified results of the May, 2012 Annual Town Election.
14. To administer, record and certify the actions taken at the May, 2012 Annual Town Meeting.
15. To certify and transmit all General and Zoning By-Laws passed at the May, 2012 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
16. To transmit certified votes for all authorizations to borrow, passed at the May 2012 Annual Town Meeting, to the Division of Local Services of the Department of Revenue.
17. To implement the GeoTMS permitting application for Business Certificates.

ACCOMPLISHMENTS

1. Performed the collection of the data for the 2010 Street List of Persons 17 Years of Age and Older.
2. Certified signatures on nomination papers for all offices except state-wide and Congress.
3. Certified signatures on nomination papers for party candidates for state-wide and Congress.
4. Administered, recorded and certified the May 4, 2010 Annual Town Election.
5. Transmitted a certified list of Elected Town Officers elected at the May 4, 2010 Annual Town Election to the Elections Division of the Office of the Secretary of the Commonwealth.
6. Updated both internal and public databases for Town Meeting Members based upon the certified results of the May 4, 2010 Annual Town Election.
7. Administered, recorded and certified the actions taken at both the May 25, 2010 Annual Town Meeting and Special Town Meeting.
8. Certified and transmitted all General and Zoning By-Law amendments passed at the May 25, 2010 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
9. Certified and transmitted all votes passed at the May 25, 2010 Annual Town Meeting containing authorizations to borrow to the Local Services Division of the Department of Revenue.
10. Certified signatures for initiative petitions for the November 4, 2010 State Election.
11. Published the 2010 List of Persons 17 Years of Age and Older.
12. Published the 2010 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.

ACCOMPLISHMENTS (Con't.)

13. Researched and presented to the Board of Selectmen alternative polling place locations in anticipation of a temporary relocation of Precincts 12 and 13.
14. Destroyed all ballots and election materials from the 2008 State Primary and State Election pursuant to 42 USC, s.1974.
15. Mailed absentee ballot applications to Certified Permanently Disabled Voters.
16. Conducted three registration sessions for the September 14, 2010 State Primary.
17. Certified signatures on nomination papers for non-party candidates for state-wide and Congress for the November 2, 2010 State Election.
18. Administered, recorded and certified the September 14, 2010 State Primary and transmitted the certified results to the Elections Division of the Office of the Secretary of the Commonwealth.
19. Conducted an information seminar for seniors for the Council on Aging.
20. Updated the General By-Laws based upon the approval of the Office of the Attorney General's Municipal Law Unit of the actions taken at the May 25, 2010 Annual Town Meeting.
21. Conducted three registration sessions for the November 2, 2010 State Election.
22. Administered, recorded and certified the November 2, 2010 State Election and transmitted the certified results to the Elections Division of the Office of the Secretary of the Commonwealth.
23. Transmitted certified results for the Office of County Commissioner to the Office of the Norfolk County Commission.
24. Administered, recorded and certified the actions taken at the November 16, 2010 Special Town Meeting.
25. Certified and transmitted all General and Zoning By-Law amendments passed at the November 16, 2010 Special Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
26. Certified and transmitted all votes passed at the November 16, 2010 Special Town Meeting containing authorizations to borrow to the Local Services Division of the Department of Revenue.
27. Implemented both On-Line and In-Line electronic payments for various services.
28. Implemented a Switchboard program to download various data to CD, hardcopy and labels.
29. Implemented the GeoTMS permitting application for Dog Licensing.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
% of Eligible Registered Voters Participating (average)	36.8%	17.5%	32.9%	26.0%	39.2%
% Rate of Return for Census Forms	64.0%	65.0%	49.0%	65.0%	68.0%
Average Delivery Time for Vital Records (minutes)	3.5	2.8	3.0	2.5	2.5
Databases Computerized	85%	90%	90%	90%	90%
Hours Election Workers Trained	24	24	24	24	12
Workload:					
Total Elections	3	3*	3*	3	2
Total Residents	52,387	53,150	52,387	54,850	53,650
Registered Voters	32,900	33,150	38,064*	40,250*	38,650*
Inactive Voters	7,782	7,950	13,051	8,750	9,200
Marriage Licenses	419	420	436	430	440
Conservation Licenses	337	350	458	425	430
Board of Appeals	57	55	60	58	65
Dog Licenses	1,744	1,750	1,969	1,980	1,990
Passports	143	140	348	360	0**
Other	3,990	4,050	3,394	3,500	3,650

* State requires incorporating Inactive Voters as part of the registered voter total

**Reflects new regulations prohibiting Town Clerks from processing passports if they also handle birth certificates.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	416,643	510,667	470,972	-39,695	-7.8%
Services	63,983	74,173	77,273	3,100	4.2%
Supplies	9,091	13,750	12,350	-1,400	-10.2%
Other	1,145	1,400	1,400	0	0.0%
Capital	2,232	4,000	2,500	-1,500	-37.5%
TOTAL	493,094	603,990	564,494	-39,495	-6.5%
BENEFITS			182,623		
REVENUE	170,482	162,500	163,500	1,000	0.6%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Public Records	295,329	291,938	300,543	8,605	2.9%
Elections	77,417	185,619	134,069	-51,550	-27.8%
Voter Registration	120,348	126,433	129,883	3,450	2.7%
TOTAL	493,094	603,990	564,494	-39,495	-6.5%

PUBLIC RECORDS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	277,147	272,143	279,448	7,305	2.7%
Services	12,163	14,895	16,845	1,950	13.1%
Supplies	2,642	2,000	2,600	600	30.0%
Other	1,145	400	400	0	0.0%
Capital	2,232	2,500	1,250	-1,250	-50.0%
TOTAL	295,329	291,938	300,543	8,605	2.9%

ELECTIONS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	38,594	141,000	94,000	-47,000	-33.3%
Services	32,382	34,869	32,319	-2,550	-7.3%
Supplies	6,442	9,750	7,750	-2,000	-20.5%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	77,417	185,619	134,069	-51,550	-27.8%

VOTER REGISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	100,902	97,524	97,524	0	0.0%
Services	19,439	24,409	28,109	3,700	15.2%
Supplies	7	2,000	2,000	0	0.0%
Other	0	1,000	1,000	0	0.0%
Capital	0	1,500	1,250	-250	-16.7%
TOTAL	120,348	126,433	129,883	3,450	2.7%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Clerk	D-4	1.00	1.00	81,791	96,345	1.00	96,106	1.00	96,345
	Assistant Town Clerk	T-10	0.00	1.00	70,365	79,614	1.00	76,662	1.00	78,222
	Assistant Town Clerk	T-7	1.00	0.00	62,554	70,777	0.00	0	0.00	0
	Administrative Assistant	C-8	0.00	0.00	42,871	44,686	0.00	0	1.00	42,871
	Principal Clerk	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Senior Clerk Typist (ZBA)	C-6	1.00	1.00	40,055	41,843	1.00	41,843	1.00	41,843
	Senior Clerk Typist	C-6	0.00	0.00	40,055	41,843	1.00	40,055	1.00	41,076
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	0.00	0	0.00	0
	Clerk/Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,386	0.00	0
	Subtotal		6.00	6.00			6.00	335,999	6.00	343,304
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							141,000		94,000
	Census Workers							3,500		3,500
	Subtotal							144,500		97,500
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal							2,500		2,500
	Other									
510300	Regular Overtime							3,968		3,968
513044	Longevity Pay							4,400		4,400
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							11,768		11,768
	Total		**6.00**	**6.00**			**6.00**	**510,667**	**6.00**	**470,972**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development
PROGRAM DESCRIPTION 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. The Department consists of the following four sub-programs: The **Planning and Administration Sub-program** 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. The **Housing Sub-program** works to increase the supply of affordable housing in town through the administration of all housing programs, including affordable housing preservation, development, and financing. The **Economic Development Sub-program** 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. The **Preservation Sub-program** 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.	**BUDGET STATEMENT** The FY12 budget represents a $2,592 (0.4%) increase. Personnel increases $5,117 (0.8%) and includes step increases ($6,602) and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($1,707), slightly offset by an increase in the charge off to CDBG ($3,190). The Capital decrease of $2,525 (33.6%) reflects current leased computer costs. **FY2012 OBJECTIVES** **Planning and Administration** 1. To create, modify and educate stakeholders on the Town's land use plans, such as the Comprehensive Plan. 2. To provide transparency by posting reports, plans and minutes on the Town's website. 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. 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. 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. 6. To develop possible updates of the Zoning By-Law to address the current needs and vision of the community. 7. To provide technical and administrative support to committees established by the Selectmen. 8. To foster interdepartmental communication through meetings and written information on issues that cross departmental lines. 9. To represent the Town on regional and statewide planning issues. 10. To manage the planning process for Hancock Village under guidance from the Board of Selectmen. 11. To incorporate regulation changes into CDBG administration from HUD that have an immediate effect on the entitlement grant and subsequent grantees. 12. To administer and manage approximately $1.7 million in CDBG funds, including implementation of the HUD-required Consolidated Plan (five year plan), subsequent One-Year Action Plan, and year-end performance and evaluation reporting (CAPER).

FY2012 OBJECTIVES (Con't.)

Planning and Administration (con't.)

13. To provide continued administration and oversight of $436,000 in CDBG-R recovery funds.
14. To participate and coordinate with members of the Brookline-Newton-Waltham-Watertown Continuum of Care to ensure that funded housing and service activity programs achieve maximum efficiency and success for those communities.
15. To provide insightful direction and recommendations to the Board of Selectmen and the CDBG Advisory Committee concerning the use of CDBG funding.
16. To provide counsel, opportunities for participation, and technical assistance to individuals, organizations, for-/and non-profits on the requirements of the formula grants awarded to the Town from eligibility to award through project completion.
17. 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 formulas grant and ARRA funded grants the Town receives.
18. To continue to work with the Continuum of Care to develop and promulgate a Homeless Management Information System (HMIS).
19. To facilitate the activities of the Selectmen's Climate Action Committee, including measuring and analyzing the Town's production of greenhouse gas emissions and recommending relevant programs.
20. To manage the Town's spending of Energy Efficiency and Conservation Block Grant funds on municipal buildings and lighting infrastructure, as well as on a new residential energy efficiency program, ensuring compliance with regulations and accurate reporting to the Department of Energy.
21. To manage the Town's efforts in pursuit of Green Community status.

Housing

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.
2. To work with developers making cash payments in lieu of units and assist the Housing Advisory Board in the administration of the Housing Trust.
3. To assist owners in preserving existing affordable housing through capital improvement loans, based upon funding availability.
4. To monitor occupancy of existing affordable housing to assure long-term preservation.
5. To maintain up-to-date information and to provide information and referral to members of the public seeking affordable housing or housing-related resources.

FY2012 OBJECTIVES (Con't.)

Housing (con't.)

6. To work with affordable housing developers as well as 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.
7. 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.
8. 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.
9. 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.
10. 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.

Economic Development

1. To pursue and manage commercial redevelopment opportunities identified as appropriate places for redevelopment.
2. To maintain regular communication between the Town and various business interest groups.
3. To manage programs that assist small businesses, especially those that are owned or serve low/moderate-income populations.
4. To develop a five-year economic development plan for the Town, including the implementation of specific projects identified in the Comprehensive Plan 2005-2015 and a targeted tourism program.
5. To continue management of commercial area events such as the 1st Light Festival and Food Festival.
6. To expand the the Division's website and other appropriate tools for use by residents, commercial property owners, potential developers, existing and prospective businesses, and visitors to Brookline.

FY2012 OBJECTIVES (Con't.)

Preservation

1. To aid in the preservation of the historical and cultural assets of Brookline and encourage the development of appropriate uses and settings for such buildings and places by, among other things, holding an annual awards ceremony.
2. To facilitate Preservation Commission review of applications for exterior design changes to buildings located in local historic districts within 30 days by providing administrative and technical support, and for demolition requests exploring alternatives to demolition if a building is declared significant.
3. To apply for a MHC Survey & Planning grant.
4. To expand the Historic Tourist program.
5. To provide public education on the benefits of historic preservation and awareness of the Town's cultural resources, as well as encourage appropriate energy efficient solutions for historic properties.
6. To continue to research and build archives and to review and update building inventory forms and to recommend appropriate properties for eligibility for the National Register of Historic Places.
7. To complete the 2012 Preservation Awards program.
8. To contribute to the digitization of Town historic photographs in the Digital Commonwealth program.
9. To work with the Historical Society and Building Department to continue the stewardship and renovation of Town-owned historic buildings.
10. To review and comment on projects that affect National and State Register properties.
11. To explore possible new Local Historic Districts where appropriate.

ACCOMPLISHMENTS

Planning and Administration

1. Increased public access to the Department's information through electronic posting of Planning Board minutes and reports.
2. Improved public notification of zoning cases through electronic notification or additional notification methods.
3. Instituted initial method for providing design review of "moderate impact projects" that are smaller than Major Impact Projects but have design and neighborhood issues to resolve.
4. Continued implementation of the Brookline Comprehensive Plan 2005 – 2015 and supporting Action Plan.

ACCOMPLISHMENTS

Planning and Administration (con't.)

5. Continued detailed feasibility analysis and engineering design of improvements recommended in the Gateway East Public Realm Plan.
6. Provided technical and administrative assistance to the Design Advisory Team working with the development team on the development of the Town-owned Fisher Hill reservoir site.
7. Advised the Zoning By-Law Committee and developed potential zoning changes for submission to Town Meeting
8. Staffed committees established by the Selectmen, such as the Sign By-Law Committee, the Hancock Village Planning Committee, and the Parking Management Committee.
9. Provided professional and technical support to the Planning Board, Board of Appeals, and other Town boards and commissions.
10. Worked with the Town Administrator's Office and the Planning Board on the timely preparation of the FY11-16 Capital Improvements Program within the financial guidelines established by the Selectmen.
11. Continued efforts to improve the management and monitoring of Planning Board and Board of Appeals decisions records.
12. 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.
13. 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.
14. Published "Update" on a bi-monthly basis.
15. Ensured compliance of the Community Development Block Grant (CDBG) program with federal requirements including successful completion of the federal audit of the program.
16. Received a grant agreement from HUD for CDBG and HOME program funds that allowed the Town to address identified needs and provide oversight of the programs accordingly.
17. Prepared and received approval of the Annual One-Year Action plan as required by the HUD-mandated Consolidated Plan.
18. 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.
19. Successfully provided regulatory compliance direction and enforcement of HUD regulations relative to administering the CDBG and Continuum of Care grants.
20. Prepared successful application for McKinney-Vento Homeless funds with Newton for the Brookline-Newton-Watertown Continuum of Care.

ACCOMPLISHMENTS (Con't.)

Planning and Administration (con't.)

21. 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.
22. Continued to work with the Brookline-Newton-Watertown Continuum of Care to balance the needs of homeless within the Consortium communities give the limited amount of resources available to this unique Continuum.
23. Participated in regional and national forums on community development to better achieve long-range strategic planning and policy for entitlement grantees.
24. Managed ARRA funding for the Town through the CDBG-R, EECBG, and HPRP programs.
25. Explored electronic and/or paperless options for HUD-mandated reports; initiated procedures whereby CDBG applicants and subrecipients may use electronic files rather than paper copies for program related paperwork.
26. Worked with the CDBG Advisory Committee to submit a recommended budget to the Board of Selectmen.
27. Prepared the Town's Five-Year Consolidated Plan and accompanying documentation to receive CDBG funding from HUD.
28. Actively represented the Town as a regional and national board member of the National Community Development Association (NCDA), thereby allowing access on current dialogue as its related to legislative and administrative directives of the federal government.
29. Successfully supported the Town's adoption of the stretch building code by Town Meeting in Spring, 2010.
30. Collaborated with Climate Change Action Brookline (CCAB) to launch the Brookline 2010 campaign, a public awareness and engagement effort to encourage residents, businesses, and organizations to adopt more energy efficient activities or to take advantage of renewable energy technology.
31. Applied for and received a Planning Assistance grant from the state Department of Energy Resources to develop a plan for the Town to become a Green Community.

Housing

1. Worked with New Atlantic Development Corporation, designated developer for Olmsted Hill, to complete regulatory review, advance private lot sales, and the development of 24 affordable condominium units on the Town-owned reservoir site.
2. Worked with the Brookline Housing Authority to advance a proposal to add 32 low-income rental units in a new building on the site of Trustman Apartments.
3. Closed out the St. Aidan's project, which included 36 affordable units.

ACCOMPLISHMENTS (Con't.)

Housing (con't.)

4. Worked with the developer of 310 Hammond Pond Parkway and 109 Sewall Avenue to market, select and qualify buyers for a total of four affordable units permitted under Section 4.08 of the Zoning By-law; and with the owners/developers of 1842 Beacon Street, 327 Hammond Pond Parkway and Hancock Village to plan for meeting their obligations for proposed projects.
5. Encouraged preservation of affordable housing by providing over $0.5 million in CDBG and CDBG-R funding and facilitating capital improvements at 1043-1045 Beacon Street, a 28-unit lodging housing owned by Pine Street Inn; 16 Williams Street, a home for 10 low-income persons with special needs operated by the Price Rehabilitation Center; and 154-156 Boylston Street, a six-family property owned by the Brookline Improvement Coalition.
6. Supported affordable homeownership by hosting first-time homebuyer training sessions; providing funding/technical assistance to income-eligible first-time homebuyers; and assisting owners of several deed restricted units seeking to sell, by marketing, selecting by lottery, and completing property transfer to eligible buyers.
7. Administered a three-year grant for the ARRA-funded Homelessness Prevention and Rapid Re-Housing Program, providing technical and/or financial assistance to some 100 households to prevent homelessness.
8. Carried out the 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.
9. Worked with the Town's Human Relations staff and members of the WestMetro HOME Consortium on strategies to further fair housing education in Brookline.
10. Provided telephone and in-person counseling to hundreds of households seeking to rent or purchase in Brookline, seeking other housing-related information. Made referrals to Town and non-Town resources.
11. Continued outreach to owners of rental properties and properties in transition, seeking to connect sellers to developers/operators of affordable housing.
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.

ACCOMPLISHMENTS (Con't.)

Economic Development

1. Advocated on behalf of business groups with the Town, and vice-versa, in areas such as parking and traffic in our core business areas.
2. Managed commercial redevelopments at 2 Brookline Place, 10 Brookline Place, and the Circle Cinema Theatre site.
3. Assisted small businesses by managing CDBG programs for microenterprise and capital improvement programs for low/moderate-income businesses, and collaborated with the Brookline Women's Commission to continue programming that assists women entrepreneurs.
4. Developed the scope of a targeted tourism program for the Town, including collaboration with the National Park Service, Preservation, Friends of Preservation, the Historical Commission and others.
5. Managed commercial area events such as the 1st Light Festival and Food Festival.
6. Implemented Comprehensive Plan 2005-2015 projects, including a planning study for properties in the L-0.5 zone as well as rezoning for 111 Boylston Street.
7. Supported opportunities to increase sustainability practices within the local business community, such as the Green Expo.
8. Encouraged local shopping as an integral part of Brookline's identity and quality of life, including holiday shopping programs and participation in the new Parksmart parking meter card.

Preservation

1. Initiated recommendations from the LHD User survey, posting reports on the web and initiating a user response evaluation.
2. Reviewed Local Historic District Guidelines, including incorporating renewable energy.
3. Collaborated with the Brookline Public Library to make the Town's historic digitized photographs more accessible by joining the Digital Commonwealth Project and providing over 200 indexed images.
4. Applied for a MHC Survey & Planning Grant.
5. Initiated the process of nominating the Brookline Reservoir Gatehouse as a National Historic Landmark.
6. Held the 2011-2012 Preservation Award Ceremony.
7. Worked with various neighborhoods to investigate the establishments of Local Historic Districts.
8. Participated in public awareness and participation in energy efficiency programs, including Brookline's Green Expo, Climate Action Committee Weekend and a conference on retrofitting historic properties.

ACCOMPLISHMENTS (Con't.)

Preservation (con't.)

9. Reviewed projects affecting National Register and historic properties: Larz Anderson Park, Fisher Hill reservoir sites, Widow Harris House, Putterham School, Fire Stations, Brookline Reservoir Gatehouse, Devotion House, Putterham School, Brookline Arts Center, Carlton Street Footbridge, Boylston Street milestone, Fisher Hill Reservoir, 1057 Beacon Street, historic metal street signs, St. Aidan's, Temple Ohabei Shalom, Hancock Village, Runkle School project, Heath School project, Children's Hospital residence at 241 Kent Street, Coolidge Corner Theatre, Longyear Mansion, Gateway East, Brandegee estate, Pine Street Inn building at 1043-1045 Beacon Street, the H.H. Richardson House at 25 Cottage Street, Green Hill at 135 Warren Street, Brookline Bank building on Washington Street.
10. Participated in the review of repairs to historic Town-owned buildings, including new roof and gutters and a new kitchen ceiling at the Devotion House; new gutters and repaired wood trim at the Brookline Arts Center; and a new door at the Putterham School.
11. Facilitated funding and completion of stabilization of the Brookline Reservoir Gatehouse.
12. Participated in several cases requiring multiple review with other departments and divisions, including 70 Sewall Avenue, 143 St. Paul Street, 59 Green Street, 447 Washington Street and 83 Penniman Place.
13. Provided technical assistance to Town departments, residents and the public, including the Brookline Arts Center, National Park Service, the Kennedy Birthplace, Frederick Law Olmsted National Site, Metropolitan Waterworks Museum, Killeath Israel, Brookline 2010, Climate Action Committee, Walk Boston, Brookline Historical Society, Urban Land Institute, City of Newton, American Planning Association, Society of Architectural Historians, NE Chapter.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
CDBG Value (millions)	$1.60	$1.60	$1.63	$1.63	$1.70
CDBG Programs	24	23	20	20	20
ARRA Funds (CDBG-R, EECBG, HPRP)	$0	$0.80	$0.45	$0.80	$0.80
New Housing Program Income (in millions)					
HOME Funds	$0.5	$0.4	$0.5	$0.5	$0.5
Housing Trust	$0.6	$0.3	<$.1	<$0.1	<$0.1
CDBG (included in above)	$0.4	$0.4	$0.3	$0.4	$0.5
Homelessness Prevention (HPRP)	$0.0	$0.3	$0.2	$0.2	$0.2
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	$0.4	$0.4	$0.2	$0.1	$1.5
Housing Trust	$0.0	$1.0	$0.0	$1.0	$1.5
CDBG	$0.2	$0.4	$0.3	$0.5	$0.6
New and/or Newly Affordable Units					
HOME/Housing Trust/CDBG	6	16	37	4	24
Inclusionary zoning	9	7	0	4	8
% of Demolition Applications Processed Within 30 Days	100%	100%	100%	100%	100%
% of Local Historic Dist. Appl. Processed w/in 30 Days	100%	100%	100%	100%	100%
Workload:					
Zoning Caseload	144	155	167	160	160
Board of Appeals	75	85	82	85	85
Signs, Facades, Antennas	69	70	85	75	75
Demolition Permits	31	20	30	25	27
Historic District Cases	109	100	98	100	105
Technical/Hist. Inquiries	2,510	2,650	2,800	2,900	3,000

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Workload:					
Workshops, Speaker Events	NA	NA	3	3	3
Community Events	NA	NA	3	3	3
# Commercial Property Assisted	NA	NA	14	10	10
# Potentially New Businesse	NA	NA	15	10	10
Committees Staffed	NA	NA	7	7	7
Existing Businesses Assisted	NA	NA	50	50	50
EDAB Projects under permitting/construction	N/A	N/A	2	3	3
New Storefronts Assisted	N/A	N/A	5	3	5
Storefront Retail Vacancy Rates	7.1%	N/A	6.1%	N/A	N/A
Regional Vacancy Rates	10.0%	N/A	9.6%	N/A	N/A
EDAB-Sponsored Projects Tax Yield:*					
Goddard House Assisted Living	$128,912	$139,498	$139,498	$144,873	$148,495
Kendall Crescent	$200,425	$225,224	$225,224	$231,788	$237,583
1010 Commonwealth Ave.	$179,901	$186,647	$186,647	$188,737	$193,455
Webster Street Marriott Hotel **	$774,291	$732,195	$732,195	$753,138	$771,966
TOTAL	$1,283,529	$1,283,564	$1,283,564	$1,318,536	$1,351,499

*FY12 figures assume a 2.5% growth in the tax bill.

** Does not include approximately $475,000 from additional state hotel excise tax.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	562,387	622,840	627,958	5,117	0.8%
Services	10,119	16,817	16,817	0	0.0%
Supplies	8,857	9,432	9,432	0	0.0%
Other	4,311	4,513	4,513	0	0.0%
Capital	4,814	7,525	5,000	-2,525	-33.6%
TOTAL	590,488	661,127	663,720	2,592	0.4%
BENEFITS			463,329		
REVENUE	14,168	5,000	5,000	0	0.0%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Planning	335,193	321,484	322,509	1,024	0.3%
Housing	65,104	123,915	123,720	-194	-0.2%
Economic Development	147,810	169,547	171,290	1,742	1.0%
Preservation	42,381	46,181	46,201	20	0.0%
TOTAL EXPENSES	590,488	661,127	663,720	2,592	0.4%

PLANNING & ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	318,408	300,017	302,655	2,638	0.9%
Services	3,613	6,709	6,709	0	0.0%
Supplies	6,986	7,132	7,132	0	0.0%
Other	4,055	3,713	3,713	0	0.0%
Capital	2,130	3,913	2,300	-1,613	-41.2%
TOTAL	335,193	321,484	322,509	1,024	0.32%

HOUSING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	62,496	118,561	118,773	212	0.2%
Services	252	1,257	1,257	0	0.0%
Supplies	1,008	1,790	1,790	0	0.0%
Other	12	350	350	0	0.0%
Capital	1,336	1,957	1,550	-407	-20.8%
TOTAL	65,104	123,915	123,720	-194	-0.2%

PRESERVATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	41,410	44,568	44,868	300	0.7%
Services	72	543	543	0	0.0%
Supplies	0	0	0	0	0.0%
Other	244	200	200	0	0.0%
Capital	655	870	590	-280	-32.2%
TOTAL	42,381	46,181	46,201	20	0.0%

ECONOMIC DEVELOPMENT

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	140,073	159,694	161,662	1,967	1.2%
Services	6,182	8,308	8,308	0	0.0%
Supplies	862	510	510	0	0.0%
Other	0	250	250	0	0.0%
Capital	693	785	560	-225	-28.7%
TOTAL	147,810	169,547	171,290	1,742	1.0%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Planning & Community Devel. Dir.	D-7	1.00	1.00	103,987	122,491	1.00	115,122	1.00	117,140
	Economic Development Officer	T-13	1.00	1.00	82,224	93,033	1.00	88,017	1.00	89,807
	Assistant Director-Community Planning	T-11	1.00	1.00	73,179	82,799	1.00	82,593	1.00	82,799
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	73,179	82,799	1.00	82,593	1.00	82,799
	Commercial Areas Coordinator [1]		1.00	1.00		71,230	1.00	71,052	1.00	71,230
	Zoning Administrator	T-10	1.00	0.00	70,365	79,614	0.00	0	0.00	0
	Housing Development Manager	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	CD Administrator	T-8	1.00	1.00	65,056	73,608	1.00	73,425	1.00	73,608
	Preservation Planner	T-6	1.00	1.00	57,920	65,534	1.00	58,805	1.00	60,000
	Housing Project Planner	GN-11	1.80	1.80	60,870	63,933	1.80	115,079	1.80	115,079
	Senior Planner	GN-13	1.00	1.00	65,360	68,649	1.00	67,535	1.00	68,649
	Planner	GN-10	1.00	1.00	55,844	58,654	1.00	57,702	1.00	58,654
	Administrative Head Clerk	C-10	1.00	1.00	48,430	50,493	1.00	50,493	1.00	50,493
	CD Secretary	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Subtotal		14.80	13.80			13.80	977,164	13.80	985,196
	CD Admin Reimbursement							(181,770)		(185,494)
	CD Programs Reimbursement							(196,200)		(195,633)
	Net Subtotal		14.80	13.80			13.80	599,194	13.80	604,069
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.53	0.53	57,920	65,534	0.53	34,646	0.53	34,733
	CD Intern		0.51	0.40			0.40	8,840	0.40	8,840
	CD Fiscal Assistant	C-10	0.00	0.00	48,430	50,493	0.80	39,619	0.80	39,807
	CD Fiscal Assistant	C-9	0.50	0.50	44,212	46,040	0.00	0	0.00	0
	Subtotal							83,105		83,380
	CD Admin Reimbursement							(68,457)		(69,050)
	CD Programs Reimbursement							0		0
	Net Subtotal		1.54	1.43			1.73	14,648	1.73	14,330
	Other									
510300	Regular Overtime							5,592		5,592
513044	Longevity Pay							7,284		7,284
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	CD Admin Reimbursement							(3,227)		(2,667)
	CD Programs Reimbursement							(2,050)		(2,050)
	Subtotal							8,999		9,559
	Total		**16.34**	**15.23**			**15.53**	**622,840**	**15.53**	**627,958**

[1] In FY10, 77% of the position was funded in the General Fund and 23% funded in the CDBG budget. In FY11 and FY12, 100% is funded in the General Fund.

PROGRAM DESCRIPTION

The Police Mission:
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.

Our Values:
The Department subscribes to the following set of governing values that state its beliefs as a police organization:
1. The most important asset of a Police Organization is its personnel.
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.
3. Commitment to providing the highest quality of professional law enforcement with the goal of enhancing the quality of life within the community.
4. Build partnerships with citizens in order to ensure personal safety, protect individual rights, protect property, and promote individual responsibility and community commitment.
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.

The Department consists of the following seven subprograms:

1. **The Administration and Support Division** 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.

2. **The Patrol Division** 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.

3. The **Criminal Investigation Unit** 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.

PROGRAM DESCRIPTION (con't.)

4. The **Community Relations Division** 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.

5. The **Traffic and Parking Division** is responsible for enforcing all laws and regulations relating to traffic within town.

6. The **Public Safety Dispatch Division** is responsible for handling all police, fire, and ambulance calls, including E-911.

7. One patrol officer functions as the Town's **Animal Control** 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. The Animal Control officer has specialized training on animal-related issues, including potential rabies exposures.

BUDGET STATEMENT
The FY12 budget reflects an increase of $39,073 (0.3%) Personnel increases $56,523 (0.4%) for Steps ($58,456), Holiday Pay ($773) and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($565) together with decreases in Longevity ($2,925) and Quinn Payments ($346).

Services increase $18,690 (5.5%) due to an increases in Wireless Communications ($17,649), Telephone and Telegraph ($6,500), Office Equipment Repair and Maintenance ($2,500) and the Copier Lease ($160), partially offset by decreases including Data Processing Equipment Repair and Maintenance ($7,000) and Copier Service charges ($175).

The decrease in Supplies ($8,760, 4.2%) is in Data Processing Supplies ($5,300) and Public Safety Supplies ($3,460). Utilities increase $23,335 (6.4%) due to an increase in the cost of Gasoline ($25,383), the addition of Water and Sewer charges for the Public Safety Building ($6,334) and a small increase in Diesel Fuel ($45), slightly offset by decreases in Electricity ($2,648) and Natural Gas ($5,779).

Capital decreases $50,715 (11.2%) and funds cruiser replacements, existing desktop computers and in-car laptops, along with the equipment detailed in the Capital Outlay Summary (in Section II).

FY2012 OBJECTIVES

Administration

1. To continue to use "intelligence-led policing" to constantly adjust crime control strategies in order to provide the highest level of public safety to the community.
2. To constantly review the activity of officers to ensure they are property trained, supervised and led in order to perform their work in the most efficient and effective manner possible.
3. To train supervisors through the Tools for Tolerance program. Based on the training model from the Museum of Tolerance in California, this training curriculum will focus on sensitivity training and racial profiling.
4. To hire the most qualified persons available and to train them to be effective police officers.
5. To continue to seek grant funding for a variety of projects that will improve the Department.
6. To continue our collaborative efforts with the School Department, Health Department, probation officers, school counselors and others in an effort to assist those students in need to combat substance abuse or other social problems.

Patrol

1. To continue to use Patrol in non-conventional ways to address neighborhood problems. This includes expanding the utilization of the newly formed PBU (Bike unit) and formalizing a Patrol Warrant Unit.
2. To continue to expand the use of foot patrol in specific locales and at times needed.
3. To continue to expand training opportunities for officers in addition to the annual In-Service Training, including specialized training outside the Department.
4. To update current Patrol Unit assignments and tasks to meet current needs.

Criminal Investigations

1. To expand the Melendez v Diaz presumptive test to include firearms confiscations (firearm testing) by testing each firearm confiscated at the Firearms Range to determine for the court whether it is capable of firing live ammunition.
2. To improve coordination of intelligence/information sharing with the probation officers at the Brookline District Court for probation violations.
3. To work toward achieving International Association of Identification (IAI) Certification by attending the necessary preparatory courses.
4. To improve the Detective Bureau's investigations of crimes involving the use of new technology that will allow for the preservation of data/evidence stored on certain devices (such as cell phones, computers, iPhones, etc). This technology will increase data retrieval that is paramount to the investigative process and is becoming key prosecutorial evidence in many cases.

FY2012 OBJECTIVES (Con't.)

Criminal Investigations (con't.)

5. To develop and expand involvement with the State Task Force-Internet Crimes against Children (ICAC) Program.
6. To continue intelligence-led efforts in identifying individuals involved in illicit drug dealings and violent crimes through the use of crime information centers, the Cop-Link system, and collaboration with adjacent police departments.

Traffic and Parking

1. To implement a Department-wide traffic management system so that every traffic complaint can be tracked, sorted, categorized, and analyzed via the supervisory screening process.
2. To increase enforcement in areas where pedestrians, bikes, and vehicles share the roadway in order to increase compliance from all.
3. To continue to make data driven enforcement decisions using the Road Trax and Speedboard systems with the goal being to manage the traffic complaint system with a heavy reliance on technology in order to save staff hours.
4. To utilize the Velosum parking ticket system to increase our ability to properly enforce parking regulations.
5. To explore a fully digitized records system and backload existing archives.

Community Relations

1. To provide the training necessary to successfully implement and enforce the Town's by-laws including Snow Removal, Nuisance Control, and Leaf Blower.
2. To continue to provide firearms simulations training, with a focus on building searches, active shooters situations and traffic stops.
3. To continue seeking out professional development courses for supervisors, such as PERF (Police Executive Research Forum).
4. To have the Walk and Talk officers continue to develop relationships with the youth and teens within the community by having them involved with various town/school sponsored athletic leagues in town.
5. To continue the work of the graffiti officer work in conjunction with other police agencies to aid in the identification, apprehension, and prosecution of "taggers" in order to help stop graffiti vandalism within town.
6. To continue to provide up-to-date in-service training in order to improve police officers' skills and knowledge in a variety of areas.

FY2012 OBJECTIVES (Con't.)

Public Safety Dispatch

1. To seek out various training programs in order to remain proficient in all areas of call handling and dispatch.
2. To continue to recruit highly qualified personnel to serve within the Public Safety Dispatch Center.
3. To begin the process of accreditation to ensure that dispatchers are performing to or exceeding the standards set by the Association of Public-Safety Communications Officials (APCO).
4. To continue to control overtime costs by monitoring the use of sick leave and adjusting work schedules as needed.
5. To ensure all calls are handled professionally and within the appropriate time frames by increasing the use of computer analysis.

Emergency Management

1. To continue Emergency Management education for residents with the "Emergency Management Begins at Home" program and holding a Citizen Emergency Response Team (CERT) class.
2. To finalize and implement a town-wide evacuation plan and disseminate public information regarding the existence and implementation of the plan in the event of an emergency.
3. To develop standard operating procedures for the Emergency Operating Center.
4. To continue involvement/partnership with the UASI (Urban Area Security Initiative) region to coordinate efforts with the nine other UASI municipalities.
5. To continue emergency preparedness training for employees that include NIMS/ICS (Incident Command System) and various tabletop or functional exercises. This training aids in the cooperation between Town departments that typically do not function as one unit.

Animal Control

1. To continue to have a strong presence in all parks.
2. To continue to work with the Parks and Open Space Division on the Green Dog Program and continue enforcement of the Program's rules.
3. To ensure that all dogs, resident and non-resident, who are in public in Brookline are properly licensed.
4. To enhance the Department's website with information on dog bite prevention, assessing dangerous animal situations, and barking dogs. The site will allow residents to e-mail questions and concerns regarding animal complaints directly to the animal control officer.

FY2012 OBJECTIVES (Con't.)

Animal Control (con't.)

5. To assist the Health Department in organizing and running the annual rabies clinic.
6. To continue to attend the Massachusetts Certification Courses provided by the Animal Control Officers Association of America.

ACCOMPLISHMENTS

Administration

1. Constantly utilized crime analysis to determine the times and places that crime was occurring and used this information to adjust crime control strategies in an effort to reduce crime throughout town.
2. Upgraded radio equipment in order to comply with the “narrow-banding” mandate from the FCC.
3. Actively participated in a multi-jurisdictional information sharing program designed to aid in criminal investigations. Personnel have been trained in the use of this new “coplink” system that allows various police departments to scan each others' databases in order to develop or obtain information to build cases and solve crimes.
4. Conducted a presentation at the International Association of Chiefs of Police Convention in Florida on our efforts at preventing Racial Profiling.
5. Reached out to landlords and new tenants in areas of town where there had been prior complaints of loud parties.
6. Continued to develop and expand the Department’s use of intelligence led policing. The intelligence officer has expanded the flow of information throughout the Department from a variety of sources, leading to planned and coordinated department-wide efforts in eradicating emerging crime patterns and hot spots.
7. Hired and trained seven police officers, four public safety dispatchers and two civilian meter collectors.
8. Involved in the planning and implementation of Urban Shield Boston, a full scale exercise involving all nine communities in the UASI Region that tested the region's response addressing several target capabilities during a major incident. Urban Shield Boston tested local emergency responders with smaller, isolated incidents throughout the region.
9. Initiated an innovative educational television program to enhance the community’s perception of police officers. In partnership with Brookline Access TV, working toward having a monthly show that will help inform and educate the public about our Department.
10. Worked with the Brookline Schools to develop anti-bullying policies and procedures mandated by the Commonwealth.

ACCOMPLISHMENTS (Con't.)

Patrol

1. Developed a comprehensive, well-rounded supervisory program to monitor the work of officers.
2. Integrated uniform patrol measures with non-conventional approaches to eliminate community problems, including the expansion of foot and bike patrol to assigned sector units and increasing the use of unmarked patrol procedures to deal with specific crime and quality of life problems.
3. Better integrated dispatch and uniformed personnel by instituting a formal 'ride along' program for dispatchers and police officers. Officers were also given an opportunity to participate in dispatch functions.
4. Utilized STARS (Situational Analysis Response System) to 'hot spots' and/or recurring problems and concerns. This involved documenting specific issues that were identified through the Compstat process, citizen information and officer input and then track officer response, allowing multiple officers and Divisions to communicate with each other and coordinate their work.
5. Expanded the use of technology within the Division, including equipment logs conducted through a tracking software application that ensured follow-up and the expanded the use of "paperless" communications for recording sick time, employee evaluations, sick reviews, monthly platoon reports (including dispatch), reporting forms and statistical data tallies.
6. Increased outside training for all members.

Criminal Investigations

1. Recovered and processed 353 items for fingerprint identification. Of those items examined, 19 fingerprint hits were confirmed to individual suspects, leading to the clearance of many cases that have been attributed to these particular subjects. This was accomplished through thorough forensic investigations at crime scenes followed up by certified fingerprint identification experts.
2. Continued to work with other police agencies through partnerships and exchange of information in preventing and solving area crime problems.
3. Continued efforts to protect victims, including providing follow-up interviews in all cases of domestic violence to ensure victims are provided assistance in obtaining restraining orders, ensuring the victim's are properly assisted by the court.
4. Continued to regularly attend the domestic violence roundtable, where the Domestic Violence Unit has been an intricate part of supporting groups like the Jennifer Lynch Foundation. These efforts have continued to keep the message of "stop domestic violence" alive in the Brookline Community.
5. Continued to be a strong presence in the public schools in partnering with teachers in presenting anti-bullying, internet safety and teenage dating violence programs, which are potential precursors to domestic violence.

ACCOMPLISHMENTS (Con't.)

Criminal Investigations (con't.)

6. Met with the Substance Abuse Program at the high school and worked out a detailed plan on how to deal with the changes in the new marijuana laws.
7. Continued to have the intelligence Lieutenant be a liaison with the federal, state and local agencies, as well as a variety of institutions/groups within and outside the town.
8. Had a detective complete an intense computer cyber-crime course that will enhance the ability to fight these types of crimes. With this education came the knowledge to understand and investigate crimes through evidence obtained from new age technological devices.
9. The Property Evidence Detective conducted 39 presumptive drug examinations in order to strengthen the evidentiary value of the Department's drug prosecutions.

Traffic and Parking

1. By civilianizing meter collections personnel, were able to re-allocate staff to openings in one night and one daytime traffic position.
2. Standardized the traffic management system and installed technology to better define crash prone locations, which has helped with directed enforcement.
3. Continued pedestrian safety improvement efforts regularly engaging traffic officers in public education efforts.
4. Continued to work with the bike community and assigned an officer as the Department's liaison officer.
5. Utilized technology, saving valuable staff hours via Road Trax, Speedboard, and Lidar deployment.
6. Implemented a comprehensive parking enforcement program, and acquired new technology that allows for real time ticketing; implemented a parking enforcement grid to best utilize personnel.
7. Assured that the records management system is in full compliance with guidelines set forth by the Secretary of State, as well as the strict reporting guidelines under the Federal NIBRS code.

Community Relations

1. Expanded the Aware Curriculum within the elementary schools.
2. Expanded the existing anti-bullying, internet safety and healthy relationships/teen dating violence curriculum to include the 6th, 7th, and 8th grades.
3. Expanded Department presence in the schools beyond the classrooms by working with teachers and aides of special needs students to develop positive relationships.

ACCOMPLISHMENTS (Con't.)

Community Relations

4. Continued freshman Health classes at BHS and incorporated a new Alcohol Prevention Curriculum involving important situations a high school age person may be faced with, such as operating a motor vehicle under the influence of alcohol and date rape.
5. Implemented new advanced RAD/boxing program consisting of seven classes. Women have been taught advanced self defense techniques combined with boxing skills and physical strength conditioning.
6. Certified two new staff members in firearms instructor training and sent newly promoted Sergeants to supervisor's school.
7. Sent two Lieutenants to the Police Executive Research Forum's Senior Management Institute for police.
8. Certified three department members in Armorers Course in order to enhance the maintenance and inspections of all firearms and rifles.

Public Safety Dispatch

1. Hired and trained four new Public Safety Dispatchers.
2. Obtained the maximum amount of $152,576 in grant funds under the State's E911 grant program that offsets cost in areas such as Dispatch staff, training and equipment.
3. Expanded training opportunities for dispatchers by utilizing a variety of resources both within and outside the Department.
4. Worked to decrease overtime costs by reducing unnecessary sick leave and adjusting staffing levels as needed.
5. Developed a list of potential dispatchers in order to maintain staff levels on a more efficient basis.
6. Developed a system to track the time spent handling calls for services, especially from the receipt of a call to the time a call was actually dispatched.
7. Maintained over 350 Brookline District Court felony warrants in the National Crime and Information Computer system (NCIC) and represented the Department during an FBI policy and compliance audit in July, which was successfully passed.

Emergency Management

1. The Emergency Management Team held five emergency management education classes for residents and special populations with the "Emergency Preparedness Begins at Home" program. Also, recruited and trained another CERT (Citizen Emergency Response Team) class, increasing the volunteer membership to over 100 Brookline residents.

ACCOMPLISHMENTS (Con't.)

Emergency Management (con't.)

2. Finalized the Town's "All Hazard" plan.
3. Continued training for recently promoted police Sergeants and Lieutenants in the highest appropriate level of ICS (Incident Command System) training, in compliance with FEMA (Federal Emergency Management Agency) requirements.
4. Coordinated evacuation and lockdown drills for all Town educational institutions. This is imperative to train both school staff and police responders for an emergency that requires either quickly removing children from the building or sheltering them in place.
5. Activated the EOC (Emergency Operations Center) for the May, 2010 water emergency and weather emergencies during the winter of 2009/10. The process of maintaining the equipment of the EOC is ongoing throughout the year so that it is ready for an unexpected event.
6. Coordinated with FEMA for reimbursement due to damage to public buildings from the March, 2010 rain storm. Also aided Brookline residents with the FEMA application process for private recovery funds.
7. Maintained involvement with the UASI (Urban Area Security Initiative) region on several projects, including: procuring additional equipment to further emergency management preparedness and obtaining a second emergency shelter trailer equipped with items necessary to establish and maintain a shelter for displaced residents.

Animal Control

1. Continued to provide police presence in all parks.
2. Consistently enforced Brookline Town by-laws and State laws throughout town.
3. Increased public awareness of the Town leash and "pooper scooper" laws.
4. Worked with the Brookline Animal Hospital on the issue of storage and treatment of dogs retrieved by the Brookline Police.
5. Worked with the Parks and Open Space Division to ensure that all parks taking part in the Green Dog Program are compliant.
6. Investigated and addressed on-going animal complaints.
7. Implemented the use of a wireless device to issue, record and track Town by-law violations.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Department Activities:					
Total Part A Crimes	1,087	1,100	1,048	1,075	1,075
Robbery	26	30	21	22	22
Breaking and Entering	165	175	127	150	150
Rapes	4	5	5	5	5
Motor Vehicle Theft	26	30	18	22	22
Larceny	664	725	688	700	700
Assaults	202	175	189	200	200
Assault and Battery on a Police Officer	12	10	16	15	15
Missing Persons Reported	121	85	105	110	115
Arrests	611	700	189	195	200
Warrants Cleared through Arrest	132	200	122	125	130
Summonses Served	402	400	274	300	300
Field Interrogations	1,037	1,250	2,074	1,500	1,500
Domestic Violence Victims Served	110	125	201	175	175
Pieces of Evidence Collected	372	600	353	350	375
Crimes Solved through Fingerprint IDs	24	25	25	27	30
Rooming Houses Inspected	35	33	24	30	30
Liquor Establishments Inspected	180	175	175	175	175
Animal Complaints	511	500	608	500	500
Humans Bitten/Scratched by Dogs	4	14	6	6	6
Firearms Licensing:					
Licenses to Carry Firearms Issued	21	30	40	30	30
Firearms Identification Cards (FID)	17	25	30	25	25
FID Cards Restricted to Chemical Propellants	20	25	20	25	25

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Community Programs:					
Neighborhood Meetings	50	52	40	50	50
Students in AWARE	1,500	1,500	446	500	550
Citizen Police Academy Graduates	50	40	22	22	22
Women Participating in RAD Classes	79	100	109	100	100
Child Seats Inspected	800	800	567	800	800
Citizens trained for CERT (Community Emergency Response Team)	77	92	85	100	115
Fingerprints Taken for Community Members	452	485	397	400	400
Traffic:					
Taxi Vehicles Inspections	370	350	370	350	350
Hackney Licenses Issued	423	400	524	400	400
Collections from Out-of-State Parking Violators	$102,720	$80,000	$130,817	$175,000	$175,000
Moving Violations	14,854	16,500	19,971	19,000	19,000
Parking Ticket Hearings	8,293	8,000	9,577	9,000	9,000
Grants Awarded:					
Police	$220,921	$175,000	$224,246	$250,000	$250,000
Urban Areas Security Initiatives (Funding for Multiple Town Agencies)	$0	$33,277	$0	$0	$0
Dispatch:					
Police-related Calls	66,817	65,000	64,772	65,000	65,000
Fire-related Calls	7,485	9,000	8,933	9,000	9,000
Medical Calls	4,105	4,000	4,660	4,500	4,500
E-911 Calls	18,291	19,000	13,665	14,000	14,000

TOWN OF BROOKLINE
FY2012 PROGRAM BUDGET

PROGRAM GROUP: Public Safety
PROGRAM: Police

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	13,068,656	13,260,566	13,317,089	56,523	0.4%
Services	325,216	342,895	361,585	18,690	5.5%
Supplies	188,034	210,060	201,300	-8,760	-4.2%
Other	62,960	59,500	59,500	0	0.0%
Utilities	309,428	365,700	389,035	23,335	6.4%
Capital	353,414	452,278	401,563	-50,715	-11.2%
TOTAL	14,307,709	14,690,999	14,730,072	39,073	0.3%
BENEFITS			6,359,502		
REVENUE	4,705,160	4,620,000	4,662,000	42,000	0.9%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,009,684	779,297	791,042	11,745	1.5%
Services	301,072	291,345	310,035	18,690	6.4%
Supplies	174,930	187,310	178,550	-8,760	-4.7%
Other	62,445	53,500	53,500	0	0.0%
Utilities	309,428	365,700	389,035	23,335	6.4%
Capital	148,523	35,018	36,018	1,000	2.9%
TOTAL	2,006,082	1,712,170	1,758,180	46,010	2.7%

INVESTIGATIONS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,899,980	1,880,675	1,870,143	-10,532	-0.6%
Services	1,155	1,100	1,100	0	0.0%
Supplies	6,482	7,000	7,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	46,734	64,000	0	-64,000	-100.0%
TOTAL	1,954,352	1,952,775	1,878,243	-74,532	-3.8%

TRAFFIC CONTROL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,711,505	1,848,096	1,824,342	-23,754	-1.3%
Services	20,704	43,950	43,950	0	0.0%
Supplies	6,155	13,000	13,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	46,027	0	-46,027	-100.0%
TOTAL	1,738,364	1,951,073	1,881,292	-69,781	-3.6%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	2,006,082	1,712,170	1,758,180	46,010	2.7%
Patrol	6,785,239	7,334,413	7,494,731	160,318	2.2%
Investigations	1,954,352	1,952,775	1,878,243	-74,532	-3.8%
Cmty Relations	921,013	823,953	798,928	-25,025	-3.0%
Traffic Control	1,738,364	1,951,073	1,881,292	-69,781	-3.6%
Public Safety Dispatch	814,589	839,722	841,195	1,473	0.2%
Animal Control	88,070	76,893	77,503	610	0.8%
TOTAL	14,307,709	14,690,999	14,730,072	39,073	0.3%

PATROL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	6,624,797	7,055,707	7,123,686	67,979	1.0%
Services	2,286	5,500	5,500	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	158,156	273,206	365,545	92,339	33.8%
TOTAL	6,785,239	7,334,413	7,494,731	160,318	2.2%

COMMUNITY RELATIONS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	921,013	789,926	798,928	9,002	1.1%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	34,027	0	-34,027	-100.0%
TOTAL	921,013	823,953	798,928	-25,025	-3.0%

PUBLIC SAFETY DISPATCH

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	813,872	830,972	832,445	1,473	0.2%
Services	0	0	0	0	0.0%
Supplies	467	2,750	2,750	0	0.0%
Other	250	6,000	6,000	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	814,589	839,722	841,195	1,473	0.2%

ANIMAL CONTROL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	87,805	75,893	76,503	610	0.8%
Services	0	1,000	1,000	0	0.0%
Supplies	0	0	0	0	0.0%
Other	265	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	88,070	76,893	77,503	610	0.8%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Police

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE as of 1/1/2011 LOW	FY2011 SALARY RANGE as of 1/1/2011 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	118,385	139,452	1.00	139,452	1.00	139,452
	Superintendent of Police	D-7	1.00	1.00	103,987	122,491	1.00	118,602	1.00	120,681
	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	108.00	104.00	45,879	53,798	104.00	5,470,946	104.00	5,526,381
	Public Safety Business Manager*	T-9	0.50	0.50	67,658	76,552	0.50	38,181	0.50	38,276
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	62,554	70,777	1.00	69,366	1.00	70,777
	Office Manager / Traffic, Parking, & Records	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Parking Meter Collector	GN-7	0.00	2.00	46,934	49,296	2.00	95,418	2.00	95,418
	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	42,937	43,807	14.00	612,404	14.00	612,404
	Executive Assistant	C-10	1.00	1.00	48,430	50,493	1.00	50,493	1.00	50,493
	Senior Clerk Typist and Cashier	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	41,147	42,947	0.50	21,474	0.50	21,474
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Senior Clerk Typist	C-5	2.00	2.00	38,716	40,490	2.00	80,980	2.00	80,980
	Senior Clerk Typist	C-4	2.00	2.00	36,632	38,386	1.00	38,386	1.00	38,386
	School Traffic Supervisor/Parking Control Officer	ST01	9.00	9.00		40,389	11.00	444,279	11.00	444,279
	Charge Off to Grants							(6,500)		(6,500)
	Subtotal		174.00	172.00			173.00	9,531,845	173.00	9,590,866
510102	Permanent Part Time Salaries									
	Parking Control Officer		1.40	1.92	$19.27 / hr.	$22.31 / hr.	1.92	78,488	1.92	78,488
	School Traffic Supervisor		1.18	1.18	$19.83 / hr.	$22.31 / hr.	1.18	53,989	1.18	53,989
	Subtotal		2.58	3.10			3.10	132,477	3.10	132,477
510901	Temporary Part Time Salaries									
	Park Security Officer		2.20	2.20		$12.63 / hr	2.20	58,462	2.20	58,462
	Subtotal		2.20	2.20			2.20	58,462	2.20	58,462
	Full Time/Part Time Salaries-Grants									
	Violence Prevention Coordinator		1.00	1.00		$27.35/hour	1.00	53,538	1.00	53,538
			1.00	1.00			1.00	53,538	1.00	53,538
	Grants									
	State Grant							(53,538)		(53,538)
	Net Grant-Funded Salary Total							0		0
	Other									
510140	Shift Differential							215,523		215,523
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		10,000
513043	Quinn Educational Incentive							1,530,851		1,530,505
513044	Longevity Pay							83,725		80,800
513045	Career Incentive Pay							9,250		9,250
514502	Specialty Pay (Retirable)							28,300		28,300
515041	Holiday Pay							449,051		449,824
515059	Administrative Leave Buyback							76,147		76,147
515501	Uniform/Clothing Allowance / In Lieu of Boots							29,900		29,900
	Subtotal							3,537,783		3,535,285
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Fire Dept.										
	Total		**179.78**	**178.30**			**179.30**	**13,260,566**	**179.30**	**13,317,089**

PROGRAM DESCRIPTION

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 the borders of the Town.

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 the community; 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.

The Department is broken into the following five sub-programs:

1. The main function of the **Administration Sub-program** 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.

2. The **Suppression Sub-program** 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.

3. The **Fire Prevention Sub-program** 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.

4. The **Equipment Maintenance Sub-program** 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.

5. The **Training Sub-program** 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.

Note: In FY10 the Signal Maintenance Sub-Program was transferred to the Department of Public Works (DPW). While now part of DPW, the two employees continue to install, operate, and maintain the town-wide Emergency Notification System. To deliver these services, 510 fire alarm boxes, including 233 master boxes for schools, hospitals, and large apartment buildings, are strategically located throughout the Town and are connected to the Dispatch Center.

BUDGET STATEMENT

The FY12 budget reflects an increase of $123,273 (1%). Personnel increases $102,017 (0.9%) for Steps ($76,503), the Education Incentive ($25,175), HazMat Pay ($4,219), Longevity ($3,200) and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($920), slightly offset by a decrease in the Career Incentive ($8,000).

Services increase $7,664 (6.3%), which reflects increases in Data Processing Software Maintenance ($7,000), the Copier Lease ($342) and Data Processing Equipment Repair and Maintenance ($322). The $1,700 (1.3%) increase in Supplies is for Data Processing Supplies. Utilities increase $10,981 (4.6%) due to the addition of Water and Sewer charges for the fire stations ($19,717), Diesel Fuel ($7,002), and Gasoline ($1,209). These increases are partially offset by decreases in Natural Gas ($11,538) and Electricity ($5,410).

Capital increases $911 (0.7%) and funds existing and new desktop computers and printers, the replacement of a vehicle used in Fire Prevention, the replacement of turnout gear, as well as other public safety and apparatus equipment.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire
FY2012 OBJECTIVES 1. To continue to respond to most emergencies in four minutes or less per NFPA Standard 1710. 2. To continue implementing the Student Awareness of Fire Education (SAFE) program in grades one through three throughout town. 3. 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. 4. To provide professional development for command staff and other selected members of the Department. 5. To continue to expand the use of technology in the Department including the implementation of a new Records Management System. 6. To reprogram all Department portable radios to conform to new MetroFire standards and the "narrow-banding" mandate from the FCC. 7. To develop and implement new radio procedures consistent with MetroFire's policies. 8. To update several more Standard Operating Guidelines (SOG's) and implement a new SOG on elevator emergencies. 9. To train and certify five firefighters as Emergency Medical technicians to replace those who have retired. 10. To continue to help develop and advance the goals and objectives of the Town's Emergency Management Team. 11. To retrain all members in the latest methods of CPR and automatic external defibrillation (AED). 12. To have the Department's Training Staff train the entire Department in Rapid Intervention Training (RIT). 13. To have the Fire Prevention Division oversee the inspections of all residential buildings, containing six or more units, for fire/safety hazards. 14. To provide the same or better level of service, within the budget provided, as compared with FY11.	**ACCOMPLISHMENTS** 1. Developed and implemented new SOG's regarding Quint operations and altered responses to fires and other emergencies. 2. Refined and implemented plans for firefighter protection when responding to H1N1 medical calls. 3. Kept vast majority of Department responses to four minutes or less. 4. Trained five new firefighters as EMT's. 5. Completed more than 500 single or multifamily building inspections (emergency, requested or mandatory). 6. Applied for and received allocations for the following federal/state grants: A. Mass Decontamination Trailer B. Student Awareness of Fire Education (SAFE) C. American Recovery and Reinvestment Act (ARRA) D. Assistance to Firefighters Grant (pending) 7. Participant and contributor to MetroFire efforts to update and standardize mutual aid radio procedures. 8. Implemented the new GeoTMS software for Fire Prevention permitting. 9. Put the new "Quint" fire truck into service at Station 5, allowing for the versatility and options of an engine or ladder truck. 10. Secured UL testing of all Brookline aerial and ground ladders. 11. Participated in all facets of Brookline's Emergency Preparedness Team. 12. Continued to develop, update and implement fire safety programs for Brookline's younger students. 13. Continued to extensively train the Department's members on mass decontamination. The BFD is capable of providing mass decon in Brookline as well as any MetroFire community. 14. Recertified more than 50% of Brookline Fire Department's Emergency Medical Technicians (EMTs).

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Box Alarms	776	750	687	700	625
Still Alarms	2,604	2,600	2,748	2,750	2,750
Medical Emergencies	4,105	4,000	4,132	4,100	4,100
Total Responses	7,485	7,400	7,567	7,550	7,550
Avg Response Time to Emergency Incidents (minutes) - Calendar Year	3:27	NA	3:30	3:30	3:30
Large loss fire (Over $100,000)	7	5	4	4	4
Multiple Alarm Fires	8	6	3	6	6
% of Investigations Started Within Two Hours	100%	100%	100%	100%	100%
Apartment Buildings with 6+ Units Inspected	548	550	386	550	550
Commercial & Retail Building Inspections	62	62	53	53	53
Investigations resulting in Arson Arrests	0	0	0	0	0

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Air Masks Face Pieces Replaced	20	20	20	20	20
Breathing Apparatus Cylinders Replaced	5	5	5	5	5
% of Apparatus Repairs Initiated within 24 Hrs	100%	100%	100%	100%	100%
% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
% of EMTs Re-Certified	100%	100%	100%	100%	100%
% of Firefighters Completing:					
DOT Refresher Course	100%	100%	0%	0%	0%
Haz-Mat Training	100%	100%	90%	100%	100%
% of Personnel Re-Certified in CPR	100%	100%	100%	100%	100%
Emergency Management Training Exercises	15	12	10	8	8
Training Programs - Staff	14	12	10	8	8
Training Programs - Employees/Citizens	5	5	0	0	0

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	11,340,104	11,565,025	11,667,043	102,017	0.9%
Services	89,698	121,925	129,589	7,664	6.3%
Supplies	150,048	132,500	134,200	1,700	1.3%
Other	22,951	25,125	25,125	0	0.0%
Utilities	227,982	241,048	252,029	10,981	4.6%
Capital	119,120	134,167	135,078	911	0.7%
TOTAL	11,949,903	12,219,790	12,343,063	123,273	1.0%
BENEFITS			6,393,513		
REVENUE	388,828	405,000	380,000	-25,000	-6.2%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	616,862	603,419	587,084	-16,335	-2.7%
Firefighting	10,359,324	10,716,672	10,867,431	150,760	1.4%
Fire Prevention	246,684	336,240	320,095	-16,145	-4.8%
Training	442,032	250,347	246,329	-4,018	-1.6%
Equipment Maintenance	285,001	313,113	322,124	9,011	2.9%
TOTAL	11,949,903	12,219,790	12,343,063	123,273	1.0%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	504,492	525,511	525,984	473	0.1%
Services	26,871	28,552	35,894	7,342	25.7%
Supplies	13,462	15,600	15,600	0	0.0%
Other	5,777	5,650	5,650	0	0.0%
Capital	66,260	28,106	3,956	-24,150	-85.9%
TOTAL	616,862	603,419	587,084	-16,335	-2.7%

FIREFIGHTING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	10,041,454	10,379,329	10,483,398	104,069	1.0%
Services	18,299	16,301	15,941	-360	-2.2%
Supplies	72,512	52,000	52,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	183,992	187,665	190,434	2,769	1.5%
Capital	43,067	81,377	125,658	44,281	54.4%
TOTAL	10,359,324	10,716,672	10,867,431	150,760	1.4%

FIRE PREVENTION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	246,330	313,062	314,037	975	0.3%
Services	0	36	36	0	0.0%
Supplies	0	0	1,700	1,700	-
Other	0	0	0	0	0.0%
Capital	354	23,142	4,322	-18,820	-81.3%
TOTAL	246,684	336,240	320,095	-16,145	-4.8%

TRAINING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	422,550	229,294	223,594	-5,700	-2.5%
Services	0	36	718	682	1894.4%
Supplies	1,913	1,400	1,400	0	0.0%
Other	17,174	19,475	19,475	0	0.0%
Capital	395	142	1,142	1,000	704.2%
TOTAL	442,032	250,347	246,329	-4,018	-1.6%

EQUIPMENT MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	125,278	117,830	120,030	2,200	1.9%
Services	44,528	77,000	77,000	0	0.0%
Supplies	62,161	63,500	63,500	0	0.0%
Other	0	0	0	0	0.0%
Utilities	43,990	53,383	61,594	8,211	15.4%
Capital	9,044	1,400	0	-1,400	-100.0%
TOTAL	285,001	313,113	322,124	9,011	2.9%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	120,167	141,551	1.00	139,112	1.00	141,551
	Chief of Operations	D-7	1.00	1.00	103,987	122,491	1.00	120,380	1.00	122,491
	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	121.00	115.00	44,928	52,855	115.00	5,943,584	115.00	6,014,935
	Information Systems Analyst	T-10	0.00	0.00	70,365	79,614	1.00	70,189	1.00	71,617
	Public Safety Business Manager*	T-9	0.50	0.50	67,658	76,552	0.50	38,181	0.50	38,276
	IT Support Specialist	T-4	1.00	1.00	49,657	56,185	0.00	0	0.00	0
	Superintenent of Fire Alarm	GN-11	1.00	0.00	60,870	63,933	0.00	0	0.00	0
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	55,844	58,654	1.00	58,654	1.00	58,654
	Signal Maintainer	GN-8	1.00	0.00	51,017	53,585	0.00	0	0.00	0
	Executive Assistant	G-13	1.00	1.00		53,486	1.00	53,486	1.00	53,486
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	41,147	42,947	0.50	21,474	0.50	21,474
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Fire Apparatus Repairperson	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Fire Prevention Clerk	TBD	0.00	1.00			1.00	50,000	1.00	50,000
	Subtotal		168.00	161.00			161.00	9,160,630	161.00	9,238,054
	Other									
510140	Shift Differential							599,684		599,684
510143	Working-Out-Of-Classification Pay							108,669		108,669
510300	Regular Overtime							241,818		241,818
513007	HazMat Pay							106,958		111,177
513042	Educational Incentive Pay							74,825		100,000
513044	Longevity Pay							69,400		72,600
513045	Career Incentive Pay							10,000		2,000
51304E	Enhanced Longevity							4,000		4,000
514501	Extra Compensation (In Lieu of Boots)							750		750
514505	Defib Pay							60,800		60,800
514506	EMT Pay							337,172		337,172
515041	Holiday Pay							454,417		454,417
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							400		400
	Subtotal							2,404,395		2,428,989
	Total		**168.00**	**161.00**			**161.00**	**11,565,025**	**161.00**	**11,667,043**

* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Police Dept.

PROGRAM DESCRIPTION

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.

The Department consists of the following six sub-programs:

1. The **Administration Sub-program** 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.

2. The **Code Enforcement and Inspection Sub-program** 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.

3. The **Repairs to Public Buildings Sub-program** preserves and maintains Town-owned buildings other than schools. There are 45 buildings in this category, with an estimated value of $110 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.

4. The **Town Hall Maintenance Sub-program** provides for the operation and maintenance of the Town Hall, the Stephen Glover Train Memorial Health Center, and the Public Safety Headquarters building.

PROGRAM DESCRIPTION (con't.)

5. The **Construction/Renovation Sub-program** 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.

6. The **School Plant Sub-program** provides for the maintenance and upkeep of all school buildings, of which there are 16 with an estimated value of $290 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.

BUDGET STATEMENT

The FY12 budget reflects a decrease of $14,456 (0.2%). Personnel increases $11,124 (0.6%) due to Steps ($8,574), the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($1,626) and Longevity ($925).

The $22,679 (1.2%) increase in Services is driven by the increase in Building Maintenance for Schools ($27,082). It should be noted that while the Town Repair and Maintenance budget shows an $11,406 decrease, this is due to the reallocation of $28,000 of Repair and Maintenance funds to the Library budget to reflect spending requirements for State accreditation. Overall, Repair and Maintenance funding for Town Buildings increases $16,594. Other Services increases include Wireless Communications ($6,127, for GPS) and the Copier Lease ($876).

The $136,238 (4.7%) decrease in Utilities is due to a decrease in Electricity ($181,738), the result of a lower contract price, and a Natural gas decrease of $153,192 resulting from a lower consumption and lower price per therm estimates. These decreases help offset the addition of Water and Sewer charges for School buildings, Town Hall, and the Lynch Center ($195,725) and an increase in Gasoline ($2,967). Capital increases $87,980 (158.6%) and funds existing leased desktop computers, the replacement of three existing vehicles with alternative fuel vehicles, the replacement of a van, a scanner, and GPS devices for department vehicles.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building
FY2012 OBJECTIVES 1. To assist the Selectmen's Office and all Town and School agencies to develop a balanced CIP Project list. 2. To continue to assist the School Administration with helping to provide direction on expansion of space needs at their schools. 3. To expand the newly acquired permitting software to include public information availability on the website. 4. To secure energy conservation funds from outside sources. 5. To complete the Town Hall Garage Project on-time and on-budget. 6. To go to single stream recycling at the Town Hall. 7. To use more green clean products for a healthier building environment. 8. To work with the Libraries on a combined cleaning schedule for all buildings. 9. To continue to improve energy efficiency in all Town and School buildings. 10. To upgrade the communications and operating systems of the energy management systems. 11. To digitize all Building Department records. 12. To work with the Fire Chief on Fire Station modifications. 13. To successfully manage the Runkle School and Heath School projects. 14. To upgrade the keycard access system and expand it at more School and Town sites. 15. To make all public buildings fully accessible. 16. To assist Departments, especially Schools, with their security plans including lighting, locks, keycards, alarms, etc. 17. To modify the way maintenance calls are performed and have staff use computers for daily reports and work order information. 18. To expand the use of Cartegraph to include more data (i.e. pictures of buildings, equipment) to make a better product. 19. To assist the School Department with plans for the renovation of the Pierce Auditorium. 20. To improve the time it takes to respond and complete work orders, track work orders more closely, and look at total allotment of time to complete jobs. 21. To expand training to the Tradesmen and encourage more education of different skills. 22. To complete the space needs study for the Parks and Open Space Division and Building Department. 23. To categorize and file plans in a storage facility under the Pierce School that will assure their availability. 24. To expand the Building Department website to include frequently asked questions. 25. To post all Zoning Board of Appeals (ZBA) decisions within one week of their being filed. 26. To transition to the new 8th edition of State building commercial code.	**OBJECTIVES (Con't.)** 27. To develop a process for timely annual inspection of licensed entities within town. 28. To assist in the development of a building permit database of energy conservation projects throughout town. **ACCOMPLISHMENTS** 1. Implemented the new building inspection permit system (GeoTMS). 2. Reorganized the cleaning schedules and reduced operating costs for the Town Hall, Police and Health Department buildings. 3. Secured nearly $50,000 in funding from NSTAR for energy efficiency projects. 4. Added three more classrooms at Heath and Driscoll schools. 5. Prepared the Old Lincoln School to serve as the temporary location of the Runkle School. 6. Put out to bid and started the renovations of the Runkle School. 7. Installed a new fuel efficient boiler at both the Old Lincoln School and Senior Center. 8. Worked with the School Department to help organize and cut back on after hours building usage. 9. Installed occupancy sensors in the Devotion School to shut off lights, at no cost to the Town. 10. Painted a majority of the High School. 11. Installed new security systems at Soule Rec, Eliot Rec, and added to the system at the High School. 12. Moved the BEEP Program out of the Lawrence School and made a new classroom at the High School for them. 13. Repaired the front entrance of the Main Library. 14. Received approximately $200,000 in FEMA reimbursement for costs incurred during the floods in March. 15. Received in excess of $1M in insurance monies for the March, 2010 floods. 16. Completed phase one of the Town Hall Complex garage project. 17. Used summer staff to complete painting projects in the Schools. 18. Worked on a space study at the Pierce School to find anticipated space for the upcoming school year. 19. Installed occupancy sensors and demand ventilation sensors in buildings to save energy. 20. Added more space and moved programs at the Baldwin School. 21. Installed air conditioning for the Devotion Auditorium, which was recycled from the Runkle School. 22. Installed a new automated door system for the bathrooms at Downes Field and Eliot Rec.

ACCOMPLISHMENTS (Con't.)

23. Installed new energy efficient store front windows at the Phys Ed Building.
24. Installed new pumps at the UAB and Phys Ed buildings to help prevent future flooding.
25. Improved plan review and timeliness of permit issuance.
26. Adopted procedure to ensure review and implementation of conditions required by the Board of Appeals Decisions.
27. Facilitated training Local Inspectors and contractors for transition from the 6th to 7th edition of the State Building Code.
28. Installed a new cedar roof and rebuilt the center chimney at the Devotion House.
29. Completed a Department of Energy Resources (DOER) energy study at no cost to the Town.
30. Installed a new roof and solar panels at the Putterham Library.
31. Expanded the Department's website to include permits issued.
32. Participated with the Selectmen's Climate Action Committee to facilitate passage of the stretch energy code at Town Meeting.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Permits Issued:	5,792	5,415	5,916	5,685	5,685
Building Permits	1,720	1,700	1,947	1,850	1,850
Electrical Permits	1,338	1,300	1,313	1,300	1,300
Plumbing Permits	1,131	1,000	1,183	1,050	1,050
Gas Fitting Permits	889	800	832	860	860
Mechanical Permits	240	150	296	260	260
Sprinkler Permits	17	15	17	16	16
Occupancy Permits	326	300	211	225	225
Other	131	150	117	124	124
Certificates Issued	276	275	270	275	270
Builders Exams	0	0	1	0	0
Builders Licenses	56	60	50	60	50
Inspections:					
Common Victualler	144	140	142	140	142
Lodging House Insp.	50	50	48	50	50
Violation Notices Issued	25	25	28	25	25
Court Complaints Filed	12	10	9	10	9
Board of Appeals Cases	53	50	58	50	55
Public Building Maintenance					
Maintenance Contracts	35	25	20	25	20
Contractor Service Orders	1,200	1,200	1,760	1,600	1,600
In-House Work Orders	2,000	2,000	3,706	3,750	3,750
Vouchers Processed	1,750	1,800	1,500	1,800	1,500
Committees of Seven	6	5	4	5	5
Utility Use					
Town Hall *					
Electricity (KWH)	517,708	710,000	692,238	707,844	707,844
Natural Gas (CCF)	37,115	26,816	20,164	24,135	27,138
Oil (gallons)	0	0	800	0	0
** Reflects usage at the temporary Town Hall location at the Old Lincoln School a full year in FY09 and for six months in FY10.*					
School Buildings					
Electricity (KWH)	7,565,934	7,600,000	7,594,806	7,742,044	7,251,977
Natural Gas (CCF)	539,984	622,621	612,434	625,960	610,169
Oil (gallons)	23,745	0	22,682	0	0

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,934,335	1,929,935	1,941,059	11,124	0.6%
Services	1,836,335	1,863,993	1,886,672	22,679	1.2%
Supplies	181,657	123,770	123,770	0	0.0%
Other	3,639	5,800	5,800	0	0.0%
Utilities	2,648,220	2,878,735	2,742,497	-136,238	-4.7%
Capital	26,565	55,487	143,467	87,980	158.6%
TOTAL	6,630,750	6,857,721	6,843,265	-14,456	-0.2%
BENEFITS			999,921		
REVENUE	2,240,730	1,847,000	1,947,000	100,000	5.4%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	148,440	181,498	200,675	19,177	10.6%
Code Enforcement & Insp.	606,336	619,197	656,216	37,020	6.0%
Repairs to Public Buildings	936,261	932,776	968,438	35,662	3.8%
Town Hall Maintenance	473,111	460,286	471,994	11,708	2.5%
Construction/Renovation	54,381	54,746	54,879	133	0.2%
School Plant	4,412,221	4,609,218	4,491,063	-118,155	-2.6%
TOTAL	6,630,750	6,857,721	6,843,265	-14,456	-0.2%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	142,323	176,371	179,464	3,094	1.8%
Services	3,948	2,071	9,074	7,003	338.1%
Supplies	348	135	135	0	0.0%
Other	594	788	788	0	0.0%
Capital	1,228	2,134	11,214	9,080	425.5%
TOTAL	148,440	181,498	200,675	19,177	10.6%

CODE ENFORCEMENT AND INSPECTION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	567,494	547,918	550,555	2,636	0.5%
Services	324	0	0	0	0.0%
Supplies	3,997	4,900	4,900	0	0.0%
Other	1,705	3,625	3,625	0	0.0%
Utilities	8,655	11,173	12,656	1,484	13.3%
Capital	24,161	51,581	84,481	32,900	63.8%
TOTAL	606,336	619,197	656,216	37,020	6.0%

REPAIRS TO PUBLIC BUILDINGS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	275,118	240,089	241,158	1,069	0.4%
Services	588,711	670,942	659,536	-11,406	-1.7%
Supplies	70,668	21,435	21,435	0	0.0%
Other	975	200	200	0	0.0%
Capital	789	109	46,109	46,000	42156.9%
TOTAL	936,261	932,776	968,438	35,662	3.8%

TOWN HALL MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	205,134	167,677	168,425	748	0.4%
Services	78,441	101,340	101,340	0	0.0%
Supplies	3,533	13,000	13,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	186,003	178,269	189,229	10,960	6.1%
Capital	0	0	0	0	0.0%
TOTAL	473,111	460,286	471,994	11,708	2.5%

CONSTRUCTION/RENOVATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	54,381	54,046	54,179	133	0.2%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	700	700	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	54,381	54,746	54,879	133	0.2%

SCHOOL PLANT

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	689,885	743,834	747,278	3,445	0.5%
Services	1,164,911	1,089,640	1,116,722	27,082	2.5%
Supplies	103,110	84,300	84,300	0	0.0%
Other	365	488	488	0	0.0%
Utilities	2,453,562	2,689,294	2,540,612	-148,682	-5.5%
Capital	387	1,663	1,663	0	0.0%
TOTAL	4,412,221	4,609,218	4,491,063	-118,155	-2.6%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	103,987	122,491	1.00	111,744	1.00	113,704
	Director of Public Buildings	T-15	1.00	1.00	92,387	104,532	1.00	102,448	1.00	104,532
	Building Project Administrator	T-15	1.00	1.00	92,387	104,532	1.00	104,272	1.00	104,532
	Deputy Commissioner	T-15	1.00	1.00	92,387	104,532	1.00	98,896	1.00	100,907
	Project Manager	T-10	1.00	1.00	70,365	79,614	1.00	79,416	1.00	79,614
	Plans Review Inspector	T-9	1.00	0.00	67,658	76,552	0.00	0	0.00	0
	Operations Manager - Public Buildings	T-9	0.00	0.00	67,658	76,552	1.00	67,490	1.00	68,863
	Energy Systems Manager	T-7	1.00	1.00	62,554	70,777	1.00	70,600	1.00	70,777
	Electrical Inspector	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Plumbing and Gas Inspector	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Local Building Inspector	GN-12	3.00	4.00	62,696	65,851	4.00	272,969	4.00	272,969
	Senior Maintenance Craftsperson	MN-5	10.00	10.00	50,711	53,294	10.00	532,943	10.00	532,943
	Senior Building Custodian	MN-4	3.00	3.00	47,173	49,576	3.00	146,914	3.00	147,512
	Houseworker	MN-1	1.00	1.00	31,778	33,397	0.00	0	0.00	0
	Administrative Head Clerk	C-10	1.00	1.00	48,430	50,493	2.00	98,776	2.00	99,516
	Bookkeeper/Accountant I	C-9	2.00	2.00	44,212	46,040	1.00	46,040	1.00	46,040
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	36,632	1.00	37,653
	Less Charge off to Capital Projects							(104,272)		(104,532)
	Subtotal		30.00	30.00			30.00	1,802,168	30.00	1,812,329
510102	Permanent Part Time Salaries									
	Houseworkers	MN-1	1.56	1.56	31,778	33,397	0.48	15,284	0.48	15,322
	Subtotal		1.56	1.56			0.48	15,284	0.48	15,322
510901	Temporary Part Time Salaries **									
	Data Entry Clerk	C-4	0.40	0.00	36,632	38,386	0.00	0	0.00	0
	Inspectors		0.65	0.65	$31.78/hr	$33.37/hr	0.65	28,156	0.65	28,156
	Summer Workers		0.80	0.80		$12.25/hr	0.80	29,523	0.80	29,523
	Subtotal		1.85	1.45			1.45	57,679	1.45	57,679
	Other									
510140	Shift Differential							4,700		4,700
510300	Regular Overtime							29,454		29,454
513044	Longevity Pay							11,900		12,825
515501	Clothing/Uniform Allowance / In Lieu of Boots							8,750		8,750
	Subtotal							54,804		55,729
	** Hourly rates effective 1/1/2011									
	Total		**33.41**	**33.01**			**31.93**	**1,929,935**	**31.93**	**1,941,059**

TOWN BUILDINGS REPAIR AND MAINTENANCE LIST

	ESTIMATE
Fire Station No. 1 (New stove and electric improvements)	$18,750
Fire Station No. 4 (Paint cupola)	$7,500
Fire Station No. 5 (Locker replacement)	$5,000
Fire Station No. 7 (Locker replacement, outlet installation)	$22,000
Town Hall (Replace gate to lower garage)	$6,750
Senior Center (Interior painting, upgrade energy management system)	$42,500
Public Safety Building (Carpeting, painting)	$6,250
Swimming Pool (Shower improvements)	$12,500
Soule Recreation Center / Gym	$2,500
Amory Field House (Lock and tile replacement)	$5,000
Harry Downs Field (New doors and hand dryers)	$4,000
Health Building (Move pumps in boiler room)	$5,000
Cemetery Maintenance (Paint exterior)	$4,500
Municipal Service Center (Floor patching, window replacement)	$20,000
Main Library (Window replacement)	$5,000
Coolidge Corner Library (Upgrade energy management system)	$20,000
Kirrane Skating Rink (Doors and flagpole)	$4,500
Larz Anderson Park Comfort Station (Paint ceiling)	$5,000
REPAIRS GRAND TOTAL	**$196,750**

GENERAL SERVICES -- TOWN BUILDINGS*

BURNER/BOILER SERVICE	
PREVENTATIVE MAINTENANCE	$5,000
BOILER/STEAMFITTING REPAIRS	$40,000
BOILER WATER TREATMENT	$1,500
INSULATION	$1,650
REFRACTORY	$1,500
ENERGY MANAGEMENT SYSTEMS	$5,500
	$55,150
GLAZING SERVICES	
REPLACEMENT	$10,000
WINDOW WASHING - EXTERIOR	$9,000
SHADE REPAIR	$5,000
	$24,000
PAINTING SERVICE	
INTERIOR/EXTERIOR	$7,500
	$7,500
PNEUMATIC SERVICE	
PREVENTATIVE MAINTENANCE	$9,000
REPAIRS	$5,000
	$14,000
HVAC SERVICE	
PREVENTATIVE MAINTENANCE	$3,500
REPAIRS	$27,500
	$31,000
ELEVATOR SERVICE	
PREVENTATIVE MAINTENANCE/TESTING	$22,750
REPAIRS	$25,000
	$47,750
EMERGENCY GENERATOR SERVICE	
PREVENTATIVE MAINTENANCE	$3,750
REPAIRS	$8,000
	$11,750
FIRE SAFETY SERVICE	
PM PLYMOVENT SYSTEM - FIRE	$1,600
FIRE ALARM/SPRINKLER TEST	$14,500
FIRE ALARM/SPRINKLER REPAIRS	$5,000
FIRE EXTINGUISHER TEST/REPAIRS	$3,000
	$24,100

ELECTRICAL SERVICE	
PREVENTATIVE MAINTENANCE	$5,000
COMMUNICATIONS	$2,650
BURGLAR ALARM	$5,500
REPAIRS	$45,000
	$58,150
PLUMBING SERVICE	
SERVICE/DRAIN	$50,000
REPAIRS	$3,500
	$53,500
INTERIOR GENERAL	
CARPENTRY	$5,000
LOCKERS	$2,500
DOORS/LOCKS	$30,000
CEILINGS	$3,000
OTHER AND SUPPLIES	$35,000
	$75,500
EXTERIOR GENERAL	
ROOF - GUTTERS	$5,000
ROOF - INSPECTION/REPAIRS	$37,500
MASONRY- PREVENTATIVE MAINTENANCE	$2,500
MASONRY	$7,500
PEST CONTROL	$18,500
OTHER	$10,186
	$81,186
TOTAL TOWN GENERAL SERVICES	**$483,586**

REPAIRS TOTAL	**$196,750**
GENERAL SERVICES TOTAL	**$483,586**
REPAIRS TO TOWN BLDG'S GRAND TOTAL *	**$680,336**

* Note: The Town share here ($680,336) is greater than the proposed Building Department R&M budget of $652,336 because $28,000 of R&M for Library facilities is in the Library budget.

GENERAL SERVICES -- SCHOOL BUILDINGS*

BURNER/BOILER SERVICE	
PREVENTATIVE MAINTENANCE	$11,000
BOILER/STEAMFITTING REPAIRS	$90,000
BOILER WATER TREATMENT	$12,000
INSULATION	$3,000
REFRACTORY	$16,000
ENERGY MANAGEMENT SYSTEMS	$15,000
OIL TANK CLEANING	$4,000
	$151,000
GLAZING SERVICES	
REPLACEMENT	$35,000
WINDOW WASHING	$23,000
SHADE REPAIR	$10,000
	$68,000
PAINTING SERVICE	
INTERIOR/EXTERIOR	$5,000
	$5,000
PNEUMATIC SERVICE	
PREVENTATIVE MAINTENANCE	$25,000
REPAIRS	$25,000
	$50,000
HVAC SERVICE	
PREVENTATIVE MAINTENANCE	$25,000
REPAIRS	$50,000
	$75,000
ELEVATOR SERVICE	
PREVENTATIVE MAINTENANCE/TESTING	$25,000
REPAIRS	$25,000
	$50,000
EMERGENCY GENERATOR SERVICE	
PREVENTATIVE MAINTENANCE	$2,500
REPAIRS	$5,000
	$7,500
FIRE SAFETY SERVICE	
FIRE ALARM/SPRINKLER TEST	$25,000
FIRE ALARM/SPRINKLER REPAIRS	$16,500
FIRE EXTINGUISHER TEST/REPAIRS	$7,000
	$48,500

ELECTRICAL SERVICE	
PREVENTATIVE MAINTENANCE	$6,000
COMMUNICATIONS	$3,500
BURGLAR ALARM	$15,000
REPAIRS	$75,000
	$99,500
PLUMBING SERVICE	
SERVICE/DRAIN	$7,500
REPAIRS	$60,000
	$67,500
INTERIOR GENERAL	
CARPENTRY	$35,000
LOCKERS	$2,500
DOORS/LOCKS	$15,000
CEILINGS	$25,000
OTHER AND SUPPLIES	$67,500
	$145,000
EXTERIOR GENERAL	
ROOF - GUTTERS	$5,000
ROOF - INSPECTION/REPAIRS	$85,000
MASONRY	$15,000
PEST CONTROL	$26,000
OTHER	$1,362
	$132,362
TOTAL SCHOOLS GENERAL SERVICES	**$899,362**

REPAIRS TOTAL	**$211,000**
GENERAL SERVICES TOTAL	**$899,362**
REPAIRS TO SCHOOL BLDG'S GRAND TOTAL	**$1,110,362**

* The spending categories for School Buildings are estimates. The allocation of the $1,110,362 budget is determined by the School Superintendent and was not finalized when this document went to print.

PROGRAM DESCRIPTION

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.

The Public Works Department consists of the following sub-programs:

Administration - 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, and 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.

Engineering/Transportation - 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 maintenance of the Town's traffic signal and street lighting systems; and the review and approval of plot plans for new buildings.

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 in the 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, all of which are licensed annually.

Highway - 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 Sub-program, which consists of five elements:

1. Roadway Maintenance - 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.

2. Street Cleaning - 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 seven to nine days, and leaves, grass, and common litter are removed on a daily basis.

3. Snow and Ice Control - 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.

4. Traffic Control/Street Lighting - 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. Maintenance of the Town's Emergency Notification System (public safety call boxes/alarms) was transferred from the Fire Department to this element in the FY10 budget.

5. Motor Equipment Maintenance - 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.

Sanitation - 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.

Parks and Open Space - 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:

Conservation - 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.

Public Grounds - 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.

School Grounds - 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.

Skating Rink - 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 skating facility given the operational challenges due to varying weather conditions. The funding for the Skating Rink has been moved to the Recreation Department in FY12.

Forestry - 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.

Cemetery - 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.

Water and Sewer Enterprise Fund - The DPW is responsible for the Water and Sewer Enterprise Fund. For a description of the Enterprise Fund, please see the section that follows this Operating Budget summary for DPW.

BUDGET STATEMENT

The FY12 budget reflects an increase of $285,720 (2.2%). The decrease in Personnel ($50,262, 0.7%) is due to the elimination of a vacant Motor Equipment Repairperson ($49,850), the transfer of salary expenses associated with the Skating Rink from the Park and Open Space Division to the Recreation Revolving Fund ($41,997), as well as a decrease in Longevity ($6,725). These decreases are partially offset by personnel increases that include Steps ($24,104), 43% of the Park Ranger salary ($21,436 supported by revenue from the Green Dog program), and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($2,771).

The increase in Services ($166,089, 5.4%) consists of increases in Banking Services ($97,000) associated with multi-space meters, $40,000 in Professional/Technical Services for the second half of the taxi consultant contract, $19,223 for Landscaping Services, which reflects 2.5% increases to override funding in this account, $13,000 in Data Processing Software Maintenance, $12,050 for Wireless Communications (for GPS), $10,000 for Postage, $2,580 in Data Processing Equipment Repair and Maintenance, $1,542 for the Copier Lease, and $1,060 in Financial Services. These increases are slightly offset by the reallocation of $8,500 for Skating Rink Repair and Maintenance to the Recreation Revolving Fund and decreases in Other Equipment Repair and Maintenance ($7,250), Data Storage Services ($4,500), Pest Control/Trees ($3,500), Other Rentals and Leases ($3,150), Copier Service ($1,284), Office Equipment Repair and Maintenance ($1,182), and Bottled Water Service ($1,000).

BUDGET STATEMENT (con't.)

The increase in Supplies ($31,250, 3.7%) is primarily due to an increase in Recycling Supplies ($83,600), which reflects the lease payment for the Single Stream toters. There are also small increases in Custodial Supplies ($2,600) and Meals and Receptions ($50). These increases are slightly offset by decreases in Construction Supplies ($35,000) and Agricultural Supplies ($20,000). [These decreases reflect the removal of one time items for commercial areas improvements (planters and signage).]

The $1,400 (3.8%) increase in Other is from an increase in Professional Dues and Membership ($2,000) combined with a decrease in Education/Training/Conferences ($600). The increase in Utilities ($137,244, 13.2%) is driven by the addition of Water and Sewer charges for Public Works facilities, parks and playgrounds ($157,549) combined with increases in Gasoline ($25,411) and Diesel Fuel ($23,319), slightly offset by decreases in Electricity ($58,252) and Natural Gas ($10,782).

Capital is level-funded at $700,000 and funds the equipment detailed in the Capital Outlay Summary (in Section II).

FY2012 OBJECTIVES

Administration

1. To complete the implementation of the Kronos time and attendance system.
2. To design and implement standard management reports for the Cartegraph work order system including work requests from the public.
3. To complete the documentation of Department-wide policies and procedures in preparation for the APWA accreditation program site visit and inspection.
4. To continue supervisory training for all DPW managers and supervisors.
5. To work with the Payroll Division to streamline payroll processing and reporting.
6. To implement the recommendations of the Water Rate Study, including the incorporation of municipal/school use of water and sewer for the FY2012 rate structures.

Engineering and Transportation

1. To monitor the success of the Residential Neighborhood LED Energy Efficiency Streetlight Pilot Program in South Brookline to determine if expansion of the program is warranted.
2. To implement the Commercial LED Energy Efficiency Streetlight Pilot Program on Harvard Street from School Street to Washington Street.
3. To facilitate the design and construction of safety improvement projects (if warranted) for the Runkle School, Heath Street, Woodland Road, Webster Street, and other locations as staff time allows.
4. To develop and implement On-Street Staff Permit Parking Programs at the Pierce and Runkle Schools as requested by the School Department.
5. To continue to administer all parking programs and issue taxi/livery/valet licenses.
6. To continue to design and implement portions of the Bicycle Green Routes Plan.
7. To continue to monitor the public parking supply and request changes by the Transportation Board to improve utilization.
8. To work with the MBTA to implement the Route 66 Bus Improvement Plan as approved by the Transportation Board.
9. To update and place online a full version of the Traffic Rules & Regulations of the Town.
10. To study the success of the raised speed humps on Welland Road to determine their usefulness at other locations throughout town.
11. To complete the transition of the current Taxicab License Structure to a Medallion based system.
12. To continue to improve the Town's infrastructure through implementation of new technologies and software to better monitor the condition of assets.
13. To improve resident usage of the Permit Parking Program by allowing payment by credit card and online application and renewals.
14. To monitor the construction of the Phase 2 Sewer Separation project on lower Beacon Street.

FY2012 OBJECTIVES (Con't.)

Engineering and Transportation (con't.)

15. To reconstruct Harvard Street from School Street to Station Street.
16. To complete the mitigation work in the Martha's Lane neighborhood.
17. To continue to shepard the Carlton Street Footbridge project through the State TIP process.
18. To continue to work to resolve the ADA issues on Beacon Street.
19. To update the Town's pavement management program.
20. To evaluate the impact on the Town of the revised National Pollutant Discharge Elimination System (NPDES) permit requirements.
21. To update the Town's Sewer Use Regulations.
22. To rebuild the brick wall and stairs at the Lincoln School parking lot off Kennard Rd.

Highway and Sanitation

1. To continue the concrete sidewalk replacement program that has been successful in the past three years with in-house personnel.
2. To continue to analyze the use of in-house personnel to maintain streetlights and traffic control devices.
3. To monitor and educate residents on the Single Stream Recycling program to increase participation in recycling and ultimately reduce solid waste tonnage.
4. To work with the Solid Waste Advisory Committee (SWAC) on waste reduction goals.
5. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.
6. To complete the full implementation of the Cartegraph work order system for all Highway and Sanitation operations.
7. To begin a three-phase process to implement the town-wide deployment of solar powered litter compactors and public space recycling containers.
8. To continue motor vehicle technician training to improve productivity.
9. To upgrade and offer more community services at the household hazardous waste recycling center.

Parks and Open Space

1. To complete the design review process for the renovation of Billy Ward Playground and Clark Playground and commence construction.
2. To complete preliminary improvements to make the Fisher Hill Reservoir Park safe and accessible.
3. To complete work on the park database and conversion to GIS.
4. To commence the design review process for Waldstein Playground and Warren Playground.

FY2012 OBJECTIVES (Con't.)

Parks and Open Space (con't.)

5. To commence phase I of 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.
6. To revisit and update the Division's Standard Operating Procedures.
7. To incorporate more training for crews including supervisory training for the Zone Managers.
8. To open and market the new burial section of the Walnut Hills Cemetery.
9. To rebuild a section of the historic wall at Larz Anderson Park.
10. To evaluate and replace plantings at Griggs Park.
11. To improve the field maintenance program and implement a program to laser grade all fields.
12. To continue and improve the Muddy River Maintenance and Management Collaborative.
13. To complete Phase I improvements to the Riverway pedestrian and bicycle trail.
14. To continue the Brookline in Bloom program.
15. To continue to provide outdoor park events and programming.
16. To implement a special events policy.

ACCOMPLISHMENTS

Administration

1. Completed the Self-Assessment phase of the APWA Accreditation Program.
2. Worked with the Building Department to initiate a feasibility study of the Park Maintenance facility and the Municipal Service Center.
3. Completed the transition of the technical oversight for the Cartegraph work order system and the Kronos time and attendance system from DPW to the Information Technology Department.
4. Provided supervisory training for Working Foremen and Zone Managers.
5. Substantially completed the Administrative Corrective Action for Martha's Lane.
6. Completed an in-house audit of all DPW energy accounts.
7. Implemented a GPS tracking system for critical Department vehicles to improve efficiency.
8. Worked on the Water Rate Study with Weston & Sampson Engineers to develop a new rate structure for water and sewer bills.

ACCOMPLISHMENTS (Con't.)

Engineering and Transportation

1. Researched, developed specifications, issued, and awarded an RFP for a Residential Neighborhood LED Energy Efficiency Streetlight Pilot Program in South Brookline.
2. Coordinated with the MBTA for the reconstruction of the Dean Rd. bridge.
3. Licensed and inspected all Brookline Taxicabs (185), liveries (1), and Valet Parking Operations (5).
4. Administered resident permit parking, commercial daytime permit parking, overnight guest parking, temporary permit parking, and moving/construction sign programs.
5. Organized and provided technical support for 11 Transportation Board meetings.
6. Provided staff support for the Bicycle Advisory Committee, the Selectmen's Committee on Parking, the MBTA Route 66 Working Group, and the Public Transit Advisory Committee.
7. Prepared 51 work orders for 274 traffic and parking signs, parking meters, and pavement markings.
8. Responded to over 5,200 email/written/verbal requests for information.
9. Performed traffic and speed counts at 27 locations.
10. Designed and implemented an On-Street Staff Permit Parking Program for the Maimonidies School.
11. Studied and designed Safety Improvement Plans for South Street, Welland Road, Stedman Street, and Coolidge Corner.
12. Studied, designed, and implemented improved bicycle accommodations on Longwood Avenue, Harvard Street, and Washington Street.
13. Completed the $1.4 million public parking meter upgrade project, including 90 new Multi-Space Meters and the upgrade of 1,650 single space meters.
14. Implemented a new Special Event Policy to better coordinate public safety activities with the Brookline Police Department.
15. Secured additional grants for the purchase of bicycle racks in the commercial districts.
16. Implemented a schedule for pavement marking maintenance in off-street parking lots at school, parks, and recreational areas throughout town.
17. Represented the Town at the Regional Transportation Advisory Committee and the Massachusetts Parking Clerks Association meetings.
18. Constructed the safety improvements on Stedman Street, Welland Road, Pond Avenue, and High Street.
19. Continued to transition the current Taxicab License system to a Medallion-based system.
20. Introduced a new Brookline debit card program that partners with participating merchants and allows card holders to pay for both parking and commercial goods with one card.

ACCOMPLISHMENTS (Con't.)

Engineering and Transportation (con't.)

21. Overhauled the public parking supply including new signage, improved technology, revised parking meter hours, revised parking meter rates, and additional payment options to increase utilization.
22. Completed final review of plans, specs, and engineering for Phase 2 of the sewer separation project in the lower Beacon Street area.
23. Substantially completed the remediation work in the Martha's Lane neighborhood.
24. Designed and bid the reconstruction of Harvard Street, which includes LED decorative lights.
25. Completed 25% design of the rehabilitation of the Carlton St. Footbridge and met with MADOT to review the plans.
26. Reconstructed the Babcock and School Street parking lots.
27. Completed design for the reconstruction of Winthrop Playground.
28. Repaired the sanitary sewer in Stearns Rd.
29. Substantially completed the reconstruction of South St.
30. Surveyed wetlands at Putterham Meadows Golf Course for the preparation of a dredging contract.
31. Facilitated the installation of the cupola in Washington Square.

Highway and Sanitation

1. Continued the concrete sidewalk replacement program that has been successful in the past three years with in-house personnel.
2. Completed the construction of the entire infrastructure and placement of the Multi-Space Meter program throughout town with DPW personnel, made possible by the recent consolidation of the Fire Wire Division.
3. Implemented a pilot program for LED streetlights in south Brookline with DPW personnel.
4. Successfully expanded the Household Hazardous Waste facility into a more effective operation to encourage more public participation.
5. Implemented a Single Stream Recycling program.
6. Continued to reduce solid waste tonnage and increase recycling tonnage through education and enforcement.
7. Maintained an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.
8. Continued toward the full implementation of the Cartegraph work order system for all Highway and Sanitation operations.
9. Completed technician training seminars for Motor Equipment Repairmen.
10. Continued to improve internal customer relationships and service levels.

ACCOMPLISHMENTS (con't.)

Highway and Sanitation (con't.)

11. Successfully cross-trained technicians on all types of motor equipment to increase versatility and the ability to complete equipment repairs as efficiently as possible.

Parks and Open Space

1. Completed the renovation of Winthrop Playground and had a special community ceremony celebrating the reopening.
2. Planted over 35,000 bulbs in the Town's parks, town grounds, school grounds and open spaces.
3. Completed the purchase and sale of the Fisher Hill Reservoir site for the purpose of creating a 10-acre multi-use multi-generational public park.
4. Received a $500,000 Land and Water Conservation Grant for park development and commenced the design review process for the Fisher Hill Reservoir Park.
5. Planned for the design, oversight and installation of a synthetic turf athletic field at the Soule Recreation Center Lower Field in partnership with the Brookline Soccer Club that raised funds and donated approximately $400,000 for the construction of the new field.
6. Completed the expansion and build out of burial space at the Walnut Hills Cemetery.
7. Completed new monument and marker standards for the Walnut Hills Cemetery.
8. Signed the Project Participation Agreement and 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.
9. Completed a Field Use and Allocation Policy.
10. Completed a Parks and Open Space Donation and Sponsorship Policy.
11. Completed Conservation and Preservation Restrictions for the Fisher Hill Reservoir.
12. Completed a Tree Master Plan for Larz Anderson Park.
13. Completed a Street Tree Master Plan.
14. Incorporated the GIS Street Tree Inventory into Daily Tree Maintenance.
15. Expanded the Parks Recycling Program.
16. Fully integrated Park requests and daily maintenance into the Cartegraph Work Order System.
17. Installed new irrigation at the Coolidge Corner Library and Lawrence Circle Garden.
18. Installed new plantings at the Coolidge Corner Library and Fire Station #5.
19. Completed the installation of pavers, benches and bike racks at the Coolidge Corner Library.
20. Planted, delivered and maintained over 150 flower planters in the Commercial Centers.

ACCOMPLISHMENTS (con't.)

Parks and Open Space (con't.)

21. Completed a full renovation of the Paul Pender Rotary.
22. Replanted Kynvet Park with five elm trees and various ornamental plantings at the formal beds.
23. Supported the Town's Landfill Closure by working with all effected homeowners and managing the landscape work associated with the project.
24. Completed landscape improvements, sited new raised plant beds, and resurfaced the hardtop play area at the Old Lincoln School in preparation for the Runkle School's temporary location to that site.
25. Hosted the National Association for Olmsted Parks 2010 board meeting.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
ENGINEERING/ TRANSPORTATION					
% of Roadway Rehab	1.0%	3.0%	1.9%	2.5%	2.5%
Overnight Parking Spaces (average utilization)	104	120	120	120	120
Street Permits	744	700	780	750	750
Public Utility Construction Reviews	29	5	4	5	5
Traffic Counts	25	30	27	30	30
CATV Plan Review	1	1	1	1	1
Taxi Cab Licenses	185	185	185	185	185
Inspections of Town Licensed Taxi Cabs	390	390	390	390	390
Contracts Administered	27	20	21	20	20
Plot Plan Approvals/ Inspections	39	25	16	25	25
Parking Permits					
Commercial	345	400	478	500	500
Residential	1,092	1,000	1,263	1,300	1,300
Temporary	2,791	3,000	4,250	4,250	4,250
Moving/Construction Signs	5,279	5,000	3,310	3,300	3,300
Parking/Traffic Inquiries	5,200	5,200	5,200	5,200	5,200
HIGHWAY					
Snow Accumulation	70.5"	43"	38"	60"	43"
Snow Removal By-Law Enforcement					
Warnings Issued	180	100	61	100	100
Citations Issued	10	25	1	25	25
Concrete Sidewalks Placed (cu. yds.)	734	1,000	866	1,000	1,200

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
HIGHWAY (con't.)					
Asphalt Installed (tons)	776	700	573	600	600
Sign Installations	512	500	548	500	500
Traffic Signal Repair Calls	114	125	103	125	125
Parking Meter Repairs	4,050	5,000	3,382	3,400	3,400
Service Calls	3,957	4,000	3,849	4,000	4,000
Pavement Markings					
Crosswalks	197	250	235	250	250
Lines	293,899	380,000	325,981	380,000	380,000
Street Light Outages	1,093	900	1,588	1,000	1,000
% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Statutory Inspections of Town-owned Vehicles	325	350	380	380	380
Scheduled Preventative Maintenance Work Orders (Vehicles)	740	750	746	750	750
Automotive Technician Training Session Hours	140	140	156	140	140
Street Cleaning (tons)	1,114	1,500	1,255	1,250	1,250
SANITATION					
Solid Waste (tons)	10,200	10,000	10,181	9,500	9,200
Collection/Disposal Cost per ton	$249	$242	$242	$263	$272
Recycling (tons)					
Commingled/Paper	4,674	5,500	4,514	5,500	5,800
Cost per ton	$127	$130	$130	$148	$148
Metal	179	260	158	260	250
Composting (tons)	3,750	3,750	3,449	3,500	3,500

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works
PERFORMANCE / WORKLOAD INDICATORS (con't.)						
	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012	
SANITATION (con't.)						
% of Solid Waste Diverted Due to Recyc./Compost	46%	49%	44%	49%	51%	
Commercial Refuse Establishments	48	50	47	50	50	
PARKS AND OPEN SPACE						
Wetlands Permits and Certificates Issued	8	10	6	8	8	
Requests from Citizens for Technical Information	650	650	650	650	650	
Turf Grass Restoration Program in Acres	206	165	155	160	160	
Graffiti Removed (# sites)	25	45	94	70	70	
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	57	35	45	40	40	
Vandalism Repairs	11	10	15	15	15	
Public Shade Trees						
Removed	155	140	185	140	140	
Planted	140	145	225	175	175	
Dangerous Limbs and Hangers Removed	425	400	825	600	600	
Pruning and Lifting Trees on Streets (# of streets)	24	25	45	45	45	
Citizen Requests for Pruning of Town-owned Trees	435	460	460	460	460	
Tree Lawns Loamed & Seeded	2	2	2	2	2	
Cemetery:						
Burials	57	70	62	65	65	
Headstones Set	26	25	25	25	25	
Plots sold	60	80	56	60	60	

TOWN OF BROOKLINE
FY2012 PROGRAM BUDGET

PROGRAM GROUP: Public Works
PROGRAM: Department of Public Works

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Perm FT Salaries	6,274,802	6,471,851	6,428,315	-43,537	-0.7%
Temp/Seasonal	207,161	182,478	182,478	0	0.0%
Overtime	721,738	249,679	249,679	0	0.0%
Other	138,972	121,891	115,166	-6,725	-5.5%
Subtotal	7,342,673	7,025,900	6,975,638	-50,262	-0.7%
Services	2,993,629	3,089,351	3,255,440	166,089	5.4%
Supplies	1,040,933	849,640	880,890	31,250	3.7%
Other	22,729	37,150	38,550	1,400	3.8%
Utilities	1,002,202	1,040,151	1,177,394	137,244	13.2%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	887,058	700,000	700,000	0	0.0%
TOTAL	13,309,224	12,762,193	13,047,912	285,720	2.2%
BENEFITS			4,544,524		
REVENUE	5,968,681	5,878,400	5,978,400	100,000	1.7%
Water and Sewer Enterprise	23,288,242	24,192,301	24,687,605	495,304	2.0%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	881,689	650,844	658,322	7,478	1.1%
Services	51,485	64,777	76,124	11,347	17.5%
Supplies	4,135	4,500	4,500	0	0.0%
Other	9,271	16,300	16,300	0	0.0%
Capital	21,506	16,185	2,205	-13,980	-86.4%
TOTAL	968,085	752,606	757,451	4,845	0.6%

HIGHWAY

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	3,031,815	2,884,176	2,834,567	-49,609	-1.7%
Services	497,216	440,485	446,712	6,227	1.4%
Supplies	841,393	612,662	570,962	-41,700	-6.8%
Other	288	2,000	2,000	0	0.0%
Utilities	937,321	965,603	859,794	-105,808	-11.0%
Capital	283,940	404,237	473,480	69,243	17.1%
TOTAL	5,591,974	5,309,162	5,187,515	-121,647	-2.3%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	968,085	752,606	757,451	4,845	0.6%
Engineering/Transportation	885,700	937,056	1,055,046	117,990	12.6%
Highway	5,591,974	5,309,162	5,187,515	-121,647	-2.3%
Sanitation	2,731,757	2,814,065	2,916,878	102,813	3.7%
Parks and Open Space	3,131,708	2,949,300	3,131,022	181,721	6.2%
TOTAL	13,309,224	12,762,193	13,047,912	285,720	2.2%
Water and Sewer Enterprise	23,288,242	24,192,301	24,687,605	495,304	2.0%

ENGINEERING/TRANSPORTATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	780,073	790,418	799,817	9,399	1.2%
Services	36,230	89,983	221,074	131,091	145.7%
Supplies	14,256	18,800	18,800	0	0.0%
Other	5,739	10,000	10,000	0	0.0%
Capital	49,400	27,855	5,355	-22,500	-80.8%
TOTAL	885,700	937,056	1,055,046	117,990	12.6%

SANITATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	799,370	818,253	818,898	645	0.1%
Services	1,685,873	1,858,594	1,867,471	8,877	0.5%
Supplies	12,957	19,800	114,800	95,000	479.8%
Other	0	0	0	0	0.0%
Utilities	9,320	18,474	16,764	-1,710	-9.3%
Capital	224,237	98,945	98,945	0	0.0%
TOTAL	2,731,757	2,814,065	2,916,878	102,813	3.7%

PARKS AND OPEN SPACE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,849,728	1,882,208	1,864,034	-18,174	-1.0%
Services	722,824	635,512	644,059	8,547	1.3%
Supplies	168,192	193,878	171,828	-22,050	-11.4%
Other	7,430	8,850	10,250	1,400	15.8%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Utilities	55,561	56,075	300,836	244,762	436.5%
Capital	307,974	152,778	120,015	-32,763	-21.4%
TOTAL	3,131,708	2,949,300	3,131,022	181,721	6.2%

ENGINEERING/TRANSPORTATION SUB-PROGRAM SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Engineering	670,258	665,694	647,796	-17,898	-2.7%
Transportation	215,441	271,362	407,250	135,888	50.1%
TOTAL	885,700	937,056	1,055,046	117,990	12.6%

ENGINEERING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	579,989	590,274	596,327	6,053	1.0%
Services	26,620	26,025	24,574	-1,451	-5.6%
Supplies	9,799	12,800	12,800	0	0.0%
Other	5,739	10,000	10,000	0	0.0%
Capital	48,111	26,595	4,095	-22,500	-84.6%
TOTAL	670,258	665,694	647,796	-17,898	-2.7%

TRANSPORTATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	200,084	200,144	203,490	3,346	1.7%
Services	9,611	63,958	196,500	132,542	207.2%
Supplies	4,458	6,000	6,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	1,289	1,260	1,260	0	0.0%
TOTAL	215,441	271,362	407,250	135,888	50.1%

STREET CLEANING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	700,377	602,864	602,598	-266	0.0%
Services	500	414	776	361	87.2%
Supplies	11,021	28,300	6,900	-21,400	-75.6%
Other	0	0	0	0	0.0%
Capital	39,190	151,500	154,733	3,233	2.1%
TOTAL	751,088	783,078	765,007	-18,072	-2.3%

ROADWAY MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	832,900	954,780	954,514	-266	0.0%
Services	920	1,312	1,204	-109	-8.3%
Supplies	97,865	106,620	108,820	2,200	2.1%
Other	0	0	0	0	0.0%
Capital	205,510	207,940	263,950	56,010	26.9%
TOTAL	1,137,195	1,270,652	1,328,487	57,835	4.6%

HIGHWAY SUB-PROGRAM SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Road Maintenance	1,137,195	1,270,652	1,328,487	57,835	4.6%
Street Cleaning	751,088	783,078	765,007	-18,072	-2.3%
Snow and Ice Control	951,770	412,294	412,555	261	0.1%
Traffic Control/Street Lighting	1,223,672	1,266,209	1,198,805	-67,405	-5.3%
Motor Equipment Maintenance	1,528,249	1,576,928	1,482,661	-94,267	-6.0%
TOTAL	5,591,974	5,309,162	5,187,515	-121,647	-2.3%

TRAFFIC CONTROL/STREETLIGHTING

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	445,018	498,895	499,744	849	0.2%
Services	173,946	164,464	162,776	-1,689	-1.0%
Supplies	42,140	86,250	63,750	-22,500	-26.1%
Other	0	0	0	0	0.0%
Utilities	524,258	516,285	472,221	-44,064	-8.5%
Capital	38,310	315	315	0	0.0%
TOTAL	1,223,672	1,266,209	1,198,805	-67,405	-5.3%

MOTOR EQUIPMENT MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	704,682	743,902	693,976	-49,926	-6.7%
Services	148,386	150,169	157,572	7,402	4.9%
Supplies	261,187	233,224	233,224	0	0.0%
Other	0	0	0	0	0.0%
Utilities	413,063	449,318	387,574	-61,744	-13.7%
Capital	930	315	10,315	10,000	3174.6%
TOTAL	1,528,249	1,576,928	1,482,661	-94,267	-6.0%

SNOW AND ICE CONTROL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	348,838	83,735	83,735	0	0.0%
Services	173,464	124,124	124,386	261	0.2%
Supplies	429,180	158,268	158,268	0	0.0%
Other	288	2,000	2,000	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	44,167	44,167	0	0.0%
TOTAL	951,770	412,294	412,555	261	0.1%

PARKS AND OPEN SPACE SUB-PROGRAM

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Conservation	195,975	126,592	129,388	2,795	2.2%
Public Grounds	1,353,685	1,529,794	1,731,996	202,202	13.2%
School Grounds	954,228	744,553	787,941	43,388	5.8%
Skating Rink	74,546	65,124	0	-65,124	-100.0%
Forestry	329,103	292,323	294,315	1,991	0.7%
Cemetery	224,173	190,914	187,383	-3,531	-1.8%
TOTAL	3,131,708	2,949,300	3,131,022	181,721	6.2%

CONSERVATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	164,135	95,325	98,493	3,167	3.3%
Services	7,446	7,072	6,800	-272	-3.8%
Supplies	1,804	1,500	1,500	0	0.0%
Other	2,038	1,750	1,650	-100	-5.7%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	551	945	945	0	0.0%
TOTAL	195,975	126,592	129,388	2,795	2.2%

PUBLIC GROUNDS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	604,027	849,506	874,172	24,666	2.9%
Services	383,826	371,734	391,034	19,300	5.2%
Supplies	110,368	138,000	116,450	-21,550	-15.6%
Other	5,392	6,500	8,000	1,500	23.1%
Utilities	52,513	53,425	281,031	227,606	426.0%
Capital	197,559	110,630	61,310	-49,320	-44.6%
TOTAL	1,353,685	1,529,794	1,731,996	202,202	13.2%

SCHOOL GROUNDS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	703,678	562,126	564,617	2,490	0.4%
Services	97,770	105,156	105,175	19	0.0%
Supplies	43,138	43,698	43,698	0	0.0%
Other	0	0	0	0	0.0%
Utilities	0	0	17,322	17,322	-
Capital	109,642	33,573	57,130	23,557	70.2%
TOTAL	954,228	744,553	787,941	43,388	5.8%

SKATING RINK

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	64,544	55,124	0	-55,124	-100.0%
Services	6,854	8,500	0	-8,500	-100.0%
Supplies	3,148	1,500	0	-1,500	-100.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	74,546	65,124	0	-65,124	-100.0%

FORESTRY

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	110,301	157,393	160,385	2,991	1.9%
Services	213,965	129,015	127,015	-2,000	-1.6%
Supplies	4,837	5,600	6,600	1,000	17.9%
Other	0	0	0	0	0.0%
Capital	0	315	315	0	0.0%
TOTAL	329,103	292,323	294,315	1,991	0.7%

CEMETERY

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	203,043	162,733	166,368	3,634	2.2%
Services	12,963	14,036	14,036	0	0.0%
Supplies	4,898	3,580	3,580	0	0.0%
Other	0	600	600	0	0.0%
Utilities	3,048	2,650	2,484	-166	-6.3%
Capital	221	7,315	315	-7,000	-95.7%
TOTAL	224,173	190,914	187,383	-3,531	-1.8%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works Administration

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	120,167	141,551	1.00	135,031	1.00	137,398
	Deputy Commissioner/Director Water&Sewer	D-7	1.00	1.00	103,987	122,491	0.00	0	0.00	0
	Director of Engineering/Transportation	D-6	1.00	1.00	96,284	113,418	1.00	113,135	1.00	113,418
	Director Highway/Sanitation	D-5	1.00	1.00	89,152	105,016	1.00	95,803	1.00	97,482
	Director of Parks and Open Space	D-5	1.00	1.00	89,152	105,016	1.00	101,682	1.00	103,464
	Administrative Manager	T-8	1.00	1.00	65,056	73,608	1.00	67,225	1.00	68,592
	Systems Administrator	T-7	1.00	1.00	62,554	70,777	0.00	0	0.00	0
	Accounting/Systems Assistant	C-10	1.00	1.00	48,430	50,493	1.00	50,493	1.00	50,493
	Senior Clerk Typist	C-4	2.00	2.00	36,632	38,386	2.00	81,575	2.00	81,575
	Subtotal		10.00	10.00			8.00	644,944	8.00	652,422
	Other									
513044	Longevity Pay							4,850		4,850
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
	Subtotal							5,900		5,900
	Total		10.00	10.00			8.00	650,844	8.00	658,322

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Engineering/Transportation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	77,570	87,767	1.00	81,583	1.00	83,242
	Civil Engineer V	EN-5	2.00	2.00	71,749	81,181	2.00	155,507	2.00	156,830
	Project Coordinator	EN-5	1.00	1.00	71,749	81,181	1.00	81,181	1.00	81,181
	Environmental Engineer	EN-5	1.00	1.00	71,749	81,181	1.00	81,181	1.00	81,181
	Transportation Engineer	EN-4	1.00	1.00	67,469	77,887	1.00	69,892	1.00	71,136
	Civil Engineer IV	EN-4	3.00	3.00	67,469	77,887	3.00	212,211	3.00	215,988
	Civil Engineer III	EN-3	2.00	2.00	60,057	67,977	2.00	123,385	2.00	125,582
	Permit Inspector	EN-2	1.00	1.00	50,128	56,718	1.00	54,751	1.00	55,726
	Administrative Assistant	C-8	1.00	1.00	42,871	44,686	1.00	44,244	1.00	44,686
	Subtotal		13.00	13.00			13.00	903,935	13.00	915,552
	Less Charge Off to Wastewater Projects (CIP Funds)							(69,892)		(71,136)
	Less Charge Off to Street Construction Projects (CIP Funds)							(54,751)		(55,726)
	Net Total		13.00	13.00			13.00	779,291	13.00	788,690
	Other									
510300	Overtime							6,802		6,802
513044	Longevity Pay							3,975		3,975
514501	Extra Comp. (In Lieu of Boots)							350		350
	Subtotal							11,127		11,127
	Total		13.00	13.00			13.00	790,418	13.00	799,817

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Highway

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2008	NUMBER OF POSITIONS FUNDED FY2009	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	Operations Manager	T-9	1.00	1.00	67,658	76,552	1.00	71,158	1.00	72,606
	General Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	67,535	1.00	68,649
	Traffic and Fire Alarm System Supervisor	GN-13	0.00	1.00	65,360	68,649	1.00	67,535	1.00	68,649
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	60,870	63,933	1.00	63,933	1.00	63,933
	Traffic System Supervisor	GN-11	1.00	0.00	60,870	63,933	0.00	0	0.00	0
	Superintendent of Fire Alarm	GN-11	0.00	1.00	60,870	63,933	1.00	63,933	1.00	63,933
	Signal Maintainer	GN-8	0.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Traffic System Technician	LN-7	2.00	1.00		51,637	1.00	51,637	1.00	51,637
	Building Custodian	MN-2	1.00	1.00	41,709	43,834	0.00	0	0.00	0
	Administrative Assistant	C-8	1.00	1.00	42,871	44,686	1.00	44,688	1.00	44,688
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		51,637	2.00	103,275	2.00	103,275
	Welder/Metal Fabricator	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Supervisor of Construction Trades	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Working Foreman Highway	LN-6	6.00	6.00		49,850	6.00	299,100	6.00	299,100
	Motor Equipment Repairperson	LN-6	6.00	6.00		49,850	6.00	299,100	5.00	249,250
	Storekeeper	LN-6	1.00	1.00		49,850	1.00	49,850	1.00	49,850
	MEO III	LN-5	3.00	3.00		48,863	3.00	146,589	3.00	146,589
	Mason	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	Highway Maintenance Craftsperson	LN-3	2.00	2.00		43,901	2.00	87,802	2.00	87,802
	Carpenter Laborer Craftsperson	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	MEO II	LN-3	16.00	15.00		43,901	15.00	658,515	15.00	658,515
	Painter and Laborer	LN-2	2.00	2.00		41,997	2.00	83,994	2.00	83,994
	MEO I	LN-2	2.00	2.00		41,997	2.00	83,994	2.00	83,994
	Laborer	LN-1	2.00	2.00		39,810	2.00	79,620	2.00	79,620
	Subtotal		55.00	55.00			54.00	2,643,281	53.00	2,597,297
	Other									
510140	Shift Differential							20,802		20,802
510143	Working-Out-of-Classification Pay							18,704		18,704
	Overtime Total							159,639		159,639
510300	Snow							80,127		80,127
510343	Emergency							18,007		18,007
510344	Scheduled							34,167		34,167
510345	Special Events							6,558		6,558
510346	Taxi Cab Inspections							20,780		20,780
513044	Longevity Pay							20,800		17,175
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							240,895		237,270
	Total		55.00	55.00			54.00	2,884,176	53.00	2,834,567

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Sanitation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	Environmental Health Supervisor	T-8	0.00	1.00	65,056	73,608	1.00	72,141	1.00	73,607
	Environmental Health Supervisor	T-7	1.00	0.00	62,554	70,777	0.00	0	0.00	0
	Sanitation Foreman	GN-9	1.00	1.00	53,058	55,728	1.00	54,824	1.00	55,728
	Environmental Health Specialist	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Sanitation Truck Supervisor	LN-5	4.00	4.00		48,863	4.00	195,452	4.00	195,452
	MEO II	LN-3	4.00	4.00		43,901	4.00	175,604	4.00	175,604
	Transfer Station Scale Operator	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	Laborer	LN-1	3.00	3.00		39,810	3.00	119,430	3.00	119,430
	Subtotal		15.00	15.00			15.00	714,937	15.00	717,307
510901	Temporary Part Time Salaries									
	Laborer (18 weeks) *		2.07	2.07		$12.74/hr	2.07	55,065	2.07	55,065
	Subtotal		2.07	2.07			2.07	55,065	2.07	55,065
	Other									
510143	Working-Out-of-Classification Pay							6,195		6,195
510300	Overtime							25,606		25,606
513044	Longevity Pay							9,300		7,575
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							48,251		46,526
	* Rates shown are as of 1/1/2011									
	Total		17.07	17.07			17.07	818,253	17.07	818,898

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Parks and Open Space

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	Conservation Administrator	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	Landscape Planner/Architect	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	Town Arborist	GN-13	1.00	0.00	65,360	68,649	0.00	0	0.00	0
	General Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	65,360	1.00	66,439
	Landscape Architect	T-6	1.00	1.00	57,920	65,534	1.00	65,371	1.00	65,534
	Cemetery Supervisor	GN-9	1.00	1.00	53,058	55,728	1.00	53,058	1.00	53,934
	Senior Garage Clerk	C-8	1.00	1.00	42,871	44,686	0.00	0	0.00	0
	Administrative Assistant	C-8	0.00	0.00	42,871	44,686	1.00	42,871	1.00	43,891
	Conservation Assistant	C-8	1.00	1.00	42,871	44,686	1.00	44,067	1.00	44,244
	Athletic Fields Director	GN-9	1.00	1.00	53,058	55,728	1.00	55,728	1.00	55,728
	Park Ranger*	LN-6	0.00	0.00		49,850	0.00	0	0.43	21,436
	Zone Manager	LN-6	4.00	4.00		49,850	4.00	199,400	4.00	199,400
	MEO III	LN-5	1.00	1.00		48,863	1.00	48,863	1.00	48,863
	Forestry Zone Manager	LN-6	1.00	1.00		49,850	1.00	49,850	1.00	49,850
	Park Maintenance Craftsman	LN-3	7.00	7.00		43,901	7.00	307,307	7.00	307,307
	Gardener Laborer	LN-2	13.00	13.00		41,997	13.00	545,961	13.00	545,961
	Subtotal		36.00	35.00			35.00	1,706,921	35.43	1,732,243
	Park Project Charge Off (CIP Funds)							(49,958)		(50,083)
	Recreation Revolving Fund Charge Off (Skating Rink)							0		(41,997)
	Subtotal							1,656,963		1,640,163
510901	Temporary Part Time Salaries **									
	Laborer (25 weeks)		4.79	4.79		$12.74/hr	4.79	127,413	4.79	127,413
	Subtotal		4.79	4.79			4.79	127,413	4.79	127,413
	Other									
510140	Shift Differential							1,814		1,814
510143	Working-Out-of-Classification Pay							7,537		7,537
	Overtime Total							57,632		57,632
510300	Regular							51,416		51,416
510345	Special Events							6,215		6,215
513044	Longevity Pay							10,650		9,275
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							6,200		6,200
515501	Uniform/Clothing Allowance							14,000		14,000
	Subtotal							97,833		96,458
	Total		40.79	39.79			39.79	1,882,209	40.22	1,864,034

* position is 1 FTE with .43 funded in Parks and .57 funded in the Recreation Revolving Fund
** Rates shown are as of 1/1/2011

PROGRAM DESCRIPTION

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.

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 counted as General Fund expenditures and the revenue generated was counted as a Local Receipt of 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.

The **Water Sub-program** 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:

1. Maintenance and repair of 135 miles of water mains, 10,770 service connections, 1,500 hydrants, and 2,000 valves;
2. Repair and replacement of 10,380 water meters;
3. Investigation of customer complaints for high bills, poor pressure, and leaks;
4. Maintenance of public water supply services, reservoirs, and grounds;
5. Snow removal from fire hydrants;
6. Processing of water and sewer utility invoices;
7. Inspection of public and private plumbing systems in compliance with state regulations for cross-connection control; and,
8. Administration of programs to promote water conservation.

PROGRAM DESCRIPTION (con't.)

The **Sewer Sub-program** 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:

1. Operate, maintain, and repair 111 miles of sewer mains and 117 miles of surface water drains;
2. Clean, maintain, and repair 3,296 catch basins and 1,675 manhole structures;
3. Remove snow from catch basins to provide for roadway drainage during storms;
4. Investigate customer complaints for sewer backups and drainage problems;
5. Perform investigations and analyses to determine system capacity and structural deficiencies.

BUDGET STATEMENT

The FY12 budget reflects an increase of $495,304 (2%), driven largely by the MWRA Assessments. Personnel increases $28,020 (1.3%) for Steps ($5,571), the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($409), Longevity ($175), and a collective bargaining increase of $21,865 for FY12.

The increase in Services ($9,708, 3.1%) is due to an increase in Public Building Repair and Maintenance ($13,000), Other Equipment Repair and Maintenance ($3,600), Motor Vehicle/Equipment Repair ($3,000), Financial Services ($2,080) and Postage ($1,906). These increases are partially offset by decreases in Non-Equipment Maintenance and Repair ($9,000) and Wireless Communications ($4,878).

Supplies increase $3,600 (3%) for Tires ($2,500) and Oil and Lubricants ($1,100). Utilities decrease ($2,373, 1.5%) reflecting decreases in Gasoline ($10,292), Natural Gas ($1,948), Electricity ($1,659) and Heating Oil ($1,205), offset by the addition of Water and Sewer charges for the Netherlands Road facility ($3,076) and an increase in the cost for Diesel Fuel ($9,654). Capital increases $114,350 (81.5%) and funds the equipment detailed in the Capital Outlay Summary (in Section II).

Intergovernmental increases $498,348 (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 $1,691 (0.1%). Debt Service decreases $159,494 (6.4%) and the Reserve increases $4,837 (2%).

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

FY2012 OBJECTIVES

1. To continue the purchase and installation of large commercial water meters with the fixed network radio frequency reading system.
2. To continue the Infiltration and Inflow Removal Program to reduce sanitary sewage flows to the MWRA Deer Island Treatment Plant.
3. To begin construction of the Phase 2 Sewer Separation Program in the lower Beacon Street area.
4. To continue the process of moving the Water and Sewer Pipe Storage yard from Fisher Ave. to the temporary storage area at the Transfer Station on Newton St.
5. To continue the semi-annual Uni-Directional Flushing Program to maintain high water quality throughout town.
6. To continue the water main and service pipe Leak Detection Program in conjunction with MWRA.
7. To continue to promote programs that will ultimately reduce the unaccounted for water consumption to a level of 10% or lower.
8. To continue to increase the Backflow/Cross Connection device testing program to comply with 310-CMR-22.00- Drinking Water Regulations for device testing frequency.
9. To upgrade the Cross Connection Control Program database software program and utilize the Cartegraph mobile data entry module.
10. To continue the fire hydrant replacement program by replacing out of date hydrants with new compression style hydrants.
11. To implement a town-wide survey of the sewer and drain systems with the new Envirosite Sewercam and DVD software system.

ACCOMPLISHMENTS

1. Continued the phased implementation of the Cartegraph work order system.
2. Completed the conversion of the new pipeline video inspection system from VHS to DVD format with the new Envirosite Sewercam and software package.
3. Continued working towards the reduction of unaccounted for water in the distribution system and the further reduction of the average daily water usage of 65 gallons per capita per day (GPCPD) as mandated by the new regulations outlined in the MassDEP Water Management Act.
4. Completed the first round of the Uni-Directional Flushing Program in the low service water distribution system.
5. Continued the Fire Hydrant Replacement Program by replacing old style hydrants with new compression / breakaway style hydrants.
6. Increased the total amount of annual catch basins cleanings significantly.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
Water Demand - MGD	5.34	5.40	5.10	5.30	5.30
Avg. Daily Sanitary Flow - MGD	10.87	10.50	11.73	10.50	10.30
Unaccounted Water - %	10.9%	10.8%	10.9%	10.8%	10.7%
Catch Basin Cleaning:					
Number of Basins	1,435	1,800	2,068	2,000	2,000
% of Total Basins	61.2%	76.9%	88.3%	85.5%	85.5%
Total Sediments (tons)	1,980	2,000	2,137	2,000	2,000
Cross Connection Revenue	$58,760	$60,000	$73,385	$75,000	$75,000
Workload:					
Complaint Responses:					
Water	377	375	418	350	350
Sewer	129	125	172	125	125
Service Responses	551	600	721	600	600
Service Pipes Installed	185	225	188	200	200
Hydrants Repaired/ Replaced	46	50	52	50	50
Sewer Structures Repaired	82	75	76	75	75
Sewerage Blockages Repaired	21	20	28	20	20

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	2,088,818	2,238,681	2,266,701	28,020	1.3%
Services	236,051	309,381	319,089	9,708	3.1%
Supplies	101,858	118,815	122,415	3,600	3.0%
Other	4,890	6,400	6,400	0	0.0%
Utilities	99,878	162,998	160,625	-2,373	-1.5%
Capital	232,593	140,300	254,650	114,350	81.5%
Intergovernmental	16,073,259	16,611,594	17,109,942	498,348	3.0%
Intragovernmental Reimbursement	2,046,264	1,869,338	1,867,647	-1,691	-0.1%
Debt Service	2,404,631	2,495,199	2,335,704	-159,494	-6.4%
Reserve	0	239,595	244,432	4,837	2.0%
TOTAL	23,288,242	24,192,301	24,687,605	495,304	2.0%
BENEFITS			1,304,915		
REVENUE	22,992,806	24,192,301	24,687,605	495,304	2.0%

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Water	10,452,634	10,756,632	10,801,151	44,519	0.4%
Sewer	12,835,608	13,435,669	13,886,454	450,785	3.4%
TOTAL	23,288,242	24,192,301	24,687,605	495,304	2.0%

WATER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,735,507	1,912,462	1,936,429	23,967	1.3%
Services	88,576	153,055	167,889	14,834	9.7%
Supplies	94,495	97,815	101,415	3,600	3.7%
Other	2,082	6,400	6,400	0	0.0%
Utilities	99,878	162,998	160,625	-2,373	-1.5%
Capital	185,250	88,300	112,150	23,850	27.0%
Intergovernmental	5,248,418	5,335,472	5,495,536	160,064	3.0%
Intragovernmental Reimbursement	1,606,944	1,530,393	1,522,985	-7,407	-0.5%
Debt Service	1,391,484	1,363,163	1,190,779	-172,383	-12.6%
Reserve	0	106,575	106,942	367	0.3%
TOTAL	10,452,634	10,756,632	10,801,151	44,519	0.4%

SEWER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	353,311	326,219	330,272	4,053	1.2%
Services	147,475	156,326	151,200	-5,126	-3.3%
Supplies	7,363	21,000	21,000	0	0.0%
Other	2,808	0	0	0	0.0%
Capital	47,343	52,000	142,500	90,500	174.0%
Intergovernmental	10,824,841	11,276,122	11,614,406	338,284	3.0%
Intragovernmental Reimb.	439,320	338,945	344,661	5,716	1.7%
Debt Service	1,013,147	1,132,036	1,144,925	12,889	1.1%
Reserve	0	133,020	137,490	4,469	3.4%
TOTAL	12,835,608	13,435,669	13,886,454	450,785	3.4%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	0.00	0.00	96,284	113,418	1.00	96,044	1.00	97,728
	Operations Manager - Water and Sewer	T-9	1.00	1.00	67,658	76,552	1.00	67,490	1.00	68,863
	Water Works Division Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	67,535	1.00	68,649
	Business Manager	G-14	1.00	1.00		55,433	1.00	55,433	1.00	55,433
	Utilities Foreman	GN-9	1.00	1.00	53,058	55,728	1.00	54,824	1.00	55,728
	Water Service Inspector	GN-9	1.00	1.00	53,058	55,728	1.00	54,824	1.00	55,728
	Backflow Preventer Technician	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Water Meter Foreman	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Senior Clerk Typist	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Working Foreman Utilities	LN-6	6.00	6.00		49,850	6.00	299,100	6.00	299,100
	Motor Equipment Repairperson	LN-6	1.00	1.00		49,850	1.00	49,850	1.00	49,850
	MEO III	LN-5	3.00	3.00		48,863	3.00	146,589	3.00	146,589
	MEO II	LN-3	5.00	4.00		43,901	4.00	175,604	4.00	175,604
	Water Meter Serviceperson	LN-3	4.00	3.00		43,901	3.00	131,703	3.00	131,703
	Water Works Serviceperson	LN-3	4.00	4.00		43,901	4.00	175,604	4.00	175,604
	Carpenter & Laborer	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	Water Meter Reader	LN-3	0.00	0.00		43,901	0.00	0	0.00	0
	Utility Craftsperson	LN-3	6.00	6.00		43,901	6.00	263,406	6.00	263,406
	Pipe Layer Laborer	LN-2	3.00	3.00		41,997	3.00	125,991	3.00	125,991
	Subtotal		42.00	40.00			41.00	2,011,390	41.00	2,017,370
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							6,214		6,214
	Overtime Total							124,607		124,607
510300	Overtime							31,374		31,374
510343	Emergencies							78,086		78,086
510344	Scheduled							15,147		15,147
513044	Longevity Pay							26,450		26,625
514501	Extra Comp. (In Lieu of Boots)							700		700
515501	Uniform/Clothing Allowance							15,600		15,600
515505	Tool Allowance							400		400
	Subtotal							190,702		190,877
	Collective Bargaining FY12									21,865
	Collective Bargaining FY11							21,589		21,589
	Total		42.50	40.50			41.50	2,238,681	41.50	2,266,701

PROGRAM DESCRIPTION

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 BrooklineMa.gov/library.

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.

The Library consists of the following six sub-programs:

The **Administrative and Support Sub-program** 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 Library Board of Trustees.

The **Central Library Services Sub-program** 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.

The **Branch Services Sub-program**, 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.

PROGRAM DESCRIPTION (con't.)

The **Children's Services Sub-program** 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.

The **Circulation and Support Services Sub-program** is responsible for the acquisition, preparation, and circulation control of all library books and other materials for all Brookline libraries.

The **Plant Maintenance Sub-program** 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.

BUDGET STATEMENT

The FY12 budget reflects an increase of $100,000 (2.9%). Personnel increases $51,643 (2.1%), primarily due to the reallocation of A-Day buyouts previously funded in the Personnel Services Reserve, done in order to more accurately reflect spending levels required to meet State accreditation. Other personnel increases include Steps ($17,401) and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($1,142), slightly offset by a decrease in Longevity ($1,900).

Services increase $31,994 (22.6%) and consist of the reallocation of $28,000 of Repair and Maintenance money from the Building Department for Library projects listed on page IV- 61, the reallocation of $3,646 of Telephone and Telegraph charges previously funded in Purchasing for Library lines, and an increase in Copier Service ($348). The $11,827 (2.3%) increase in Supplies is for Library Materials. Utilities increases $4,536 (1.5%), which reflects Water and Sewer Charges for the Main Library and all branches ($12,747), slightly offset by decreases in Electricity ($3,988), and Natural Gas ($4,223).

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

FY2012 OBJECTIVES

1. To continue to adapt services to meet the changing needs of library users.
2. To continue to work with the Brookline Library Foundation and the Friends of the Brookline Public Library to enhance library service.
3. To continue to place the highest priority on customer service.
4. To increase by 5% the number of persons attending library sponsored programs and activities.
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.
6. To have at least 80% of all circulation transactions take place at a self-checkout station.
7. To provide in-person and web-based instruction in the use of various electronic services offered by the Library.
8. To increase by 20% over FY2010 levels the number of e-books and audio-books borrowed.

ACCOMPLISHMENTS

1. Improved service by utilizing more than 4,500 hours of work study students' time.
2. Increased circulation of library materials by 3.31% in FY2010.
3. Improved library service by implementing radio frequency technology (RFID) at all three libraries.
4. Replaced the roof at the Putterham Branch and installed a solar powered electrical system expected to provide approximately 5% of the facility's electrical needs.
5. Initiated two new book discussion groups for children and young adults at the Main Library.
6. Introduced Mango Languages, an on-line language learning service available 24/7 from the Library's website.
7. Introduced the Naxos Music Library, which provides streaming classical, jazz and world music from the Library's website.
8. Completed repairs to prevent water from entering from below grade at the front of the Main Library.
9. Worked with the Building Department on phase one of a three-year project to repair the Main Library and Town Hall/Pierce School garages.
10. Replaced book shelving at the Coolidge Corner Branch and improved access for those with disabilities.
11. 420 children read 2,306 books as part of "Go Green at the Library", the statewide summer reading program.
12. Improved awareness of library services through the use of social networking services such as Twitter and Facebook.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Total Circulation	1,402,156	1,500,000	1,445,120	1,500,000	1,600,000
Total Attendance	732,402	750,000	707,803	730,000	744,000
Volumes Added	30,927	30,000	31,436	30,000	30,000
Volumes Withdrawn	34,543	40,000	33,874	25,000	25,000
Interlibrary Loan:					
Borrowed	154,258	155,000	162,747	164,000	170,000
Loaned	118,672	120,400	127,001	130,000	134,000
Non-MLN items borrowed	1,318	1,350	1,262	1,375	1,400
Non-MLN items loaned	3,085	3,100	3,149	3,200	3,300
Items Loaned Electronically	N/A	N/A	1,016	1,500	1,600
Main Library					
Circulation	697,489	750,000	733,044	750,000	765,000
Attendance	404,208	425,000	383,287	400,000	400,000
Volumes Added	17,732	17,625	17,854	17,600	17,800
Volumes Withdrawn	16,586	20,500	12,378	15,000	15,000
Coolidge Corner					
Circulation	436,503	480,000	457,227	466,500	534,400
Attendance	246,424	270,000	255,036	257,000	260,000
Volumes Added	9,415	9,375	9,512	9,000	9,200
Withdrawn volumes	8,227	16,500	10,539	7,000	7,000
Putterham					
Circulation	149,492	145,000	126,832	160,000	165,000
Attendance	81,770	55,000	69,480	73,000	84,000
Volumes Added	3,780	3,000	4,070	3,400	3,000
Withdrawn volumes	9,730	3,000	2,693	3,000	3,000

Note: In FY09 Putterham Library was closed for approx. 1 month for HVAC repairs.
In FY10 Putterham Library was closed for approx. 8 months to complete HVAC repairs.

Children's					
Circulation	273,184	289,500	288,257	304,000	307,800
Main	143,249	153,000	154,770	160,300	163,500
Coolidge	85,441	91,000	93,672	95,000	95,500
Putterham	44,494	45,500	39,815	48,700	48,800
% of Total Materials Budget for Children	17%	17%	17%	17%	17%
Volumes Added (All)	8,251	8,000	8,024	8,000	8,000
Withdrawn Volumes (All)	6,415	8,000	7,264	8,000	8,000
Story Hours (All)	283	250	337	275	300
Program Attendance (All)	16,507	15,500	15,822	16,000	16,178
Patrons Added to Database	6,198	6,500	5,173	7,000	7,200

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	2,569,128	2,425,877	2,477,520	51,643	2.1%
Services	122,699	141,702	173,696	31,994	22.6%
Supplies	501,069	514,992	526,819	11,827	2.3%
Other	2,950	4,502	4,502	0	0.0%
Utilities	293,207	303,688	308,224	4,536	1.5%
Capital	32,507	52,101	52,101	0	0.0%
TOTAL	3,521,560	3,442,863	3,542,863	100,000	2.9%
BENEFITS			914,871		
REVENUE	105,251	110,000	105,000	-5,000	-4.5%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	294,882	354,756	362,117	7,361	2.1%
Central Library Services	873,721	967,453	987,830	20,377	2.1%
Branch Library Services	889,903	829,734	874,075	44,341	5.3%
Children's Services	223,756	243,675	254,809	11,134	4.6%
Circulation/Support Services	803,754	620,165	629,776	9,611	1.5%
Plant Maintenance	435,543	427,080	434,255	7,176	1.7%
TOTAL	3,521,560	3,442,863	3,542,863	100,000	2.9%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	266,202	341,114	346,781	5,667	1.7%
Services	5,365	6,098	7,792	1,694	27.8%
Supplies	498	1,141	1,141	0	0.0%
Other	1,290	3,502	3,502	0	0.0%
Capital	21,527	2,901	2,901	0	0.0%
TOTAL	294,882	354,756	362,117	7,361	2.1%

CENTRAL LIBRARY SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	588,762	634,593	648,000	13,407	2.1%
Services	8,580	11,454	11,454	0	0.0%
Supplies	264,411	289,606	296,576	6,971	2.4%
Other	988	0	0	0	0.0%
Capital	10,980	31,800	31,800	0	0.0%
TOTAL	873,721	967,453	987,830	20,377	2.1%

BRANCH LIBRARY SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	668,040	557,072	567,486	10,414	1.9%
Services	10,185	18,262	48,562	30,300	165.9%
Supplies	130,292	121,606	124,517	2,911	2.4%
Other	0	250	250	0	0.0%
Utilities	81,387	115,144	115,861	717	0.6%
Capital	0	17,400	17,400	0	0.0%
TOTAL	889,903	829,734	874,075	44,341	5.3%

CHILDREN'S SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	147,884	161,827	171,015	9,188	5.7%
Services	106	1,455	1,455	0	0.0%
Supplies	75,566	80,193	82,139	1,946	2.4%
Other	201	200	200	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	223,756	243,675	254,809	11,134	4.6%

CIRCULATION / SUPPORT SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	697,129	513,666	523,277	9,611	1.9%
Services	90,926	95,803	95,803	0	0.0%
Supplies	15,227	10,446	10,446	0	0.0%
Other	471	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	803,754	620,165	629,776	9,611	1.5%

PLANT MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	201,111	217,606	220,962	3,356	1.5%
Services	7,537	8,630	8,630	0	0.0%
Supplies	15,075	12,000	12,000	0	0.0%
Other	0	300	300	0	0.0%
Utilities	211,821	188,544	192,363	3,819	2.0%
Capital	0	0	0	0	0.0%
TOTAL	435,543	427,080	434,255	7,176	1.7%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	D-6	1.00	1.00	96,284	113,418	1.00	113,135	1.00	113,418
	Assistant Library Director for Admin	T-10	1.00	1.00	70,365	79,614	1.00	70,189	1.00	71,617
	Assistant Library Director for Tech.	T-10	1.00	1.00	70,365	79,614	1.00	79,416	1.00	79,614
	Librarian IV	K-9	0.00	0.00	60,393	69,172	1.00	65,875	1.00	66,972
	Librarian III	K-8	4.00	4.00	54,929	63,042	2.00	126,084	2.00	126,084
	Librarian II	K-7	7.00	7.00	48,841	56,230	8.00	428,943	8.00	437,053
	Librarian I	K-6	7.00	7.00	43,549	50,045	7.00	336,602	7.00	339,843
	Library Secretary	K-5	1.00	1.00	43,108	45,514	1.00	45,401	1.00	45,514
	Assistant to Town Librarian/Bookkeeper	K-5	1.00	1.00	43,108	45,514	1.00	45,401	1.00	45,514
	Circulation Supervisor	KA-6	1.00	1.00	43,549	47,608	1.00	47,608	1.00	47,608
	Library Assistant III	K-3	4.00	4.00	35,087	40,675	4.00	158,165	4.00	158,165
	Library Assistant II	K-2	9.00	9.00	32,945	38,193	8.00	293,935	8.00	297,025
	Library Assistant I	K-1	1.00	1.00	29,950	34,721	1.00	34,721	1.00	34,721
	Senior Building Custodian	MN-4	1.00	1.00	47,173	49,576	1.00	48,964	1.00	49,576
	Junior Building Custodian	MN-2	2.00	2.00	41,709	43,834	2.00	87,668	2.00	87,668
	Subtotal		41.00	41.00			40.00	1,982,107	40.00	2,000,393
510901	Temporary Part Time Salaries (1)									
	Junior Library Page	LP	4.55	4.55	$9.00/hr	$11.08/hr	4.55	103,734	4.55	103,734
	Senior Library Page	LPS	0.56	0.56		$12.25/hr	0.56	12,976	0.56	13,009
	Library Monitor	LPM	0.52	0.52		$12.25/hr	0.52	12,670	0.52	12,702
	Librarians	I	0.80	0.80		$22.32/hr	0.80	35,403	0.80	35,403
	Library Assistants I and II		3.15	3.15		$14.76/hr	3.15	95,699	3.15	95,699
	Houseworkers	MN-1	2.16	2.16	31,778	33,397	2.16	77,149	2.16	77,342
	Subtotal		11.75	11.75			11.75	337,631	11.75	337,888
	Other									
510140	Shift Differential							14,140		14,140
510300	Regular Overtime							47,048		47,048
513044	Longevity Pay							28,113		26,213
514501	Extra Comp							2,500		2,500
515501	Uniform/Clothing Allowance / In Lieu of Boots							14,339		14,339
515059	Administrative Leave Buyback							0		35,000
	(1) Hourly rates are effective 1/1/2011									
	Subtotal							106,140		139,240
	Total		**52.75**	**52.75**			**51.75**	**2,425,877**	**51.75**	**2,477,520**

PROGRAM DESCRIPTION

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:

The **Administration Sub-program** 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.

The **Environmental Health Sub-program** 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.

The **Child Health Sub-program** 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.

The **Community Health Services Sub-program** 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.

PROGRAM DESCRIPTION (con't.)

The Brookline Center, with financial support furnished by the Town through the **Mental Health Sub-program**, 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.

The **Substance Abuse Prevention and Services Sub-program** 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.

BUDGET STATEMENT

The FY12 budget reflects an increase of $34,660 (3.2%). Personnel increases $90,391 (11.8%) primarily due to the addition of a Public Health Nurse ($86,130) a function that was previously funded under contractual services. The contract was anticipated to increase substantially in FY12, making the switch to personnel a practical adjustment. Other personnel increases include Steps ($3,210), the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($930) and Longevity ($120).

Services decrease $75,321 (28.7%) mainly due to the elimination of the VNS contract for public health nurse services ($77,452). Copier Service decreases $900, reflecting free service on the new machine, while the Mental Health Contract increases $2,346 and the Copier Lease increases $684. The $1,600 (10.3%) increase in Supplies is for the one-time purchase of a sharps kiosk. Utilities decreases $5,064 (11.7%) due to a reduction in Electricity ($4,576), Natural Gas ($1,479), and Gasoline ($373) while accommodating the addition of Water and Sewer charged for the Train building ($1,363). Capital increases $23,055 (461.1%) and includes the purchase of a new hybrid vehicle and funds for existing leased desktop computers.

FY2012 OBJECTIVES

Administration

1. To maximize the coordination of public health matters among all town human services and community-based agencies, implementing a set of shared goals and objectives.
2. To seek additional 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.
3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-12 of Healthy Brookline, and to produce Volume 13 of Healthy Brookline (Health Status Indicators and Risk Factors).
4. To promote the renovated Train Health Center, the first "Green" municipal building in Brookline, and support the Town's Brookline Tomorrow Climate Change initiative.
5. 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.
6. To maintain a Medical Reserve Corps in Brookline and field at least 10 trainings for members and the leadership council.
7. To recruit at least five graduate students to work with division directors on a variety of projects.
8. To continue to work with the Information Technology Department on the implementation tablet technology.
9. To maintain the Friends of Brookline Public Health membership organization and offer the 15th Annual Public Health Policy Forum.

Environmental Health

1. To protect public health by maintaining a comprehensive program of environmental health services. This includes inspections, compliance and enforcement activities. In addition, monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.
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.
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.
4. To expand the sharps disposal kiosk program.

FY2012 OBJECTIVES (Con't.)

Environmental Health (con't.)

5. 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 and licensing board issues.
6. 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).
7. To maintain certification requirements of the weights and measures inspector and carry out all weights and measures inspections.
8. To participate in Emergency Management planning for community on issues related to environmental health.
9. 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.

Child Health

1. To continue to implement and evaluate an 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.
2. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.
3. To promote health, nutrition and fitness activities among school age children as a "Brookline on the Move" initiative and participate in the School/Community Wellness Committee.
4. To maintain violence prevention activities in schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention and programs to counter bullying.
5. 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.
6. To inspect all group day care centers and provide consultation services to them, and convene at least two meetings/educational events for them.
7. To continue in-services with school nurses and day care providers on issues of current importance, including emergency preparedness.
8. To continue active participation in classroom activities and curriculum development related to health.
9. To educate Brookline families about health programs at annual kindergarten registrations, health fairs, and other venues.

FY2012 OBJECTIVES (Con't.)

Community Health

1. To update an inventory of physical fitness and physical activity initiatives in Brookline, develop a broad coalition to roll out a campaign to promote physical activity and good nutrition, and publicize and promote town-wide fitness program as part of "Brookline on the Move".
2. 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. Continue to work on Pandemic Flu task force and other regional issues including regional approach to epidemiology and disease surveillance.
3. To offer the community at least three health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.
4. To organize regular blood drives.
5. To work with the local media to provide pertinent public health alerts/education on emerging public health issues. Also, to expand the use of social media.
6. To work collaboratively with the Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors.
7. To offer flu shots and blood pressure screenings for residents, targeting those at high risk.
8. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term care settings.
9. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign.
10. To coordinate with Brookline Public Schools to promote physical activity and physical fitness as part of staff professional development.
11. To offer the shingles vaccine to underinsured seniors.

Mental Health

1. To serve 3,300 Brookline residents, primarily low and moderate-income, providing 29,800 hours of individual, family, group counseling and mediation; 7,400 hours of community outreach and education to children, teens, families adults and seniors; 2,900 hours of case management for homeless or seriously ill children, adults and families. Respond to requests from residents and town/school staff for crisis intervention, short-term emergency shelter, and consultation.
2. To continue as the lead agency for Brookline's Homeless Prevention and Rapid Re-Housing Program, serving over 300 families and individuals facing eviction or homelessness.
3. To work on-site in all Brookline elementary schools and high school to address crises, provide individual and group counseling, psycho-educational groups, and staff consultation, serving up to 600 Brookline children and families.

FY2012 OBJECTIVES (Con't.)

Mental Health (con't.)

4. 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 through the BRYT (Brookline Resilient Youth Team) Program.
5. In collaboration with the Brookline School and PTOs, to secure private funding for a project that offers 25 workshops for Brookline parents to improve parenting skills, decrease family conflict, and reduce potential child abuse and neglect.

Substance Abuse and Violence Prevention

1. To continue to provide individual, family, and group substance abuse and smoking cessation counseling including assessment, referral, and after care.
2. To implement 2011 BHS student health survey and track a set of measurable performance-based objectives based on it.
3. To implement youth-led, research-based, substance abuse prevention strategies through the Brookline High School Peer Leaders and SADD (Students Against Destructive Decisions).
4. To monitor the effectiveness of the Town's bartender trainer program in cooperation with the Police.
5. To provide a youth diversionary program in cooperation with the Police, Brookline Court, and Brookline Public Schools.
6. 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.
7. To increase community involvement in teen substance abuse prevention through the B-CASA outreach committee and B-Pen (Brookline Parent Education Network).
8. To work to encourage the use of the Town's Employee Assistance Program (EAP) by those who require the services they offer.
9. To continue to work to reduce the number of residents at risk of homelessness via the Newton-Brookline Consortium and agencies like Pine Street.
10. To serve on the Domestic Violence Roundtable, Disability Commission, and help lead the Community Health Network Area (CHNA) and Jennifer A. Lynch Committee. To help plan the "Safety Net", our award winning TV show.
11. To continue to maintain online substance abuse databases.
12. To continue to assist families and individuals secure health insurance and other entitlements.

ACCOMPLISHMENTS

Administration

1. Built the Medical Reserve Corps (MRC) and recruited 150 members to back up the Health Department in the event of an emergency. Prepared for the H1N1 pandemic and coordinated a multi-sector Town response plan including multiple clinics serving 6,000 residents. Updated the Emergency Preparation Handbook for all Health Department employees.
2. Secured $250,000 in grants funding from non-Town sources including a dozen public-private partnerships.
3. Working with the Council on Aging, published Volume 12, Healthy Brookline, a survey of elders 85 years and older in Brookline.
4. Built the Friends of Brookline Public Health, recruiting 150 members.
5. Held the 14th Annual Public Health Policy Forum entitled "Health Care Reform: What Happened? What's Next?" that attracted over 200 residents.
6. Began the transition of Public Health Services from VNA of Boston to the Brookline Health Department.
7. 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.
8. Led Community Health Network (CHNA) efforts.
9. Enhanced outreach to linguistic and ethnic minorities via a joint health series targeting Russian-speaking residents and a project to translate department materials.
10. 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, maintained an Emergency Preparedness Coordinator with grant funding, and led the Town's response to the water emergency in May.
11. Recruited six graduate students to work on a broad array of public health projects.

Environmental Health

1. Began performing inspections using handheld devices for food, housing, children's camps and lodging homes.
2. Worked with Police Department (Animal Control Division) and Conservation Commission to address community wild life control issues (i.e, wild turkeys, coyotes, geese, bats and foxes). Coordinated monthly animal control meetings.
3. Assisted School and Building Departments on issues including pesticides use, Green products, hazardous material handling, incident response, indoor air quality, and lead.
4. Continued to operate a sharps (medical waste) disposal kiosk with assistance from DPW.

ACCOMPLISHMENTS (Con't.)

Environmental Health (con't.)

5. Continued training and certification in food safety, housing, emergency management, incident response and incident command.
6. Held two rabies clinics with two operators of veterinary clinics in Brookline and three additional clinics in Newton.
7. Implemented mosquito control and education activities within the community, focusing on EEE and WNV.
8. Continued to serve on State-appointed committees for bio-terrorism and environmental health code revisions, and assisted in implementing Brookline's noise control by-law.
9. Assisted the Public Health Director on various environmental health policy issues related to Brookline Place development, revised tobacco control regulations, Keeping of Animals regulations and other issues.
10. Continued to expand, with assistance of the IT Department, a new automated billing and payment system for the Weights and Measures program. Payments are now centralized with other Health Department programs.
11. Maintained tobacco control activities and performed a compliance check of retailers to prevent sales to minors, achieving 100% compliance rate.
12. Continue to promote Environmental Health issues via Web-based Health Quiz and various fact sheets and advisories posted on the Department's webpage.

Child Health

1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 200 children and youth.
2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including H1N1, pertusis and varicella.
3. Inspected, certified, and monitored 41 Group Day Care and Extended Day programs in Brookline.
4. Collaborated in emergency response for school-related safety incidents.
5. Participated in regular meetings of the Early Childhood Advisory Council.
6. Maintained a surveillance network for H1N1 with public and private schools, colleges, camps and daycare providers.
7. Continued a backpack safety awareness program in schools.
8. Continued to offer educational programs on rabies and hand-washing, including video presentations, to all day care centers in Brookline. 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.
9. Maintained the Dating Violence Intervention Program in the High School, reaching several hundred students with counseling and educational sessions.
10. Participated in health and wellness programs and curriculum development in

ACCOMPLISHMENTS (Con't.)

Community Health Services

1. Organized town-wide "Brookline on the Move" physical fitness campaign during National Public Health Week in 2010 and offered programs linking public health and climate change. Offered health education series and exercise classes at the Brookline Senior Center.
2. Implemented control measures within 24 hours for 100% of communicable disease investigations. Tracked and controlled communicable disease outbreaks, and maintained a database to enhance surveillance and track communicable diseases. Became fully functional in MAVEN (electronic disease surveillance system), including TB surveillance and case management.
3. Maintained the Partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women's Hospital (Women's Health).
4. Promoted and enrolled over 50 Brookline residents in new Massachusetts mandatory health insurance programs and other entitlements.
5. Offered multiple blood drives at the Brookline Main Library.
6. Participated in several health promotion events at Brookline Housing ESL classes, local colleges employee health fairs and Adult Day Health programs.
7. Updated and distributed Brookline Fitness Directory, listing all Brookline physical fitness, dance, sports camps, and related organizations. Recruited 30 local businesses as partners in Brookline on the Move.
8. Participated in a regional flu clinic with our regional partners that immunized 2,500 individuals in three hours.
9. In conjunction with Town's Webmaster, established a H1N1 information website on the Town's official webpage. Also created a Facebook page for the Department.

Mental Health

1. Managed the heavy demand for counseling and basic services (emergency food, rent and utility assistance) that continued in FY10 due to the economy. The Center served 3,225 Brookline residents providing 29,300 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 services to homeless or seriously ill adults and children. 30% of services were delivered in the home, school or other community settings.
2. Provided 1,635 hours of consultation, crisis intervention, education and information to staffs of Brookline schools, police, courts and other Town departments and community agencies.
3. Through the BRYT (Brookline Resilient Youth Team) Program, assisted 80 High School students and their families to successfully return to school following psychiatric, substance abuse and medical hospitalizations. 95% of youth returned to and stayed in school throughout the year.

ACCOMPLISHMENTS (Con't.)

Mental Health (con't.)

4. Provided emergency shelter or diversion to 30 Brookline teenagers for up to 21 days; 85% return to live with their families. Offered seven homeless Brookline young 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.
5. Provided emergency food assistance to 125 individuals and families; worked with 340 individuals and families to prevent evictions by providing case management and rental assistance; and worked with 40 homeless families in Brookline's homeless family shelter.
6. Sponsored 25 school- and Center-based education support groups for serving 450 parents, helping to improve parenting skills, improving family communication and reducing family conflict.
7. Continued to evaluate counseling and community services through the use of standardized clinical outcomes measures including the Beck Depression Inventory, Child and Adolescent Needs and Strengths Scale, Child and Adolescent Functional Assessment Scale, Multidimensional Self-Concept Scale, and the Gauging Effectiveness of Youth Mentoring Questionnaire to assess the effectiveness of mental health services on increasing functioning at home, in school and the community.

Substance Abuse and Violence Prevention

1. Applied for and was awarded a third-year funding of the $125,000 Drug Free Communities (DFC) grant to support B-CASA, the Brookline Coalition Against Substance Abuse.
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.
3. Implemented the STARS (Students Talking About Respect) Program, a summer youth mentoring basketball program serving over 80 youth, with outings including college visits and field trips.
4. Implemented substance abuse prevention strategies for Brookline parents, including publishing the B-CASA Newsletter bi-monthly, presentations at PTO meetings, the spring community forum "The Adolescent Brain in Today's Chemical Culture," parent discussion groups, and created the new B-PEN.org parent education website and Facebook page.
5. Worked with school, police, and other community leaders and citizens to review policies and procedures to reduce teen alcohol and other drug use, including the Task Force on the new marijuana laws and the Chemical Health Policy for Performing Arts.

ACCOMPLISHMENTS (Con't.)

Substance Abuse and Violence Prevention (con't.)

6. Implemented the Brookline Substance Abuse Prevention Program (BSAP) for Brookline youth and their families, providing substance abuse assessments, and individual, group, and family counseling. Coordinated referral process for teens in need of treatment.
7. Implemented the Brookline Youth Diversion Program in conjunction with the Brookline Police and the Brookline Court for teens involved in alcohol and marijuana.
8. Received $1,200 from the National Organization for Youth Safety for the Peer Leadership Program's Safe Driving initiative.
9. Provided substance abuse assessment, consultation, and referral to 30 adults and continued to maintain an online substance abuse program database.
10. Implemented stricter tobacco control guidelines at the High School.
11. Co-chaired the Hoarding Advisory Committee.
12. Provided case management to clients served by the Homeless Prevention program.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
ENVIRONMENTAL HEALTH					
% of Consumers Complaints Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales: Compliance Rate (avg.)	91%	90%	100%	90%	90%
Reported Rabies Exposure	107	110	112	110	110
Positive Rabid Animals	0	2	2	2	2
Human Receiving Rabies Post-exposure Prophylaxis	19	20	11	15	15
Animal Control Quarantines	20	N/A	35	35	35
Keeping of Animal Permits	N/A	N/A	8	10	10
Mosquitoes Pos. for WNV	4	N/A	3	N/A	N/A
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with Critical Violations	15%	15%	15%	10%	10%
% Restaurants requiring Enforcement Actions	2%	2%	2%	2%	2%
% Restaurants receiving formal orientation	100%	100%	100%	100%	100%
% Order Letter issued w/i 3 days	90%	90%	90%	90%	90%
Court Actions	6	5	2	5	5
No. Tickets issued*	1,040	1,000	708	700	700
Solid Waste Inspections*	940	1,000	810	810	810
**An inter-departmental program (Health & DPW). Tickets figure includes warnings.*					
Swimming Pool Inspections	60	61	64	64	64
Lead Paint Inspections	10	10	12	10	10
Lead Paint Removal Notices	20	20	16	20	20
Asbestos Inspections	11	10	15	15	15
Asbestos Removal Notices	138	140	121	125	125
Food Inspections	720	700	675	675	675
Food Permits Issued	325	325	358	350	350
Housing Inspections	650	675	610	610	610
Order Letters	250	250	215	215	215
Tanning Salon Inspections	10	10	10	10	10
Weighing/Measuring Devices Tested for Accuracy					
Scales	130	130	138	138	138
Gasoline/Fuel Oil	180	165	157	157	157
Taxi Meter	206	200	192	192	192
Scanner Inspections	12	12	12	12	12

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
CHILD HEALTH					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	N/A	0	N/A	N/A
Child Immunizations (Indvls)	306	200	342	350	350
Day Care Inspections	160	160	170	170	170
Day Care Licenses Issued	22	22	32	38	40
Day Care Ed. Programs	15	15	15	15	15
COMMUNITY HEALTH					
Disease Outbreaks Tracked	9	9	1	N/A	N/A
Disease Cases Confirmed	228	200	141	N/A	N/A
Animal Bites to Humans	122	125	101	100	100
Total Flu Shots	1,464	1,300	6,005	2,000	2,000
Town Employee Flu Shots	400	400	400	400	400
** Does not include 777 doses given @ Regional B Clinic*					
TB Screening (Mantoux)	19	20	26	26	26
TB Infected Persons	63	65	90	90	90
Active TB Cases	1	1	3	3	3
Blood Press. Screenings	318	350	264	260	260
Pneumonia Immunizations	31	30	12	12	12
Tetanus/Diphtheria	32	35	62	60	60
MENTAL HEALTH					
Residents Served	2,875	3,200	3,225	3,250	3,300
Counseling Services	28,150	29,250	29,300	29,500	29,800
Outreach services	6,760	7,350	7,350	7,400	7,400
Case Management visits	1,750	2,150	2,700	2,800	2,900
% of Clients with Symptom Improvements within 3 months of care	88%	89%	90%	90%	91%
Consultation to Town & Community agency staff hours	1,400	1,600	1,635	1,650	1,700
Family/individual eviction & homelessness prevented	75	135	340	350	300
High School students successfully return to and stay in school following hospitalization. (BRYT Program	73	75	78	80	80
Parent education workshops	15	20	25	25	25

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
SUBSTANCE ABUSE					
Students using marijuana >100x*	7%	N/A	N/A	7%	N/A
Students using alcohol before age 14*	22%	N/A	N/A	20%	N/A
**These data are collected every two years.*					
Counseling Svcs.					
Adults	80	80	75	75	75
Youths	2,540	2,500	2,200	2,200	2,200
Class Presentations	216	200	150	150	150
Community Presentations	6	6	5	6	6
School Violation Referrals	34	35	33	35	35
Police/Youth Diversion Referrals	65	65	60	60	60
Youth Smoking Cessation Referrals	15	15	20	20	20

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	755,879	763,541	853,932	90,391	11.8%
Services	255,482	262,408	187,086	-75,321	-28.7%
Supplies	14,476	15,500	17,100	1,600	10.3%
Other	3,162	4,120	4,120	0	0.0%
Utilities	40,274	43,197	38,133	-5,064	-11.7%
Capital	27,749	5,000	28,055	23,055	461.1%
TOTAL	1,097,022	1,093,766	1,128,426	34,660	3.2%
BENEFITS			449,081		
REVENUE	162,075	163,000	162,000	-1,000	-0.6%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	303,629	267,753	264,916	-2,837	-1.1%
Environmental Health	316,675	369,165	393,873	24,707	6.7%
Child Health	98,639	33,106	35,711	2,606	7.9%
Community Health	152,069	195,138	201,565	6,427	3.3%
Mental Health	154,500	157,263	159,609	2,346	1.5%
Substance Abuse	71,510	71,341	72,752	1,411	2.0%
TOTAL	1,097,022	1,093,766	1,128,426	34,660	3.2%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	214,371	205,593	206,381	788	0.4%
Services	9,537	7,143	6,927	-216	-3.0%
Supplies	8,776	4,000	5,600	1,600	40.0%
Other	2,922	2,820	2,820	0	0.0%
Utilities	40,274	43,197	38,133	-5,064	-11.7%
Capital	27,749	5,000	5,055	55	1.1%
TOTAL	303,629	267,753	264,916	-2,837	-1.1%

ENVIRONMENTAL HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	299,030	342,315	344,023	1,707	0.5%
Services	15,247	21,400	21,400	0	0.0%
Supplies	2,158	4,900	4,900	0	0.0%
Other	240	550	550	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	23,000	23,000	0.0%
TOTAL	316,675	369,165	393,873	24,707	6.7%

CHILD HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	58,889	11,486	33,961	22,475	195.7%
Services	38,698	19,869	0	-19,869	-100.0%
Supplies	1,052	1,500	1,500	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	98,639	33,106	35,711	2,606	7.9%

COMMUNITY HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	112,079	133,455	197,465	64,010	48.0%
Services	37,500	57,582	0	-57,582	-100.0%
Supplies	2,490	3,850	3,850	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	152,069	195,138	201,565	6,427	3.3%

MENTAL HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	0	0	0	0	0.0%
Services	154,500	156,413	158,759	2,346	1.5%
Supplies	0	850	850	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	154,500	157,263	159,609	2,346	1.5%

SUBSTANCE ABUSE

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	71,510	70,691	72,102	1,411	2.0%
Services	0	0	0	0	0.0%
Supplies	0	400	400	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	71,510	71,341	72,752	1,411	2.0%

ENVIRONMENTAL HEALTH SUB-PROGRAM

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
General	133,807	148,205	171,925	23,720	16.0%
Food Inspection	100,407	108,256	108,726	470	0.4%
Housing Inspection	63,340	93,394	93,864	470	0.5%
Weights & Measures	19,121	19,310	19,357	47	0.2%
TOTAL	316,675	369,165	393,873	24,707	6.7%

GENERAL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	116,863	122,755	123,475	720	0.6%
Services	15,247	21,400	21,400	0	0.0%
Supplies	1,511	3,700	3,700	0	0.0%
Other	185	350	350	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	23,000	23,000	-
TOTAL	133,807	148,205	171,925	23,720	16.0%

FOOD INSPECTION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	100,372	107,756	108,226	470	0.4%
Services	0	0	0	0	0.0%
Supplies	35	400	400	0	0.0%
Other	0	100	100	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	100,407	108,256	108,726	470	0.4%

HOUSING INSPECTION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	63,340	92,994	93,464	470	0.5%
Services	0	0	0	0	0.0%
Supplies	0	400	400	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	63,340	93,394	93,864	470	0.5%

WEIGHTS AND MEASURES

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	18,455	18,810	18,857	47	0.2%
Services	0	0	0	0	0.0%
Supplies	611	400	400	0	0.0%
Other	55	100	100	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	19,121	19,310	19,357	47	0.2%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Pub. Health/Human Ser.	D-6	1.00	1.00	96,284	113,418	1.00	113,135	1.00	113,418
	Chief Sanitarian/Asst. Dir. of Health	T-11	1.00	1.00	73,179	82,799	1.00	79,729	1.00	81,351
	Public Health Nurse	TBD	0.00	0.00			0.00	0	1.00	86,130
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	62,554	70,777	1.00	70,600	1.00	70,777
	Human Services Coordinator	T-7	1.00	1.00	62,554	70,777	1.00	69,366	1.00	70,777
	Public Health Sanitarian	GN-11	1.00	1.00	60,870	63,933	1.00	63,933	1.00	63,933
	Senior Public Health Inspector	GN-10	3.00	3.00	55,844	58,654	3.00	178,462	3.00	178,462
	Principal Clerk	C-10	0.00	0.00	48,430	50,493	1.00	49,018	1.00	49,523
	Principal Clerk	C-9	1.00	1.00	44,212	46,040	0.00	0	0.00	0
	Senior Clerk Stenographer	C-5	0.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Senior Clerk Typist	C-4	1.00	0.00	36,632	38,386	0.00	0	0.00	0
	Subtotal		10.00	10.00			10.00	664,734	11.00	754,861
510102	Permanent Part Time Salaries									
	Sealer of Weights/Measures	GN-5	0.43	0.43	40,805	42,859	0.43	18,660	0.43	18,707
	Day Care Inspector		0.60	0.60			0.60	22,692	0.60	22,692
	Community Health Manager [1]	T-7	0.80	0.80	62,554	70,777	0.80	56,482	0.80	56,622
	Offset from private grant							(16,945)		(16,986)
	Subtotal		1.83	1.83			1.83	80,890	1.83	81,034
510901	Temporary Part Time Salaries									
	ADA Intern		0.32	0.32			0.32	12,528	0.32	12,528
	Offset from Handicapped Parking Fines Fund							*(12,528)*		*(12,528)*
	Subtotal		0.32	0.32			0.32	0	0.32	0
	Full Time/Part Time Salaries-Grants									
	Substance Abuse Counselor	T-4	1.00	1.00	49,657	56,185	1.00	56,045	1.00	56,185
	Senior Clerk-Typist	C-4	0.67	0.67	36,632	38,386	0.67	25,346	0.67	25,719
	CASA Parent Educator		0.27	0.27		$26.00/hour	0.27	13,572	0.27	13,572
	Parent Outreach Liaison		0.27	0.27		$26.00/hour	0.27	13,572	0.27	13,572
	Outreach Worker		1.00	1.00		$26.05/hour	1.00	50,993	1.00	50,993
	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		$32.89/hour	0.59	38,435	0.59	38,532
			5.30	5.30			5.30	207,964	5.30	208,572
	Grants									
	Private Grants							(53,652)		(54,251)
	School Dept. Reimb.							(55,352)		(56,185)
	Federal Grants (HHS)							(83,960)		(83,137)
	State Grant							(15,000)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							7,168		7,168
513044	Longevity Pay							5,200		5,320
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							3,550		3,550
	Subtotal							17,918		18,038
	Total		**12.15**	**12.15**			**12.15**	**763,541**	**13.15**	**853,932**

[1] 30% of this position is funded via a private grant

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

PROGRAM DESCRIPTION

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.

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.

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.

BUDGET STATEMENT

The FY12 budget reflects an increase of $1,727 (0.7%). Personnel increases $1,559 (1.3%) for Steps ($1,368) and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($192). The $368 increase in Services (13.5%) is for the Copier Lease ($463), slightly offset by a decrease in Copier Service ($95). The $200 decrease in Capital (27.6%) is reflective of current costs for leased computers.

FY2012 OBJECTIVES

1. To continue to provide to Brookline veterans and their families the highest level of service and the most aggressive advocacy possible during these times of economic turmoil as brave young men and women continue to return home from the war. To provide our veterans and their families these services in a professional manner ensuring they are treated with the highest level of dignity and respect.
2. To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare, Medicare/Medicaid, Mass. Health, Springwell) and housing to lessen the Town's financial burden.

OBJECTIVES (Con't.)

3. To continue to maintain a high level of accuracy in reporting and filing of Veteran's Benefits forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.
4. To work with the Veteran's Administration 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.
5. To continue to work with the Veterans of Foreign Wars, American Legion and all other veterans organizations to coordinate the Memorial Day and Veterans Day observances and the Flag Day Celebration.
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. Refer veterans in need of legal advice to the Massachusetts Bar Association, which offers pro bono legal counsel.
7. To continue to update the Town's Community Emergency Management Plans (CEMP).
8. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions. Increase outreach to veterans who are seniors who may have never used the VA healthcare system before, but due to the economic downturn may be in need of additional medical or pharmacy care at lower costs.
9. To manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans. With the increase of returning veterans living in the community, it is important to assist these veterans in not only obtaining all their benefits, but also in readjusting to civilian life.
10. To continue to develop Mass Communications Systems to facilitate communications between Town leadership and the public during an emergency.
11. To develop and manage a web-based self-registration for residents to ensure they are included in the Town's CityWatch mass notification system.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	122,059	123,388	124,948	1,559	1.3%
Services	2,673	2,718	3,086	368	13.5%
Supplies	650	650	650	0	0.0%
Other	116,145	116,200	116,200	0	0.0%
Capital	709	725	525	-200	-27.6%
TOTAL	242,235	243,681	245,409	1,727	0.7%
BENEFITS			89,354		
REVENUE	55,849	77,195	69,476	-7,720	-10.0%

ACCOMPLISHMENTS

1. Continued to achieve 100% approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department.
2. Provided financial assistance to 22 Brookline veterans and their families in their time of need and interned three indigent Brookline veterans.
3. 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 veterans. Helped veterans obtain both VA and SSDI income.
4. Despite the increase in requests for assistance, were able to maintain costs by aggressively seeking alternate incomes and health coverage for veterans and their families without impacting services to our clients. Also filed monthly reports in a timely manner to the State Department of Veterans' Services achieving maximum reimbursement to the Town. (75% of all MGL Ch. 115 costs).
5. Realized another increase in the number of veterans seeking VA Healthcare due to the economic downturn and State requirement to have healthcare insurance. Assisted registering for VA Healthcare.
6. 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. In addition, continued to maintain over 300 VA case files in-house.
7. 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. Realized another increase in veterans seeking VA Pension primarily due to returning veterans and the economic downturn.
8. 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.
9. Successfully coordinated and executed the Town's Memorial Day and Veterans' Day observances and the Town's Flag Day Celebration.
10. Continued to work with Brookline Mental Health, Council on Aging and the VA Outpatient to manage more than 20 PTSD cases during the year.
11. 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.
12. 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.
13. 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.

ACCOMPLISHMENTS (Con't.)

Emergency Management

1. Updated the Community Emergency Management Plan (CEMP), which was reviewed during a police inspection and passed without any comment or changes required.
2. Wrote a user-friendly operator's guide for both the EOC Activue System and the CityWatch mass notification system to facilitate operations during a crisis.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Performance:					
% of Claims Approved by the State	100%	100%	100%	100%	100%
Funds Raised for Flag Day	$16,220	$20,000	$12,565	$16,000	$16,000
% of Flag Day Costs Covered through Private Sources	50%	60%	38%	46%	46%
Flag Day Volunteers	40	40	40	40	40
Workload:					
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

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2011 SALARY RANGE As of 1/1/11		FY2011 BUDGET		FY2012 RECOMMENDATION	
			FY2009	FY2010	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	70,365	79,614	1.00	76,663	1.00	78,222
	Head Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Subtotal		2.00	2.00			2.00	121,349	2.00	122,908
	Other									
510300	Overtime							740		740
513044	Longevity Pay							950		950
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,040		2,040
	Total		**2.00**	**2.00**			**2.00**	**123,388**	**2.00**	**124,948**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

PROGRAM DESCRIPTION

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.

Membership on the C.O.A. board includes representatives of six Town departments as well as 11 citizen and 15 associate members. Our core services include transportation, geriatric social work, home care, advocacy, legal assistance, employment assistance, information and referral, and volunteer opportunities.

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.

BUDGET STATEMENT

The FY12 budget reflects a $31,593 (4.1%) increase. Personnel increases $1,445 (0.2%) and includes Steps ($3,048), the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($1,068), an increase in hours for the Clinical Social Worker III position ($15,833) and Longevity ($192), slightly offset by the elimination of the part-time Outreach Worker ($18,732).

The $145 (0.3%) increase in Services is for the Copier Lease. The $30,904 (42.5%) increase in Utilities is driven by the addition of Water and Sewer charges for the Senior Center ($28,945) and an increase for Electricity ($4,717), slightly offset by a decrease in Natural Gas ($2,758). The decrease in Capital ($900, 10.1%) reflects the current cost for leased computers.

FY2012 OBJECTIVES

1. To advocate for and provide jobs for vulnerable, low-income elders at risk of poverty.
2. To continue to implement the tax work off program that provides 25 Brookline elders $1,000 off property taxes for 125 hours of service.
3. To recruit, train, support and utilize volunteers at the Brookline Senior Center.
4. To fundraise private money to support Council on Aging transportation programs covering the full salary cost of van driver, substitute bus driver and all fuel costs.
5. To provide geriatric assessments, counseling and case management services to Brookline elders and their families.
6. To provide high quality, affordable homecare to Brookline elders and their families.
7. To provide information and referral services to Brookline elders and their families.
8. To provide a variety of interesting daily/diverse programs at the Senior Center.
9. To collaborate with other geriatric providers to provide quality programs and services.
10. To continue to explore efforts on diversity to ensure all elders are served, with particular emphasis on Spanish, Asian and Russian elders.
11. To provide leadership to Brookline CAN (Community Aging Network).
12. To assist the non-profit in fundraising activities to cover the cost of programs, services, supplies not covered by the Town
13. To work with other Town departments and agencies on intergenerational activities.
14. To conduct outreach to Brookline elders with special emphasis on increasing their access to benefit programs.
15. To obtain CDBG funding for critical programs of transportation, homecare and jobs for low-income elders.
16. To implement the recommendations of the Over 85 research project.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	576,300	614,303	615,748	1,445	0.2%
Services	51,650	57,632	57,777	145	0.3%
Supplies	17,609	18,825	18,825	0	0.0%
Other	2,180	2,900	2,900	0	0.0%
Utilities	74,953	72,799	103,703	30,904	42.5%
Capital	7,021	8,900	8,000	-900	-10.1%
TOTAL	729,713	775,359	806,952	31,593	4.1%
BENEFITS			242,146		
REVENUE	6,000	6,000	6,000	0	0.0%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

ACCOMPLISHMENTS

1. Successfully raised enough private money to fund the entire Van program, substitute elder bus driver and fuel expenses.
2. Completed a research project on Over 85 elders living in the community, funded by the Brookline Community Foundation.
3. Assisted over 130 individuals with income tax forms with special emphasis on Stimulus Programs.
4. Featured local elder artists at the Senior Center and received a grant from the Brookline Arts Council for an art class.
5. Successfully partnered with the Town Assessor to win Town Meeting Approval of increased property tax relief programs for Brookline elders .
6. Celebrated the HELP Program's 20th year of providing essential home care services
7. Partnered with Goddard House, Center Communities, and Rogerson Day Health 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. Expanded Careers in Aging with a grant to include leadership positions, employing three teens in the summer.
10. Mailed an outreach brochure to 5,208 households with a member over 65.
11. Conducted an annual survey of Senior Center participants.
12. Published the sixth copy of the Elder Resource Guide, distributed 1,500 copies, and placed it on the webpage.
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 a new community initiative Brookline CAN (Brookline Community Aging Network).

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Elderbus / Van Contributions					
Donated*	$4,985	$5,000	$4,745	$5,000	$5,000
Van Program					
Rides Given	3,405	3,600	3,102	3,300	3,300
Number of Riders	375	375	402	375	375
New Riders	20	24	30	35	35
$ donated to Town	$21,569	$22,000	$23,000	$24,000	$25,000
Volunteers - Total	321	310	317	300	300
Volunteers - New	46	40	42	40	40
Job Placements	30	35	38	40	45
Total Caseload	142	140	146	140	145
Tax Work off Participants	18	20	20	25	25
Low-income elders employed	7	7	7	7	7
Geriatric Social Work					
New Referrals	67	70	96	90	90
Homecare Program (HELP)					
New Referrals	85	50	54	65	65
Total Clients	324	324	307	310	310
Information/Referral					
Annual Phone Calls	10,500	10,500	10,500	10,500	10,500
Taxi Discount Program (BETS)					
Total Clients	650	625	625	690	690
New Referrals	58	50	48	50	50
Senior Center					
Average # Daily Programs	14	14	14	14	14
Average # Daily Participants	150/500	150/500	150/500	150/500	150/500

*Donations for bus/van pay for gas, oil, and substitute drivers. Private donations pay for the van driver's entire salary.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	81,791	96,345	1.00	93,286	1.00	94,921
	Supervisor of Services	T-7	1.00	1.00	62,554	70,777	1.00	70,601	1.00	70,777
	Program Manager	T-5	1.00	1.00	53,630	60,680	1.00	53,630	1.00	54,584
	Clinical Social Worker III	T-4	0.00	0.00	49,657	56,185	0.00	0	1.00	56,185
	Home Care Coordinator	T-3	1.00	1.00	45,979	52,023	1.00	48,358	1.00	49,341
	Building Custodian	MN-2	1.00	1.00	41,709	43,834	1.00	43,834	1.00	43,834
	Clinical Social Worker I	T-1	1.00	1.00	39,420	44,601	1.00	44,490	1.00	44,601
	Assistant Home Care Coordinator (HELP)	T-1	1.00	1.00	39,420	44,601	1.00	40,021	1.00	40,121
	Senior Clerk Typist	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Bus Driver	GN-3	1.00	1.00	32,676	34,320	1.00	34,320	1.00	34,320
	Less CDBG Charge Off							*(10,000)*		*(10,000)*
	Subtotal		9.00	9.00			9.00	461,487	10.00	521,631
510102	Permanent Part Time Salaries (*)									
	Group Leader	GN-2	0.80	0.59	29,705	31,200	0.59	18,408	0.59	18,408
	Clinical Social Worker III	T-4	0.72	0.72	49,657	56,185	0.72	40,352	0.00	0
	Clinical Social Worker II	T-3	0.53	0.53	45,979	52,023	0.53	27,504	0.53	27,572
	Clinical Social Worker I	T-1	0.53	0.53	39,420	44,601	0.53	23,521	0.53	23,639
	Outreach Worker		0.53	0.00			0.48	18,732	0.00	0
	Community Aide		0.40	0.40		$20.36/hr	0.40	15,631	0.40	15,631
	Data Entry Clerk		0.11	0.11		$12.25/hr	0.11	2,386	0.11	2,392
	Subtotal		3.62	2.88			3.36	146,534	2.16	87,641
	Grant Funded Salaries (*)									
	COA Assistant		1.40	1.40		$12.25/hr	1.40	34,458	1.40	34,544
	JOBS Program Coordinator		0.45	0.45		$18.29/hr	0.45	17,433	0.45	17,477
	BETS Coordinator		0.33	0.33		$11.15/hr	0.33	7,896	0.33	7,916
	Community Aides		1.00	1.00		$12.25/hr	1.00	23,676	1.00	23,735
			3.18	3.18			3.18	83,463	3.18	83,672
	Grants									
	CDBG (FY12 = $7,916 BETS and $2,473 Community Aide)							(10,813)		(10,839)
	State Grants (FY12 = all JOBS and $55,356 COA Asst and Cmty. Aides)							(72,651)		(72,833)
								(83,463)		(83,672)
	Net Grant-Funded Salary Total							0		0
	Other									
513044	Longevity Pay							5,183		5,375
515501	Clothing/Uniform Allowance (In lieu of boots)							1,100		1,100
	Subtotal							6,283		6,475
	* Rates shown for Part Time positions are effective 1/1/11									
	Total		**15.80**	**15.06**			**15.54**	**614,303**	**15.34**	**615,748**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources

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 FY12 budget represents a $43 (0%) decrease. The Personnel increase ($239, 0.2%) is for the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees. Services decrease $36 (2%) in Data Processing Equipment Repair and Maintenance while the decrease in Capital ($246, 30.9%) reflects the current costs of leased computers.

FY2012 OBJECTIVES

Human Relations-Youth Resources

1. To conduct neighborhood meetings on issues affecting the well-being of vulnerable residents and to hold discussions on inter-group relations, civil rights and youth advocacy as they affect our population.
2. To continue to provide staff assistance to the Brookline Domestic Violence Roundtable.
3. To produce the 16th season of “The Safety Net” CATV program on domestic violence.
4. To produce the 2nd season of the “Fair Housing Conversations” CATV program.
5. To sponsor the annual Human Relations Youth Awards.
6. To work with the Massachusetts Association of Human Relations/Human Rights Commissions on regional programming.
7. To assist the Hidden Brookline Committee with its on-going efforts to educate the public about the role of Brookline residents involved with or benefiting by the trading in African-American slaves during the early history of the Town.
8. To assist residents and others in the event of discrimination complaints in employment and housing.

Americans with Disabilities Act (ADA) Coordinator

1. To work with the Commission for the Disabled, Town departments, residents and others in carrying out mandates of Section 504 and Title II of the Americans with Disabilities Act (ADA).
2. To update the Town’s ADA Transition Plan.

Broadband Monitoring Committee

1. To work with residents, businesses, Town agencies, and organizations to resolve complaints regarding services provided by Comcast and RCN.
2. To expand the Committee’s utilization of the Town’s website to more fully communicate to residents and businesses.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	100,583	97,206	97,445	239	0.2%
Services	525	1,807	1,771	-36	-2.0%
Supplies	1,790	2,800	2,800	0	0.0%
Other	141	450	450	0	0.0%
Capital	548	796	550	-246	-30.9%
TOTAL	103,587	103,059	103,016	-43	0.0%
BENEFITS			28,742		
REVENUE	0	0	0	0	0.0%

OBJECTIVES (Con't.)

Emergency Management/Public Safety

1. To continue to participate on the Town's Emergency Management Team.
2. To provide programming that deals directly with changing domestic human relations and civil rights issues in the aftermath of terrorist attacks on the United States and U.S. military and foreign policy initiatives.
3. To work with the Police Department in the area of Police Community Relations.
4. To work with the Norfolk District Attorney's Anti-Crime Council to address issues such as preventing and responding to hate crimes, juvenile delinquency, and domestic violence.

ACCOMPLISHMENTS

Human Relations-Youth Resources

1. Held formal meetings with the Chief of Police to review police/community relation issues regarding profiling and statistics on police interaction with residents and others.
2. In cooperation with the Brookline Public Schools, the Commission's Hidden Brookline Committee chair Dr. Barbara Brown continued History of Slavery in Brookline walking tours for 4th graders.
3. Dr. Emilie Steel of the Commission's Hidden Brookline Committee participated in the Town's Patriot's Day commemoration.
4. Worked with the Census Bureau in organizing within the town.
5. Staffed and planned monthly Brookline Domestic Violence Roundtable meetings.
6. Produced the 15th season of Brookline Domestic Violence Roundtable monthly "The Safety Net" CATV program.
7. Produced and hosted the 1st season of the "Fair Housing Conversations" CATV program.
8. Updated the Commission website.
9. Served on the town-wide Martin Luther King Celebration Committee for 2011.
10. In cooperation with Facing History and Ourselves, held a program tied to the public showing of "Traces of the Trade" at the Brookline Public Library.
11. Held special Youth Awards program at Brookline Public Library honoring 35 Brookline Public School students for their exceptional volunteer activities.
12. Served as Vice-Chair/Secretary of Massachusetts Association of Human Rights/Human Relations Commissions.

ACCOMPLISHMENTS (Con't.)

Americans with Disabilities Act (ADA) Coordinator

1. Advocated for residents and other people with disabilities.
2. Worked with the Commission for the Disabled Chair and Town departments updating the self-evaluation component for revised ADA Transition Plan.
3. Worked with the Massachusetts Office on Disability and Town departments on ADA compliance.

Broadband Monitoring Committee

1. Worked on the CATV Coordinating Committee and with the Broadband Monitoring Committee to safeguard the interests of the Town and its residents in dealings with Comcast and RCN.
2. Assisted residents in resolving problems with Comcast and RCN.
3. Assisted Brookline Access Television in the process to relocate to the Brookline High School Unified Arts Building.

Emergency Management/Public Safety

1. Participated on the Town's Emergency Management Team.
2. Participated on the Town's Vulnerable Populations Committee.
3. Participated on the Norfolk District Attorney's Anti-Crime Council.
4. Participated in emergency management trainings.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Full-time/Part-time Minorities Employed	133	130	187	187	187
Full-time/Part-time Women Employed	269	285	481	481	481
Youth Awards Presented	12	35	37	37	37
CATV Complaints/ Inquiries Processed	259	80	131	131	131
Events Sponsored	2	4	4	4	4
Residents with CATV					
Comcast	16,389	15,465	16,100	16,100	16,100
RCN	4,472	4,600	4,677	4,750	4,750
% Residents with Access to Digital CATV					
Comcast	99%	99%	99%	99%	99%
RCN	100%	100%	100%	100%	100%
ADA requests for Assistance	34	30	29	29	29

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2011 SALARY RANGE As of 1/1/11		FY2011 BUDGET		FY2012 RECOMMENDATION	
			FY2009	FY2010	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	81,791	96,345	1.00	96,106	1.00	96,345
	Senior Clerk Stenographer	C-5	1.00	0.00	36,632	38,386	0.00	0	0.00	0
	Subtotal		2.00	1.00			1.00	96,106	1.00	96,345
513044	Longevity Pay							1,100		1,100
	Subtotal							1,100		1,100
	Total		**2.00**	**1.00**			**1.00**	**97,206**	**1.00**	**97,445**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

PROGRAM DESCRIPTION

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.

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 and 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.

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.

The General Fund has two categories: Administration and Aquatics. The **Administration Sub-program** 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.

The **Aquatics Sub- program** 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 Kirrane 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.

BUDGET STATEMENT

This FY12 budget continues the efforts begun a few years ago to re-allocate costs between the General Fund and the Revolving Fund in an attempt to better reflect program costs versus administrative costs. This is part of the Cost Recovery project. Part of this process involves moving various line-item expenses from the General Fund to the Revolving Fund and vice versa, and this is detailed below. The ultimate goal of this exercise is to clearly show what percentage of the Recreation Department is covered by program-related fees and what percentage is paid for out of the general tax base. The table on page IV-112 shows this information.

The FY12 budget represents a $48,410 (5.1%) increase. Personnel increases $11,243 (1.7%) due to the addition of a Therapeutic Receptionist (T-4) ($49,479), Steps ($3,128), and the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($412), partially offset by decreases from the elimination of a vacant Assistant Recreation Leader/Aquatics (GN-5) and a decrease in Longevity ($475).

Services increase $59,621 (69.9%) for Printing Services ($32,645), the Software Service Contract ($10,000), General Consulting Services ($8,000), Advertising ($6,371), Building Cleaning ($3,500), Wireless Communications ($760) and Data Processing Equipment Repair and Maintenance ($123), slightly offset by decreases in Copier Service ($1,293), Entertainers-Lecturers ($271), and Other Rentals and Leases ($214). Supplies increase $4,627 (11.4%) for Custodial Supplies ($15,350), Office Supplies ($6,980) and Special Program Supplies ($6,000), partially offset by a decrease in Recreation Supplies ($20,000) and Public Safety Supplies ($3,703). A majority of the increases in both Services and Supplies were done in exchange for moving most Utility accounts to the Revolving Fund.

The increase in Other ($10,000, 416.7%) is for Education/Training/Conferences ($6,700), Airfare ($1,500), Hotel ($1,000) and Professional Dues and Memberships ($800). Utilities decreases $12,081 (9.7%). Most of the Utility Accounts for Recreation facilities were moved to the Revolving Fund. The decrease shown in Electricity ($7,922) and Natural Gas ($4,320) represent the new funding level required for usage at the Evelyn Kirrane Aquatics Center. These amounts were previously funded in the Building Department. Other Utility changes include an increase for Gasoline ($378) and a decrease in Diesel Fuel ($216). Capital decreases $25,000 (79.7%) which reflects the purchase of a hybrid vehicle in FY11, but not FY12.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

FY2012 OBJECTIVES

1. To continue the implementation of the cost recovery methodology.
2. To implement the Field Use and Allocation Policy.
3. To hire a Certified Therapeutic Recreation Specialist.
4. To expand the intern program.
5. To continue to strengthen the partnership with other Town departments, including Schools and Health.
6. To expand Social Networking opportunities.
7. To expand marketing strategies to include additional web 2.0 involvement.

ACCOMPLISHMENTS

1. Continued efforts to have a presence at all community events, thereby enhancing the Department's visibility and providing an on-going community awareness of our programs and services.
2. Reduced reliance on paper, increased the use of “green" products where possible, and installed "auto shut-offs" for the showers at the Aquatics Center as part of Brookline 2010.
3. Partnered with the School Department to share transportation support and services on a year-round basis.
4. Made the Aquatics Center compliant with the Virginia Graeme Baker Act.
5. Transitioned the administration of CDBG payroll to the Housing Division of the Planning Department.
6. Created social networking opportunities for the community through the creation of a department Facebook page and Network page.
7. Kicked off the Friends of Recreation non-profit organization through the Brookline Community Foundation.
8. Collaborated with the Park and Open Space Division to rewrite the Field Usage Policy and instituted a field use fee.
9. Worked with the Finance Director on PILOT agreements for field and golf use.
10. Created an internship program to support all program, service and facilities including students with a focus on Recreation, management, marketing, health and nutrition and early education.
11. Restructured the sponsorships of the Summer Concerts to allow a different vendor to sponsor each evening while allowing the concerts to be self-supporting.
12. Encouraged staff to become more involved in the Massachusetts Recreation and Parks Association (MRPA), including attending monthly meetings and becoming active with Association committees.
13. Purchased a new CYMS (Child Youth Management System) module in our software which allows better tracking of staff and participant information.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
Registration by Telephone/ Mail	9,594	2,500	7,794	7,000	6,500
$ Collected	$991,860	$1,000,000	$1,071,734	$1,000,000	$950,000
On-Line Registration/Payment					
# of Registrations	2,106	6,500	3,861	5,000	6,000
$ Collected	$216,941	$250,000	$356,341	$450,000	$540,000
Telephone Inquiries/month	750	1,000	1,200	1,300	1,500
Email Inquiries:	N/A	N/A	N/A	34,100	35,000
Web-site Hits	N/A	N/A	60,363	100,000	100,000
Social Networking Inquiries					
Facebook	N/A	N/A	357	714	1,400
Twitter	N/A	N/A	N/A	100	125

Note: See the Performance/Workload Indicators under the Revolving Fund on Page IV-115 for program enrollment information.

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	636,885	659,503	670,746	11,243	1.7%
Services	88,934	85,287	144,908	59,621	69.9%
Supplies	38,356	40,703	45,330	4,627	11.4%
Other	1,630	2,400	12,400	10,000	416.7%
Utilities	108,724	124,576	112,495	-12,081	-9.7%
Capital	30,491	31,380	6,380	-25,000	-79.7%
TOTAL	905,021	943,849	992,259	48,410	5.1%
BENEFITS			318,084		
REVENUE	0	0	0	0	0.0%
Golf Enterprise	1,160,829	1,266,200	1,204,000	-62,200	-4.9%
Revolving Fund	1,731,011	1,855,041	2,054,280	199,239	10.7%

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Administration	290,740	690,273	658,276	-31,997	-4.6%
Swimming Pool	197,938	253,576	333,983	80,407	31.7%
Rec Programs	416,343	0	0	0	0.0%
TOTAL	905,021	943,849	992,259	48,410	5.1%
Golf Enterprise	1,160,829	1,266,200	1,204,000	-62,200	-4.9%
Revolving Fund	1,731,011	1,855,041	2,054,280	199,239	10.7%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	191,497	416,611	468,369	51,758	12.4%
Services	42,991	85,037	143,142	58,105	68.3%
Supplies	15,492	30,269	19,980	-10,289	-34.0%
Other	1,630	2,400	12,400	10,000	416.7%
Utilities	8,639	124,576	8,005	-116,571	-93.6%
Capital	30,491	31,380	6,380	-25,000	-79.7%
TOTAL	290,740	690,273	658,276	-31,997	-4.6%

SWIMMING POOL

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	178,325	242,892	202,377	-40,515	-16.7%
Services	286	250	1,766	1,516	606.4%
Supplies	19,328	10,434	25,350	14,916	143.0%
Other	0	0	0	0	0.0%
Utilities	0	0	104,490	104,490	-
Capital	0	0	0	0	0.0%
TOTAL	197,938	253,576	333,983	80,407	31.7%

REC PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	267,063	0	0	0	0.0%
Services	45,657	0	0	0	0.0%
Supplies	3,537	0	0	0	0.0%
Other	0	0	0	0	0.0%
Utilities	100,085	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	416,343	0	0	0	0.0%

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. Last year, 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 FY2010	BUDGET FY2011	REQUEST FY2012
REVENUES			
General Fund	0	0	0
Revolving Fund	1,828,737	1,855,041	2,054,280
Golf Enterprise Fund	1,132,976	1,266,200	1,204,000
TOTAL	2,961,713	3,121,241	3,258,280
EXPENDITURES			
General Fund	905,021	943,849	992,259
General Fund Benefits est. (current employees)	215,647	212,628	225,045
Revolving Fund	1,731,011	1,855,041	2,054,280
Golf Enterprise Fund	1,160,829	1,266,200	1,204,000
TOTAL	4,012,507	4,277,718	4,475,584
Cost Recovery	**73.8%**	**73.0%**	**72.8%**
General Fund Subsidy	**26.2%**	**27.0%**	**27.2%**

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.

PROGRAM	FINANCIAL ASSISTANCE
Soule Center	$29,642
Soule Gym	$30
BEEC	$210
Aquatic	$2,728
Eliot	$5,132
Tappan	$409
Outdoor Rec	$12,575
Outdoor Athletic	$976
TOTAL	**$51,701**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-5	1.00	1.00	89,152	105,016	1.00	94,388	1.00	96,042
	Assistant Director	T-10	0.00	0.00	70,365	79,614	1.00	71,617	1.00	71,617
	Recreation Supervisor II	T-7	1.00	1.00	62,554	70,777	0.00	0	0.00	0
	Therapeutic Recreation Specialist	T-4	0.00	0.00	49,657	56,185	0.00	0	1.00	49,657
	Area Manager / Programs	GN-10	1.00	1.00	55,844	58,654	1.00	58,654	1.00	58,654
	Area Manager / Aquatic Director	GN-10	1.00	1.00	55,844	58,654	1.00	58,654	1.00	58,654
	Director Early Learning Center	GN-10	0.00	0.00	55,844	58,654	1.00	56,765	1.00	56,765
	Business/Administrative Manager	GN-10	0.00	0.00	55,844	58,654	1.00	55,844	1.00	56,765
	Recreation Leader	GN-7	5.00	5.00	46,934	49,296	1.00	47,709	1.00	48,496
	Assistant Recreation Leader/Aquatics	GN-5	1.00	1.00	40,805	42,859	1.00	41,479	0.00	0
	Building Custodian	MN-4	1.00	1.00	47,173	49,576	1.00	49,576	1.00	49,576
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Recreation Receptionist	C-4	0.00	0.00	36,632	38,386	1.00	37,653	1.00	37,829
	Facilities Assistant		0.00	0.00		$16.22/hr.	1.00	31,749	1.00	31,749
	Subtotal		12.00	12.00			12.00	642,473	12.00	654,191
	Other									
510140	Shift Differential							1,618		1,618
510300	Regular Overtime							9,187		9,187
513044	Longevity Pay							3,775		3,300
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,450		2,450
	Subtotal							17,030		16,555
	Total		**12.00**	**12.00**			**12.00**	**659,503**	**12.00**	**670,746**

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

PROGRAM DESCRIPTION

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.

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.

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 profit to the Town via the "Town Fee".

BUDGET STATEMENT

The FY12 budget reflects a decrease of $62,200 (4.9%). Personnel decreases $5,663 (1.3%), reflecting decreases in Part-Time Seasonals ($5,464) and Overtime, ($4,739) slightly offset by an increase for collective bargaining ($4,200), as well as increases for the 1/4% carry-forward from the FY11 1% / 0.5% salary adjustment for non-union employees ($191) and Longevity ($150).

Services decrease $8,676 (6.9%) due to decreases in Technical Services ($5,000), Banking Services, ($5,000), Other Equipment Rental/Lease ($3,000), Advertising Services ($2,500), Data Processing Repair and Maintenance ($1,246), Other Rentals and Leases ($1,000) and the Building Cleaning Service ($1,000), partially offset by increases in Building Repair and Maintenance ($8,500), Data Communication Lines ($650), Software Service Contract ($500), and Computer Hardware Rental ($420).

Supplies decrease $14,775 (11.1%) and include decreases in Pro Shop Supplies ($10,000), Equipment Maintenance Supplies ($5,000), Recreation Supplies ($2,000), and Custodial Supplies ($1,975) offset by an increase in Agricultural Supplies ($4,200). Utilities decrease $1,581 (1.7%). The decreases in Electricity ($873), Natural Gas ($1,097), and Heating Oil ($2,958) offset the increases in Gasoline ($1,563) and Water and Sewer ($1,785). Capital decreases $1,680 (2%) and includes leases for landscaping equipment and computers.

The $27,309 (14.3%) decrease in Intragovernmental reflects a decrease in the Reimbursement to General Fund while Debt Service decreases $3,452 (1.8%) and the Reserve increases $935 (6.2%).

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	422,673	431,548	425,885	-5,663	-1.3%
Services	111,393	125,242	116,566	-8,676	-6.9%
Supplies	107,105	132,975	118,200	-14,775	-11.1%
Other	9,432	4,100	4,100	0	0.0%
Utilities	55,999	91,398	89,817	-1,581	-1.7%
Capital	83,394	85,580	83,900	-1,680	-2.0%
Intragov'tal Reimbursement	186,349	191,161	163,852	-27,309	-14.3%
Debt Service	184,484	189,130	185,679	-3,452	-1.8%
Reserve	0	15,065	16,000	935	6.2%
TOTAL	1,160,829	1,266,200	1,204,000	-62,200	-4.9%
BENEFITS			93,807		
REVENUE	1,132,976	1,266,200	1,204,000	-62,200	-4.9%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

FY2012 OBJECTIVES

1. To continue to implement the recommendations of the National Golf Foundation operational review.
2. To increase tournament rounds.
3. To start a new marketing campaign once drainage work has been completed.
4. To grow Junior Golf by adding all day camps to the program.
5. To increase pro shop sales.
6. To increase rounds played.

ACCOMPLISHMENTS

1. Hosted the Massachusetts Golf Association Public Links Qualifier.
2. Hosted the New England PGA Pro Junior.
3. Repeated as Junior Fourball Champions.
4. Created two new bunkers on the 5th hole.
5. Removed the bridge on 9th hole to help improve drainage.
6. Grew SNAG Junior golf program by adding new classes.
7. Received a $3,000 grant through the PGA to pilot and train School Department Phys. Ed teachers to offer golf at the elementary schools. This grant was piloted at the Baker School.
8. Began offering the Family Tee Marker Program.
9. Made Wi-Fi available at the club house.
10. Golf Professional, Brian Bain, was honored for the 2009 New England PGA President's Plaque Award Winner and PGA's Top 50 Kid's Teacher Award.
11. Created social networking opportunities for the community through the creation of a Twitter account and Facebook pages for course updates, conditions and specials.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
# of Rounds:					
Number of Rounds	33,296	26,000	31,677	33,000	33,000
# Rounds Residents	4,994	N/A	4,752	4,950	4,950
# Rounds Non-Residents	28,302	N/A	26,925	28,050	28,050
Number of Tournaments	2,237	2,460	1,912	2,400	2,400
Summer & Fall Fourball	68	80	60	80	80
Junior Golf lessons & camps	220	220	200	240	250
Private lessons	850	935	725	800	800
Private school play	1,279	1,300	1,054	1,100	1,100
Public School Play (BHS)	N/A	N/A	271	271	271
College/University Play	N/A	N/A	88	100	100
Online tee time reservations	6,785	7,500	8,000	8,000	8,000
Telephone Inquiries	N/A	N/A	1,773	1,773	1,773
Email Inquiries					
General	N/A	N/A	90	120	120
Web-site Hits	N/A	N/A	42,566	45,000	45,000
Social Networking Inquiries					
Facebook	N/A	N/A	357	700	1,400
Twitter	N/A	N/A	N/A	100	125

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Golf	T-9	1.00	1.00	67,658	76,552	1.00	76,362	1.00	76,552
	Head Superintendent	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Head Golf Pro / Rink Manager (1)	GN-8	0.67	0.67	51,017	53,585	0.67	35,723	0.67	35,723
	Assistant Superintendent	GN-7	1.00	1.00	46,934	49,296	1.00	49,296	1.00	49,296
	Subtotal		3.67	3.67			3.67	230,030	3.67	230,221
510901	Temporary Part Time Salaries (2)									
	Seasonals		5.27	5.27		$12.12/hr.	5.27	134,533	5.27	129,069
	Cashier/Golf		1.00	1.00	$11.95/hr.	$12.33/hr.	1.00	53,132	1.00	53,132
	Teachers/Instructors				$12.07/hr	$20.00/hr.		3,296		3,296
	Subtotal		6.27	6.27			6.27	190,962	6.27	185,498
	Other									
510300	Regular Overtime							4,739		0
513044	Longevity Pay							625		775
515501	Clothing/Uniform Allowance (In Lieu of Boots)							935		935
	Subtotal							6,299		1,710
	Collective Bargaining Increase - FY11							4,257		4,257
	Collective Bargaining Increase - FY12									4,200
	Total		**9.93**	**9.93**			**9.93**	**431,548**	**9.93**	**425,885**

(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund
(2) Rates shown for Part Time positions are effective 7/1/10

PROGRAM DESCRIPTION

The Recreation Revolving Fund supports the activities that take place at Brookline's indoor and outdoor facilities including the Soule Center, Soule Gym, Kirrane Skating Rink, Environmental Education Center, Kirrane 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.

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.

BUDGET STATEMENT

The FY12 budget reflects an increase of $199,239 (10.7%). Personnel increases $110,393 (9.3%) for the chargeback of personnel expenses associated with the Skating Rink ($41,997), which was previously funded in the Parks and Open Space Division, an additional Lead Teacher (GN-4) at the Soule Center ($37,211), 57% of the Park Ranger salary ($28,415, the other 43% can be found in the Parks and Open Space Division budget), a Collective Bargaining reserve ($12,734), Steps ($2,400), and Longevity ($1,100). Decreases in Temporary Part-Time Salaries ($7,632) and Shift Differential ($5,832) slightly offset these increases.

Services increase $3,902 (2.1%). Increases include Field Trips ($17,801), Entertainers/Lecturers ($15,900), Transportation Rentals/Leases ($12,595), Skating Rink Repair and Maintenance (previously funded in DPW, $8,500), Banking Services ($5,000) Subscriptions ($1,000), E-Commerce Services ($1,000), Licenses ($800), Other Equipment Rental/Leases ($700), Building Cleaning Service ($700), Computer Hardware Rental ($600) and Data Processing Repair and Maintenance ($108). These increases are slightly offset by decreases in Printing ($28,381), Advertising ($11,200), Recreation Services ($9,000), Software Service Contract ($6,000), Other Rentals / Leases ($2,600), General Consulting Services ($2,000), Professional / Technical Service ($860), and Wireless Communications ($760). A majority of the decreases here and in Supplies were done to offset an increase in utilities previously funded in the Recreation General Fund budget.

BUDGET STATEMENT (Con't.)

Supplies decrease $27,097 (20%) for Maintenance Supplies ($16,500), Office Supplies ($8,000), Food ($7,972), Food Service Supplies ($5,700), and Recreation Supplies ($5,225) these decreases are partially offset by increases in Meals and Receptions ($13,300), Construction Supplies (from DPW for the rink, $1,500), and Medical Supplies ($1,500). The $797 (1.9%) decrease in Other is due to a decrease in Other Travel ($8,500) and Education / Training / Conferences ($1,795), slightly offset by increases in Professional Dues and Memberships ($8,998) and Out of State Hotel ($500).

The increase in Utilities ($91,631, 319.4%) reflects the transfer of all utility accounts for Recreation facilities, with the exception of the pool, from the General Fund to the Revolving Fund. Previously the Soule Center was the only account funded in the Revolving Fund. As a result, Electricity increases $54,741, Natural Gas increases $21,432 and charges for Water and Sewer are included at $15,459. The decrease in Capital ($17,501, 73.3%) reflects the purchase of furniture in FY11, but not FY12. The Intragovernmental Reimbursement increases $38,707 (15%) for fringe benefits.

FY2012 OBJECTIVES

1. To open one additional pre-school classroom at the Soule Rec Center.
2. To offer an active art studio and arts program at the Soule Rec Center.
3. To host the Reggio Emelia Conference and training for the community.
4. To offer broad-based parent education programs.
5. To create an interactive user friendly web page.
6. To offer "Flick and Float" nights at the pool.
7. To offer more aquatic certification courses.
8. To offer lunch to campers.
9. To expand programming and inclusion options for special needs population.
10. To accommodate the growing interest in the Summer Camp programming.
11. To create a teaching garden behind the Environmental Education Center for participants to learn about gardening.
12. To increase programming and visibility at senior living facilities throughout Brookline.
13. To establish grant writing for new and existing programs.
14. To expand on individualized passive programming.
15. To work with current partners (TAB - BATV) to have better Department visibility.
16. To expand on family programming.

ACCOMPLISHMENTS

1. Extended community program access by offering additional hours for open/lap swim, Indoor Play and Open Gym.
2. Added new programming for "no school" days and half days, providing high quality options for students.
3. Offered teen programs at the Library with indoor mini-golf, games, and concessions.
4. Continued to have high enrollment with expanded services including off site trips, yoga, ice skating and swimming at the Soule Early Learning Center. The teachers are participating in a series of professional development workshops focusing on the Reggio-Emilia inspired curriculum.
5. Enhanced adult programming at the pool.
6. Continued to grow Health and Wellness programs and services with the addition of Zumba Classes, Masters Swim and Community 5K walks.
7. Realized record high enrollments in several service areas including Youth Soccer (1,050 per season), swim lessons and Environmental Education classes.
8. Through strengthened partnerships with Brookline Soccer Club, Youth Soccer leagues have higher level coach and referee training and reformatted league play for athletes in grades 1 and 2.
9. Received a $500 grant through the National Recreation and Park Association (NRPA) to start an Archery program.
10. Received a grant from Brookline Community Foundation to support the Summer Camp program and partnerships.
11. Extended Special Needs programming to include the administration of the Brookline Chapter of Special Olympics, historically managed by community volunteers.
12. Added trips to the Greater Boston area for special needs teens with two trips per month year-round.
13. Expanded the capacity to include additional students enrolled in the School Department's summer programs including LAUNCH, Project Discovery and special education to participate in a full day Summer camp program.
14. Expanded the Travel basketball program to begin at Grade 5, providing opportunities for 24 more additional spaces.
15. Added trips for adults 55 years and older with two trips per month year round.
16. Collaborated with Council on Aging to allow a Recreation employee to have a presence at the the Senior Center to meet the members and to publicize trips.
17. The R.A.F.T. Program holds free Friday open gym nights during the school year servicing about 100 students each evening.
18. Improved the After School Program by purchasing new classroom friendly furniture and by hiring qualified staff who incorporate a daily curriculum
19. Conducted two overnight camping trips at Larz Anderson Park to allow residents the opportunity to experience the joys of camping in their own town.

ACCOMPLISHMENTS (Con't.)

20. Added an indoor Adult Basketball League with referees, scorekeepers and playoffs.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
# of Participants:					
School Based Programs					
Soule	48	48	51	48	55
After School	38	40	36	40	40
Vacation Week	71	75	81	90	90
Permits					
Fields	425	550	308	400	400
Special Event	111	125	57	100	100
Larz Picnic & Shelter	40,000	45,000	32,885	45,000	43,025
Skating/Rink					
Gen Public	28,752	29,000	12,606	12,100	12,500
Rink Rentals	3,250	3,500	3,750	3,500	3,750
Youth Sports					
Softball	99	100	104	100	120
Lacrosse	225	250	275	250	300
Basketball	444	505	582	600	625
Soccer	1,971	1,900	1,927	1,900	2,000
Ski/Snowboard Lessons	44	50	45	50	50
Aquatics					
Public Swim	31,000	31,000	30,153	31,000	31,150
BHS Swim Team	79	70	85	70	75
Rec Swim Team	215	200	235	200	200
Swim Lessons	1,992	1,700	1,988	2,000	2,100
Summer Camp					
Express	120	125	166	140	140
Kangaroo and Gator	600	600	787	750	750
PSB Partnerships	N/A	N/A	111	125	130

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2009	ESTIMATE FY2010	ACTUAL FY2010	ESTIMATE FY2011	ESTIMATE FY2012
# of Participants:					
Tennis & Basketball					
Tennis - Indoor	30	30	40	40	40
Tennis - Outdoor	707	700	700	700	700
Basketball	309	300	66	300	70
RAFT	958	970	1,053	1,000	1,000
Therapeutic Rec	20	125	150	175	200
Teen Ski	44	44	43	45	50
Community Programs					
American Red Cross	24	25	24	25	36
Community Gardens	94	94	95	94	95
Indoor Play	165	175	182	175	200
Special Events	2,000	2,500	3,650	4,000	4,650
Nature Explorations	106	116	124	136	150
Early Release Outings	N/A	N/A	70	80	80
Little Acorns	10	10	12	10	16
Sprouts	10	10	8	10	16
Junior Rangers	10	10	10	11	16
Adventurers	N/A	10	6	10	12
21+ Activities/Trips	N/A	N/A	143	150	160
55+ Activities/Trips	N/A	N/A	427	450	500

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	1,140,786	1,180,767	1,291,160	110,393	9.3%
Services	183,528	188,206	192,108	3,902	2.1%
Supplies	135,119	135,169	108,073	-27,097	-20.0%
Other	19,372	41,135	40,338	-797	-1.9%
Utilities	32,740	28,689	120,321	91,631	319.4%
Capital	8,595	23,870	6,369	-17,501	-73.3%
Intragovernmental Reimbursement	210,870	257,205	295,912	38,707	15.0%
TOTAL	1,731,011	1,855,041	2,054,280	199,239	10.7%
BENEFITS			291,742		
REVENUE	1,828,737	1,855,041	2,054,280	199,239	10.7%

SUMMARY OF SUB-PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Soule Center	530,884	521,120	543,870	22,750	4.4%
Soule Gym	4,304	10,180	22,466	12,286	120.7%
Ice Skating and Rink	69,088	63,153	176,765	113,612	179.9%
Brookline Enviro. Ed. Ctr.	78,968	100,633	89,993	-10,640	-10.6%
Aquatic	354,425	275,224	292,313	17,089	6.2%
Eliot Rec Center	306,650	258,700	290,589	31,890	12.3%
Tappan Street Gym	121,506	157,404	150,714	-6,690	-4.3%
Outdoor Rec Programs	182,351	323,893	325,476	1,583	0.5%
Outdoor Athletics	82,835	144,734	162,093	17,359	12.0%
TOTAL	1,731,011	1,855,041	2,054,280	199,239	10.7%

SOULE CENTER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	308,557	333,091	345,233	12,142	3.6%
Services	18,547	13,010	14,172	1,162	8.9%
Supplies	68,088	14,950	17,588	2,638	17.6%
Other	0	5,300	4,045	-1,255	-23.7%
Utilities	31,973	27,589	35,506	7,917	28.7%
Capital	0	9,000	1,386	-7,614	-84.6%
Intragovernmental Reimbursement	103,719	118,179	125,940	7,761	6.6%
TOTAL	530,884	521,120	543,870	22,750	4.4%
REVENUE	537,654	552,670	565,000	12,330	2.2%

ICE SKATING AND RINK

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	45,128	32,651	75,813	43,162	132.2%
Services	10,904	15,455	17,769	2,314	15.0%
Supplies	10,799	11,486	12,986	1,500	13.1%
Other	0	0	745	745	-
Utilities	0	0	57,106	57,106	-
Capital	0	400	400	0	0.0%
Intragovernmental Reimb.	2,257	3,162	11,946	8,784	277.9%
TOTAL	69,088	63,153	176,765	113,612	179.9%
REVENUE	145,632	135,000	140,000	5,000	3.7%

SOULE GYM

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	3,604	5,835	8,235	2,400	41.1%
Services	700	3,200	3,914	714	22.3%
Supplies	0	200	200	0	0.0%
Other	0	745	745	0	0.0%
Capital	0	200	200	0	0.0%
Intragovernmental Reimbursement	0	0	9,173	9,173	-
TOTAL	4,304	10,180	22,466	12,286	120.7%
REVENUE	5,978	21,400	22,325	925	4.3%

BROOKLINE ENVIRONMENTAL EDUCATION CENTER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	62,490	75,822	50,624	-25,198	-33.2%
Services	2,488	3,100	5,914	2,814	90.8%
Supplies	583	7,500	8,500	1,000	13.3%
Other	140	3,635	4,580	945	26.0%
Utilities	767	1,100	2,869	1,769	160.8%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	12,500	9,476	17,506	8,030	84.7%
TOTAL	78,968	100,633	89,993	-10,640	-10.6%
REVENUE	35,000	41,200	45,000	3,800	9.2%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

AQUATIC

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	319,690	232,258	232,603	344	0.1%
Services	7,187	13,380	16,614	3,234	24.2%
Supplies	11,799	24,846	14,346	-10,500	-42.3%
Other	2,292	3,000	5,745	2,745	91.5%
Utilities	0	0	9,215	9,215	-
Capital	1,113	1,740	1,990	250	14.4%
Intragovernmental Reimbursement	12,343	0	11,801	11,801	-
TOTAL	354,425	275,224	292,313	17,089	6.2%
REVENUE	445,541	432,600	430,000	-2,600	-0.6%

OUTDOOR RECREATION PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	104,934	228,943	259,500	30,557	13.3%
Services	27,601	25,380	25,429	49	0.2%
Supplies	9,233	18,400	12,018	-6,382	-34.7%
Other	2,451	9,755	2,741	-7,014	-71.9%
Utilities	0	0	2,025	2,025	-
Capital	1,405	1,350	1,350	0	0.0%
Intragovernmental Reimb.	36,727	40,065	22,414	-17,651	-44.1%
TOTAL	182,351	323,893	325,476	1,583	0.5%
REVENUE	118,242	119,931	271,309	151,378	126.2%

ELIOT REC CENTER

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	184,677	131,185	150,833	19,649	15.0%
Services	78,613	78,681	79,566	885	1.1%
Supplies	13,414	24,000	15,045	-8,956	-37.3%
Other	4,943	4,500	4,581	81	1.8%
Utilities	0	0	13,598	13,598	-
Capital	6,077	5,580	443	-5,137	-92.1%
Intragovernmental Reimbursement	18,927	14,754	26,523	11,769	79.8%
TOTAL	306,650	258,700	290,589	31,890	12.3%
REVENUE	245,415	281,190	313,281	32,091	11.4%

OUTDOOR ATHLETICS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	42,001	50,969	68,229	17,260	33.9%
Services	21,084	21,000	13,659	-7,341	-35.0%
Supplies	12,503	21,000	18,500	-2,500	-11.9%
Other	7,246	11,700	14,745	3,045	26.0%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	0	40,065	46,961	6,896	17.2%
TOTAL	82,835	144,734	162,093	17,359	12.0%
REVENUE	204,669	219,550	168,211	-51,339	-23.4%

TAPPAN STREET GYM

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Personnel	69,705	90,013	100,090	10,078	11.2%
Services	16,404	15,000	15,073	73	0.5%
Supplies	8,700	12,787	8,890	-3,897	-30.5%
Other	2,300	2,500	2,411	-89	-3.6%
Capital	0	5,600	600	-5,000	-89.3%
Intragovernmental Reimbursement	24,397	31,504	23,650	-7,855	-24.9%
TOTAL	121,506	157,404	150,714	-6,690	-4.3%
REVENUE	53,867	51,500	99,154	47,654	92.5%

TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2009	NUMBER OF POSITIONS FUNDED FY2010	FY2011 SALARY RANGE As of 1/1/11 LOW	FY2011 SALARY RANGE As of 1/1/11 HIGH	FY2011 BUDGET NO.	FY2011 BUDGET AMOUNT	FY2012 RECOMMENDATION NO.	FY2012 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director, Early Learning Center	GN-10	1.00	1.00	55,844	58,654	0.00	0	0.00	0
	Business/Administrative Manager	GN-8	1.00	1.00	51,017	53,585	0.00	0	0.00	0
	Head Golf Pro / Rink Manager (1)	GN-8	0.33	0.33	51,017	53,585	0.33	17,862	0.33	17,862
	Recreation Leader	GN-7	0.00	0.00	46,934	49,296	3.00	147,088	3.00	147,888
	Administrator/Lead Teacher	GN-7	0.00	0.00	46,934	49,296	1.00	48,496	1.00	49,296
	Environmental Educator and Outreach Coordinato	GN-7	1.00	1.00	46,934	49,296	1.00	48,496	1.00	49,296
	Lead Teacher	GN-4	0.00	3.00	36,597	38,438	4.00	148,802	5.00	186,012
	Teacher	GN-3	4.00	0.00	32,676	34,320	0.00	0	0.00	0
	Assistant Teacher	GN-2	1.00	2.00	29,705	31,200	1.00	31,200	1.00	31,200
	Park Ranger (2)	LN-6	0.00	0.00		49,850	0.00	0	0.57	28,415
	Recreation Receptionist	C-4	1.00	1.00	36,632	38,386	0.00	0	0.00	0
	Bus Driver (3)		1.00	1.00		35,236	1.00	35,235	1.00	35,236
	Facilities Assistant		1.00	1.00		$16.22/hr.	0.00	0	0.00	0
	Charge Off to School Department (3)							(22,472)		(22,472)
	Charge Off from Parks Department (Skating Rink)									41,997
	Subtotal		11.33	11.33			11.33	454,706	12.90	564,729
510102	Permanent Part Time Salaries (4)									
	Activity Specialist/Soccer		0.93	0.93			0.93	42,812	0.93	42,812
	Lead Teacher	GN-4	0.70	0.70	29,705	31,200	0.70	21,137	0.70	21,137
	After School Director		0.60	0.60		$12.46/hr.	0.60	15,381	0.60	15,381
	Subtotal		2.23	2.23			2.23	79,329	2.23	79,330
510901	Temporary Part Time Salaries (4)									
	Assistant Recreation Leader	R-3			$9.00/hr.	$25.00/hr.		239,744		245,538
	Park Rangers (Green Dog Program)					$12.50/hr.		26,231		26,297
	Teacher/Instructor				$12.25/hr	$20.00/hr.		54,546		28,109
	Teacher Assistant				$12.25/hr	$20.00/hr.		17,639		17,683
	Lesson Coordinator				$12.25/hr	$25.00/hr.		8,923		8,923
	Referees/Umpires				$9.00/hr.	$38.00/hr.		15,677		28,500
	Swim Team Coach/ Asst Coach				$12.25/hr	$25.00/hr.		31,268		31,346
	Lifeguard				$9.00/hr.	$15.00/hr.		183,530		183,530
	Private Lesson Instructors				$15.00/hr.	$25.00/hr.		9,836		9,836
	Houseworker	MN-1			31,778	33,397		2,339		2,339
	Bus Driver				$15.30/hr.	$17.00/hr.		13,605		13,605
	Subtotal							603,337		595,705
	Other									
510140	Shift Differential							8,332		2,500
510300	Regular Overtime							19,518		19,518
513044	Longevity Pay							625		1,725
515501	Clothing/Uniform Allowance							3,266		3,266
	Subtotal							31,741		27,009
	Collective Bargaining FY12									12,734
	Collective Bargaining FY11							11,652		11,652
	(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund (2) 53% of the Park Ranger position is charged here; the remaning 47% is charged to the DPW budget. (3) 40% of this position is funded by the School Department (4) Rates shown for Part Time positions are effective 7/1/10									
	Total		**13.56**	**13.56**			**13.56**	**1,180,767**	**15.13**	**1,291,160**

PERSONNEL BENEFITS

Personnel Benefits total $42.9 million, which reflects an increase of $2.8 million (7%). They comprise 22% 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 $22.7 million, an increase of 161%. Contributory Pension costs have also increased dramatically, from $8.3 million in FY00 to $14.4 million in FY12, an increase of more than 82%. 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.

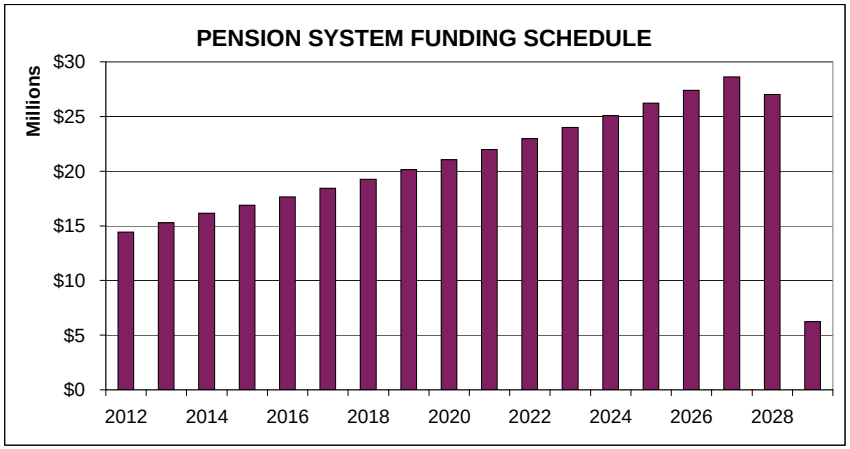
PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Pensions - Contributory	13,028,069	13,784,954	14,442,334	657,380	4.8%
Pensions - Non-Contributory	225,493	215,000	170,000	(45,000)	-20.9%
Group Health Program	22,983,067	20,227,416	22,719,498	2,492,082	12.3%
Health Reimbursement Account (HRA)	0	0	250,000	250,000	-
Retiree Group Health Fund (OPEB's) *	650,000	2,012,531	1,548,435	(464,096)	-23.1%
Employee Assistance Program	25,282	28,000	28,000	0	0.0%
Group Life Insurance	128,109	130,000	130,000	0	0.0%
Disability Insurance	13,536	16,000	16,000	0	0.0%
Worker's Compensation *	1,350,000	1,350,000	1,250,000	(100,000)	-7.4%
Public Safety IOD Medical Expenses *	300,000	325,000	300,000	(25,000)	-7.7%
Unemployment Compensation *	266,000	400,000	350,000	(50,000)	-12.5%
Public Safety Medical Disability	15,507	30,000	30,000	0	0.0%
Medicare Payroll Tax	1,370,866	1,555,000	1,660,000	105,000	6.8%
TOTAL EXPENDITURE	40,355,929	40,073,902	42,894,268	2,820,366	7.0%

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

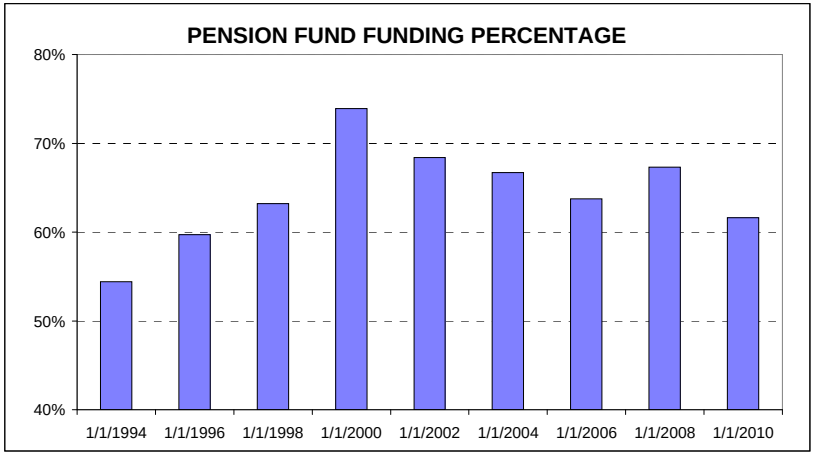
PENSIONS - CONTRIBUTORY

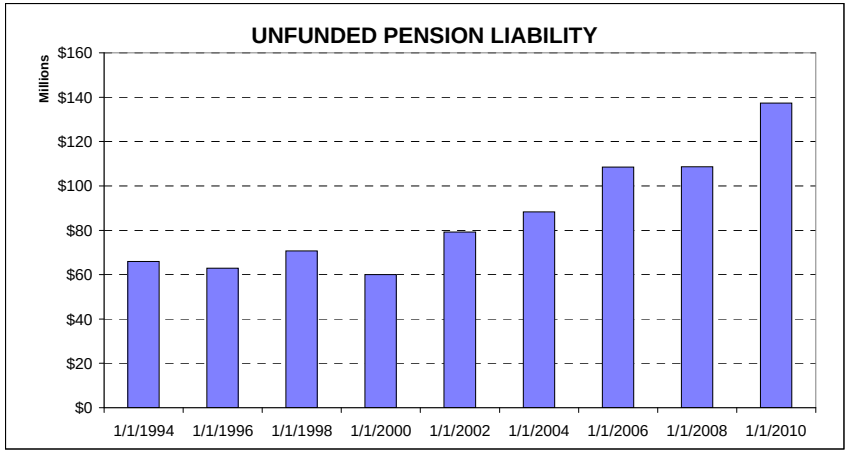
The Contributory Retirement System, a defined benefit program, is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a State entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 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 newly adopted 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.



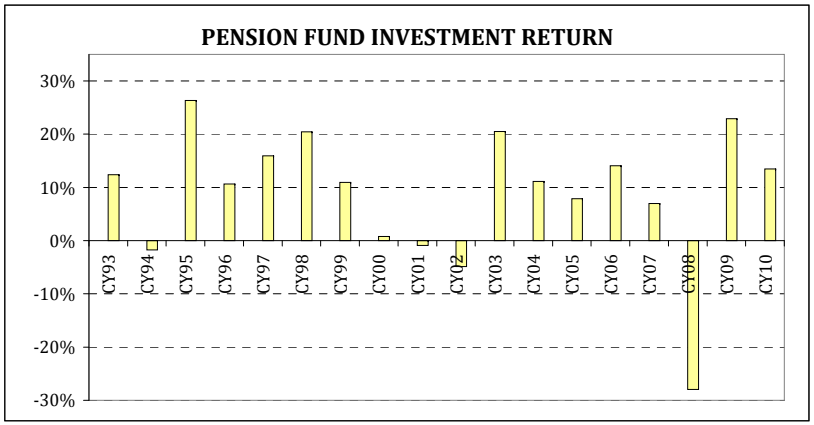
PENSIONS - CONTRIBUTORY (con't)

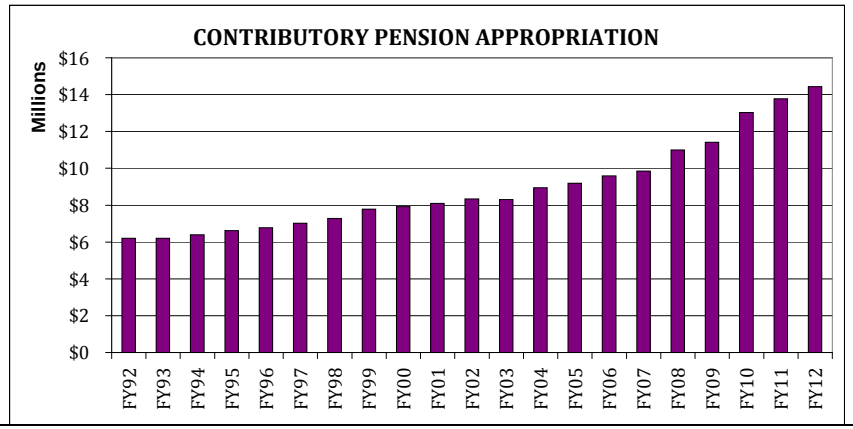
The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees (active or retired) who are elected, one appointee of the Board of Selectmen (currently the Finance Director), the Town Comptroller, and a fifth member chosen by the other four. There are approximately 1,449 active employees, 1,200 inactive employees, and 860 retired employees who are members of the system. As of December 31, 2010, the retirement system was valued at approximately $205 million, an amount that reflects the 13.5% gain during CY10. 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 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: per the newly approved funding schedule, the amount required for FY12 is $14.4 million, which represents an increase of $657,380 (4.8%). 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 FY12 expenditures are projected at $170,000, a decrease of $45,000 (20.9%). This decrease is being re-directed to OPEB's.

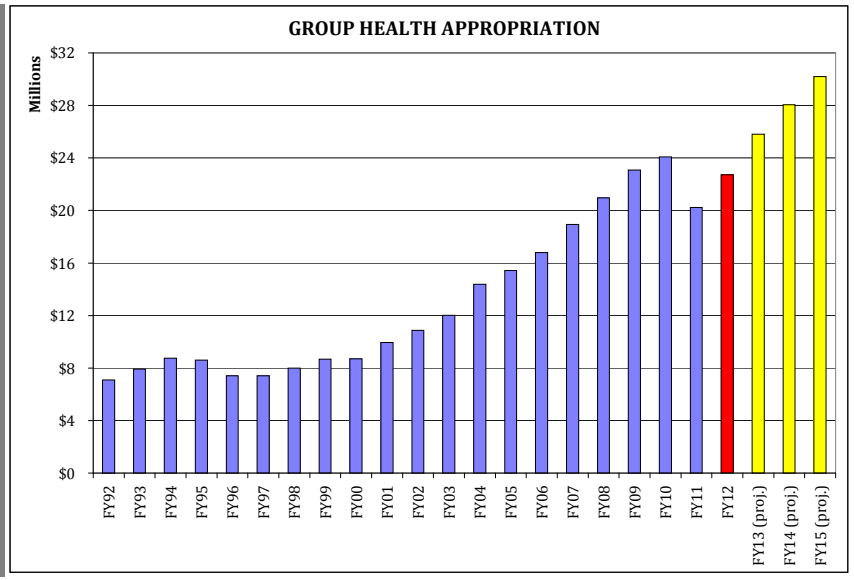
GROUP HEALTH INSURANCE

Health insurance is a major cost center of the Town, accounting for nearly 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.

RATE CHANGE

	FY	BC / BS	HARVARD PILGRIM	GIC	BUDGET CHANGE
	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	10%	$2,500,000
	Total				**$14,035,000**

(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) Estimated average rate 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.)

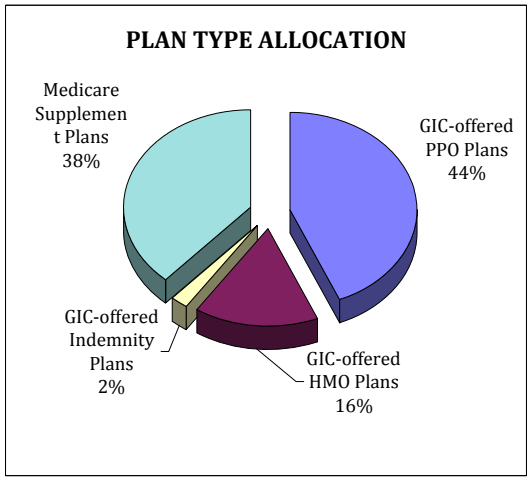
For FY08, the quoted rate increase was 12%. In response to the expected $2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately $950,000 for the Town, partially offset by the loss of the Medicare Part 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.

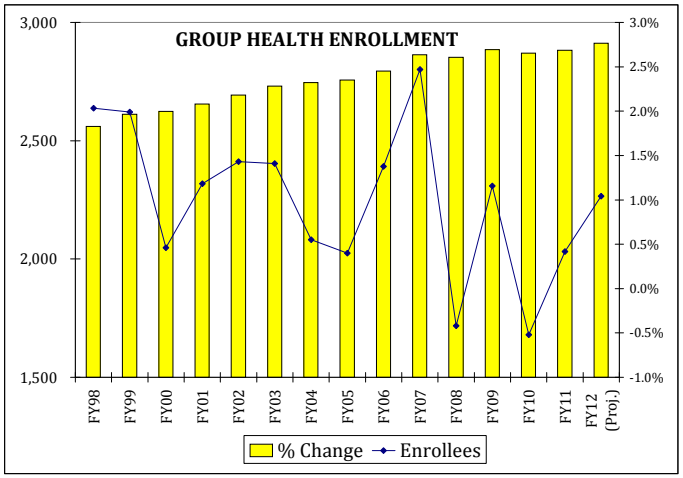
GROUP HEALTH INSURANCE (con't)

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. In FY12, the budget assumes a rate increase of 10% and 30 new enrollees, bringing the FY12 Group Health budget to $22.7 million, which reflects an increase of $2.5 million (12.3%). This includes the increase in the Town's share of the premium from 78% to 80%, negotiated as part of the agreement with the unions (cost of approximately $533,000).

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 13.7% (351 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 330 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

	FY11	FY12
Enrollees	2,882	2,912
Town	1,345	1,360
% of Total	46.7%	46.7%
School	1,537	1,552
% of Total	53.3%	53.3%
Active	1,423	1,423
% of Total	49.4%	48.9%
Retiree	1,459	1,489
% of Total	50.6%	51.1%
Individual	2,074	2,074
% of Total	72.0%	71.2%
Family	808	838
% of Total	28.0%	28.8%





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. The agreement was for one year only, as the GIC only allowed HRA's for FY11. This $250,000 is recommended for a successor HRA agreement with the unions, in the event the GIC allows HRA's in FY12 and if the Town and the unions can reach an agreement.

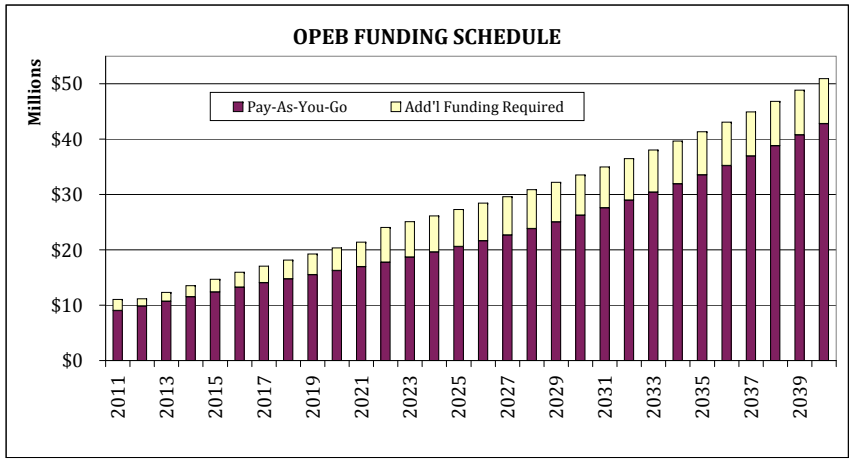
POST-RETIREMENT BENEFITS TRUST FUND (OPEB's)

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, raises 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 prefund 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. 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, 2011, the balance in the trust fund was $10.4 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.

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. The recommendation for FY12 is to deposit $1.31 million of General Fund revenue into the OPEB Trust Fund, in addition to $238,435 from assessments on Town and School grants / special revenue funds. This recommended appropriation of $1.55 million reflects a decrease of $464,096 (23.1%). It should be noted, however, that the decrease is due to the one-time infusion of $870,000 during FY11. When that is factored out, the budget increases $405,904 (35.5%). 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

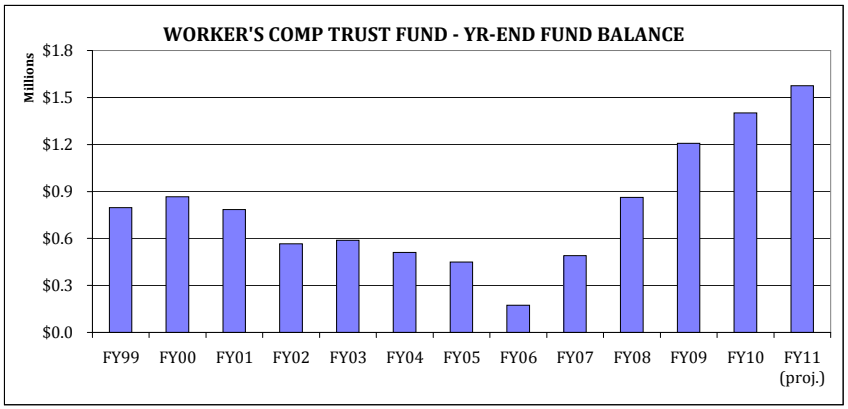
The Town provides a group life insurance program available for all employees and retirees. Those who choose to enroll are insured at $5,000. There are approximately 1,296 active employees and 953 retirees enrolled in the program. The Town has a 36-month contract with Boston Mutual Insurance Company that expires at the end of June, 2012. The budget for FY12 is level-funded at $130,000, which reflects the Town's cost of $57.15 per employee.

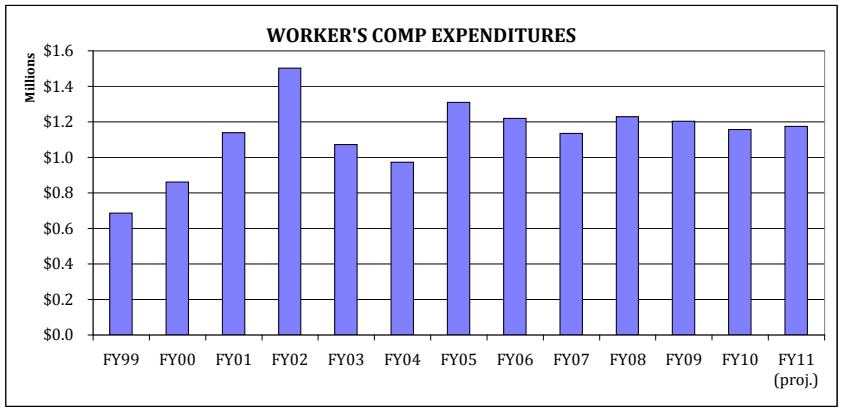
DISABILITY INSURANCE

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

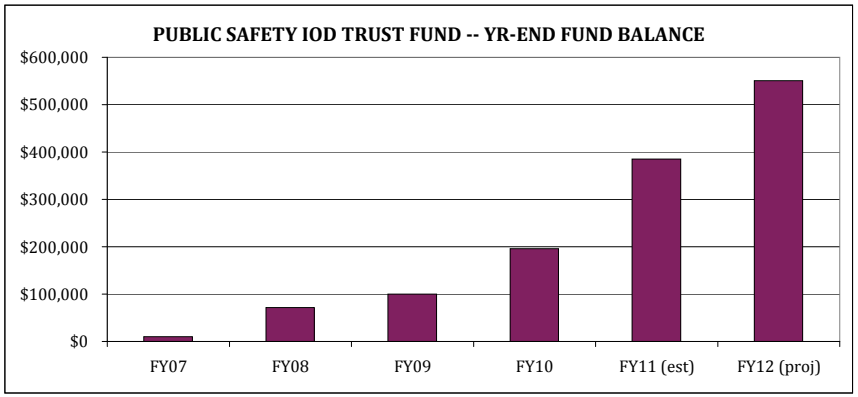
The Town provides workers' compensation on a self-insured basis with a stop loss policy of $800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. The FY12 budget is reduced by $100,000 (7.4%) to $1,250,000. 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 FY10, the fund balance was equal to one year's worth of expenditures. This turnaround is due to both (a) increasing the annual appropriation and (b) efforts to slow the growth in costs. Those efforts have been successful, as expenditures have been declining since FY05, as shown in the graph below right.

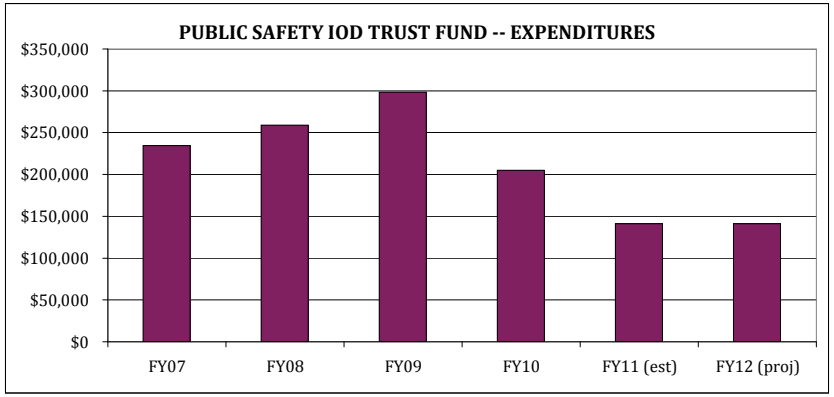




PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND

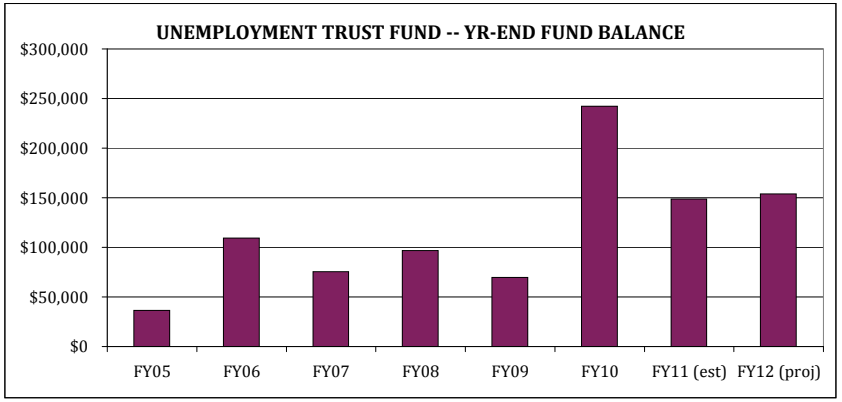
At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to 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 FY12 request is $300,000, which reflects a decrease of $25,000 (7.7%). 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.

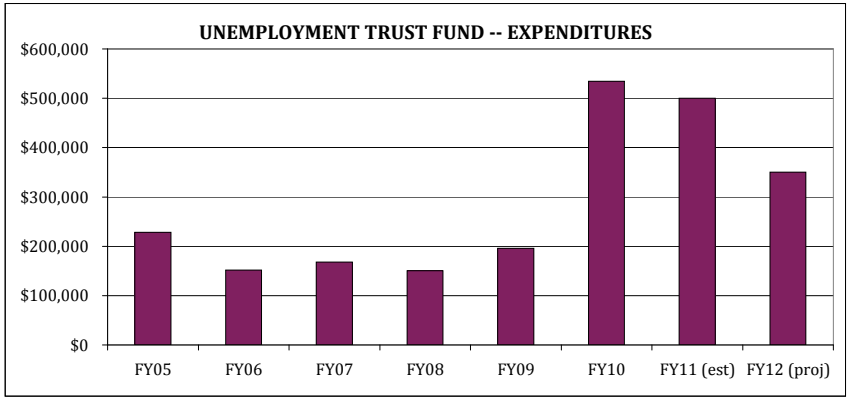




UNEMPLOYMENT COMPENSATION

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 $625 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 FY10 data, approximately 71% of the claims and associated costs are for former School employees, with the remaining 29% for former Town employees. For FY12, the budget is decreased $50,000 (12.5%) to $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.



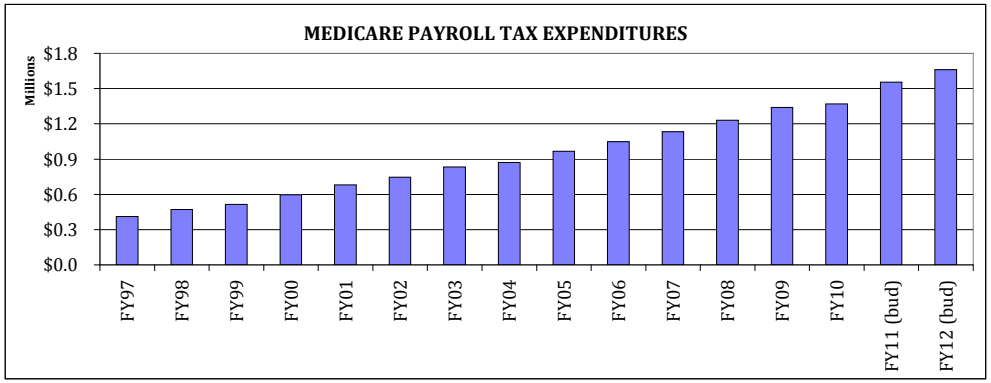


PUBLIC SAFETY MEDICAL DISABILITY

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 FY12 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. The Town is responsible for a payroll tax of 1.45% on all these employees. 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 FY12 requested amount is $1.66 million, an increase of $105,000 (6.8%) from the amount budgeted in FY11.



DEBT SERVICE

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY12, the Debt Service budget for the General Fund is $10.4 million, an increase of $809,640 (8.4%). Please see Section VII of this Financial Plan for a more detailed description of the 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% - 5.5% 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 5.5% of the prior year's net revenue be dedicated to the CIP, with 4.25% targeted for debt and 1.25% 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 $111 million in bond authorizations have been voted by Town Meeting, of which $93 million is supported by the General Fund and $18 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately $75 million, with the General Fund responsible for $58 million. FY12 General Fund long-term debt service is projected to total $10.2 million, an increase of $803,659 (8.5%) from FY11. The increase is due primarily to borrowing the first significant piece of the Runkle School project ($9.65 million was borrowed in February, 2011). The table on page VII-12 shows debt service for all funds, which totals $12.8 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 FY12 are projected at $100,000, an increase of $5,981 (6.4%).

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 FY12 at $60,000.

PROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Long-Term Debt - Principal	7,796,867	7,264,649	7,975,489	**710,840**	**9.8%**
Long-Term Debt - Interest	4,077,092	2,176,113	2,268,932	**92,818**	**4.3%**
Total Long-Term Debt	11,873,959	9,440,762	10,244,421	**803,659**	**8.5%**
Short-Term Debt Interest - Bond Anticipation Notes (BAN's)	0	94,019	100,000	**5,981**	**6.4%**
SUB-TOTAL - Principal and Interest	11,873,959	9,534,781	10,344,421	**809,640**	**8.5%**
Abatement Interest and Refunds	12,197	60,000	60,000	**0**	**0.0%**
TOTAL EXPENDITURE	11,886,156	9,594,781	10,404,421	**809,640**	**8.4%**

UNCLASSIFIED

The Unclassified portion of the budget represents various miscellaneous accounts in the Town budget, including various reserves. This category of expenses totals $2.8 million, a decrease of $33,633 (1.2%).

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 FY12.

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 FY12 are estimated to be $12,419, an increase of $303 (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 FY12 is decreased $15,000 (5.2%) to $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 FY12 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 reduced by $8,987 (6.5%) for FY12.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs. FY11 $ CHANGE	FY12 vs. FY11 % CHANGE
Out of State Travel	434	3,000	3,000	0	0.0%
Printing Warrants and Reports	16,665	20,000	20,000	0	0.0%
Mass. Municipal Association Dues	11,178	12,116	12,419	303	2.5%
General Insurance	286,128	290,000	275,000	(15,000)	-5.2%
Audit and Professional Services	135,900	138,987	130,000	(8,987)	-6.5%
Contingency Fund	10,725	15,000	15,000	0	0.0%
Liability/Catastrophe Fund *	1,443,397	455,500	141,959	(313,540)	-68.8%
Affordable Housing Trust Fund *		0	355,264	355,264	-
Stabilization Fund *		71,868	0	(71,868)	-100.0%
Reserve Fund **	1,392,000	1,856,956	1,877,151	20,195	1.1%
Property Tax Supported (0.75%)	na	1,392,717	1,407,863	15,146	1.1%
Free Cash Supported (0.25%)	na	464,239	469,288	5,049	1.1%
TOTAL EXPENDITURE	3,296,427	2,863,427	2,829,793	(33,633)	-1.2%

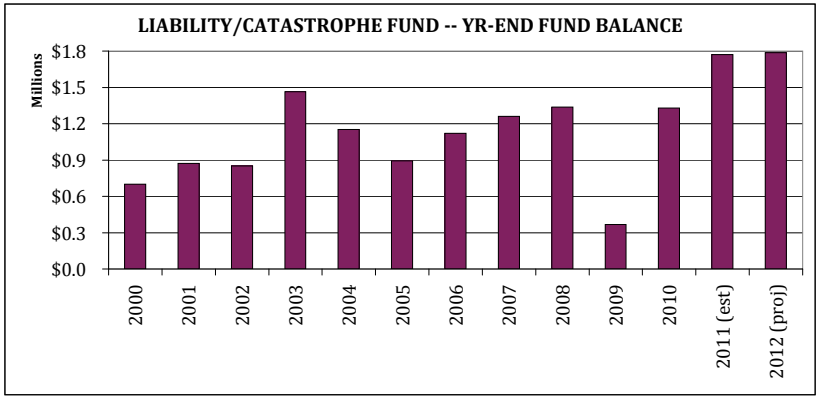
* Amounts transferred to the trust fund from General Fund revenues.
** For the FY10 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

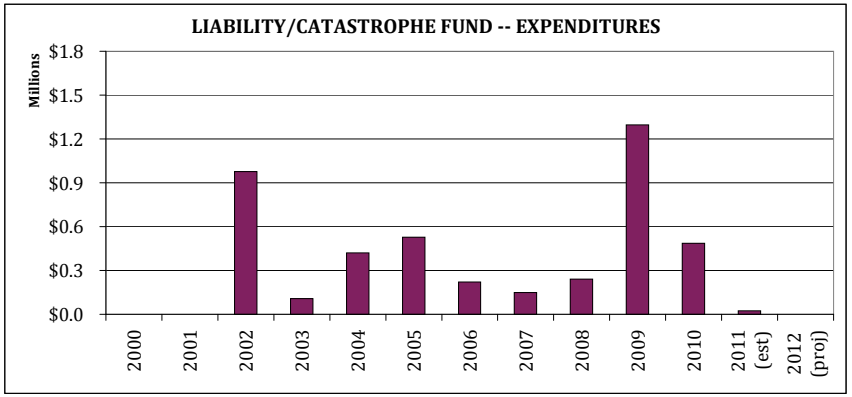
CONTINGENCY FUND

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 $1.88 million for FY12. The amount required to achieve the recommended funding level for FY12 is $141,959, a decrease of $313,540 (68.8%). The large decrease is reflective of the need to replenish the fund in FY11 after a significant withdrawal was approved in FY10 as part of a legal settlement, a need that is not required in FY12. All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies. The graphs below shows the annual year-end fund balance (left) and expenditure history (right).





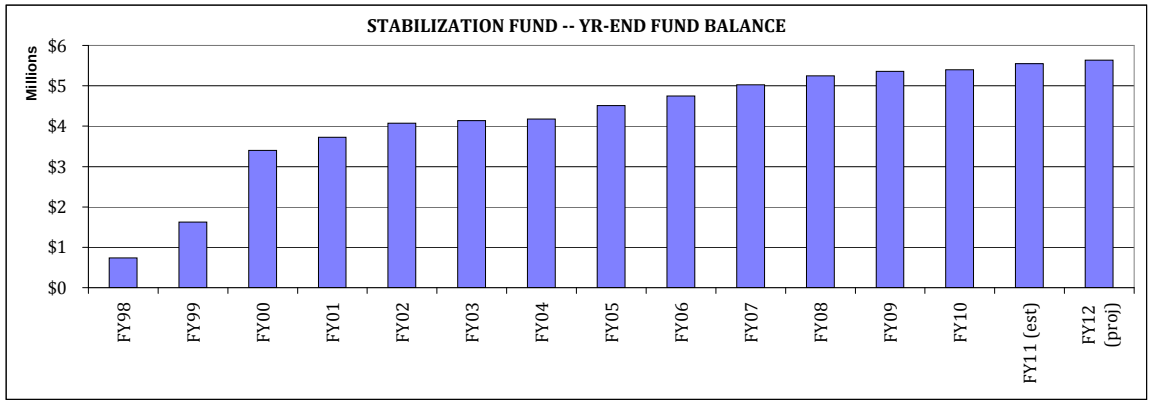
AFFORDABLE HOUSING TRUST FUND

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 policy states that if Free Cash exceeds $6 million, 5% of Free Cash is allocated to the Trust Fund; if Free Cash exceeds $7.5 million, 7.5% of Free Cash is allocated to the Trust Fund; and if Free Cash exceeds $10 million, 10% of Free Cash is allocated to the Trust Fund. Based on this policy, $355,264 is recommended for appropriation into the Affordable Housing Trust Fund (AHTF) in FY12, as Free Cash was certified at $7.1 million. The table below provides a history of funding by source.

	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
From Free Cash		1,000,000	311,225	316,455	348,312					
From Contributions (Developers)	1,719,294	763,249	961,931	410,133	2,112,808	489,217	554,254	187,275	771,372	0

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. No additional funding is required in FY12 to meet the funding target, as interest earned on the fund is expected to keep the fund at its recommended 3% level ($5.6 million). The graph below shows the annual year-end fund balance.

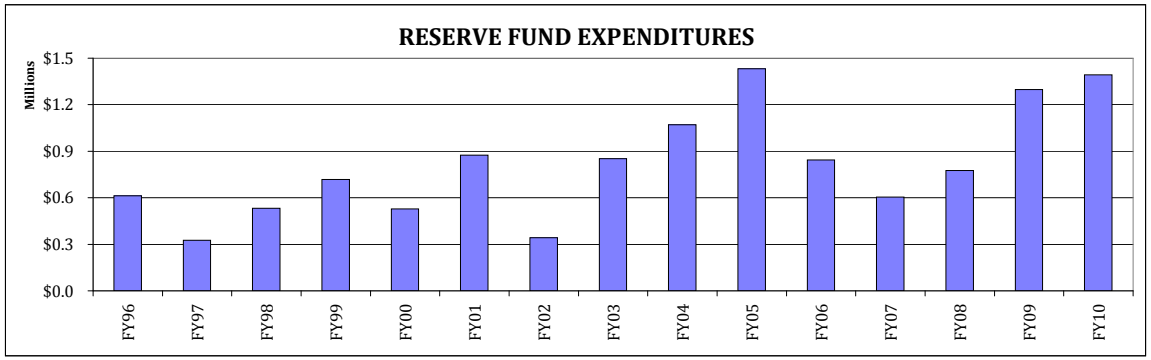


RESERVE FUND

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 $1,877,151, which represents an increase of $20,195 (1.1%), meets the requirements of the Reserve Fund policies that were reviewed by the Fiscal Policy Review Committee (FPRC) in 2004 and can be found in the Appendix of this Financial Plan. Of the increase, $15,145 comes from the Operating Budget and $5,049 comes from Free Cash. The graph below shows the annual spending history.



TOWN OF BROOKLINE FY2012 PROGRAM BUDGET	NON-APPROPRIATED EXPENSES

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 $7,535,997, an increase of $57,457 (0.8%) for FY12. The total projected State and County Assessments of $5,704,158, an increase of $147,823 (2.7%), includes $4,534,376 for the MBTA and $698,333 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Tax Titles/ Court Judgments/ Deficits, and the Tax Levy Overlay. Those items decrease $90,366 (4.7%).

CLASS OF EXPENDITURE	ACTUAL FY2010	BUDGET FY2011	REQUEST FY2012	FY12 vs FY11	
				$ CHANGE	% CHANGE
State and County Assessments					
County	622,569	638,171	698,333	**60,162**	**9.4%**
Retired Employee Health Insurance	3,413	3,295	1,855	**(1,440)**	**-43.7%**
Air Pollution District	21,556	22,046	23,973	**1,927**	**8.7%**
MAPC	16,265	16,551	17,164	**613**	**3.7%**
Special Education	60,986	61,616	71,805	**10,189**	**16.5%**
School Choice Sending Tuition	0	0	11,500	**11,500**	**-**
Charter School Assessment	61,213	51,057	73,792	**22,735**	**44.5%**
Registry Parking Surcharges	283,120	283,120	271,360	**(11,760)**	**-4.2%**
MBTA	4,490,108	4,480,479	4,534,376	**53,897**	**1.2%**
SUB-TOTAL - STATE AND COUNTY ASSESSMENTS	5,559,230	5,556,335	5,704,158	**147,823**	**2.7%**
Misc. Non-Appropriated Expenses					
Education Offsets	103,079	102,036	106,839	**4,803**	**4.7%**
School Lunch	21,913	21,034	26,417	**5,383**	**25.6%**
Libraries	81,166	81,002	80,422	**(580)**	**-0.7%**
Tax Levy Overlay	1,619,163	1,795,169	1,700,000	**(95,169)**	**-5.3%**
Tax Titles/ Court Judgments/ Deficits	9,428	25,000	25,000	**0**	**0.0%**
SUB-TOTAL - MISC. NON-APPROPRIATED	1,731,670	1,922,205	1,831,839	**(90,366)**	**-4.7%**
TOTAL NON-APPROPRIATED	**7,290,900**	**7,478,540**	**7,535,997**	**57,457**	**0.8%**

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 CY2007. 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 FY12 assessment will increase $60,162 (9.4%) to a total of $698,333.

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 FY12 are estimated at $1,855, a decrease of $1,440 (43.7%).

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 FY12 are estimated at $23,973, an increase of $1,927 (8.7%).

METROPOLITAN AREA PLANNING COUNCIL

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 is expected to increase $613 (3.7%) for FY12, resulting in a projected cost of $17,164.

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 FY12 assessment is expected to increase $10,189 (16.5%), resulting in a projected cost of $71,805.

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 receiving districts' 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 percent 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 $11,500 assessment is expected for FY12.

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 FY12 assessment is expected to increase $22,735 (44.5%) to $73,792.

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 FY12 surcharge assessment is estimated to decrease $11,760 (4.2%) to $271,360.

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 FY12 total assessment for all communities is estimated at $152.1 million, with the Town's assessment at $4,534,376, an increase $53,897 (1.2%).

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 ($26,417) and Libraries ($80,422). In total, they decrease by $4,803 (4.7%). 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 FY12 is $1.7 million, or approximately 1% of the total property tax levy, a decrease of $95,169 (5.3%).

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 FY12 are projected to level-funded at $25,000.

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 FY10 year-end fund balance, fund balance as of December 31, 2010, 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.

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY10 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/10	DESCRIPTION
Building	SP22	State Grant	GREEN SCHOOLS	0	(19,688)	Mass. Tech. Collaborative grant for Runkle School
Building	SP25	Revolving Fund (B)	TOWN PROPERTIES REVOLVING FUND	35,949	(378)	Proceeds from rental properties to support maintenance of those facilities
	BUILDING SUB-TOTAL			**35,949**	**(20,066)**	
COA	SH01	State Grant	COA SPENDING PLAN FORMULA GRANT	1,990	1,979	Used to support personnel
COA	SH02	Federal Grant	OLDER AMERICANS ACT	2,039	3,339	Used to provide outreach to Hispanic, Asian and Russian elders
COA	SH24	Local Grant	SENIOR CENTER GIFT	8,473	18,473	Private Grants to support special projects such as Careers in Aging
COA	SH29	Local Grant	ASIAN ELDER OUTREACH PROGRAM	18	18	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	300	300	Community Fund grant for Arthritis programs
COA	SH33	Local Grant	COUNCIL ON AGING GIFT-VAN EXPENSES	41	2,808	Donations to support the Senior Center van
COA	SH35	Local Grant	SPRINGWELL ALZHEIMERS RESPITE	1,556	1,556	Federal Grant for Respite Workers
COA	SH45	Local Grant	OUTREACH WORKER FOR NUTRITION	1,695	9,087	Community Fund grant for connecting elders with nutrition services
COA	TH04	Trust	COUNCIL ON AGING EXPENDABLE FUND	6,057	9,789	Supports the Elderbus
	COUNCIL ON AGING SUB-TOTAL			**22,197**	**47,377**	
Fire	SG19	Revolving Fund (A)	MISC PRIVATE DETAILS	(20,216)	(23,823)	Fire Details account
Fire	SP14	State Grant	SAFE GRANT	5,194	(1,866)	For the Student Awareness of Fire Education (SAFE) program
Fire	SP55	Local Grant	FIRE SAFETY/PREVENTION GIFT	4,634	3,951	Local gifts to support fire safety efforts
Fire	SP74	State Grant	MASS DECONTAMINATION UNIT DEPLOYMENT	13,523	13,523	Maintain/replace supplies/equipment for Mass Decontamination Trailer
Fire	SPA9	State Grant	FY10 FIREFIGHTING EQUIPMENT	461	461	To purchase Firefighting tools and equipment
Fire	SPB9	State Grant	FIRE SERVICES STAFFING	(2,992)	(93,357)	ARRA grant (through State) for two firefighters
	FIRE SUB-TOTAL			**604**	**(101,111)**	
Health	SH03	Local Grant	TUBERCULOSIS GRANT	116,924	117,089	Supports public health nursing
Health	SH04	Local Grant	ALCOHOLIC BEVERAGE SERVER TRAINING	33,120	33,720	Supports training of bartenders
Health	SH11	State Grant	COMM SEPTIC MANAGEMENT PROGRAM	5,871	5,871	Supports environmental health projects
Health	SH12	Local Grant	VIOLENCE PREVENTION	38,870	38,918	Supports violence and substance abuse prevention
Health	SH13	Local Grant	CHILDREN'S INSURANCE	15,586	15,596	Supports children's health programs
Health	SH14	Local Grant	WOMEN'S HEALTH	34,959	34,959	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

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY10 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/10	DESCRIPTION
Health	SH18	Local Grant	HEPATITIS B	153	153	Supports Hepatitis B shots and education for students
Health	SH19	Local Grant	CLINIC BOOKS	10,705	10,705	Supports dental health clinic work
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	17,019	12,139	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	(7,446)	(18,431)	Supports B-CASA and school-based violence/substance abuse prevention
Health	SH37	Local Grant	MEDICAL RESERVE CORPS	14,284	14,284	Supports activities of the Medical Reserve Corps
Health	SH38	State Grant	EMERGENCY PREPARATION	42,735	31,997	From State DPH for emergency preparation planning
Health	SH40	Local Grant	WELLNESS IN THE COMMUNITY	9,280	9,377	Supports wellness initiatives including "Brookline On the Move"
Health	SH41	Local Grant	HEALTH INSURANCE PROJECT	2,030	2,030	Community Fund grant to educate and enroll people in health insurance
Health	SH43	Local Grant	RESIDENT STUDY OF ELDERS 85+	1,130	0	Community Fund grant for study of elders 85+ years old
Health	TH01	Trust	STEPHEN TRAIN EXPENDABLE FUND	46,300	29,621	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	10,591	10,899	Supports Friends' activities
	HEALTH SUB-TOTAL			**559,970**	**516,786**	
Human Rel.	SG20	Local Grant	HOLOCAUST MEMORIAL GIFTS	114	114	Supports Holocaust Witness Project
Human Rel.	SG22	Local Grant	MARTIN LUTHER KING DAY	772	772	Supports MLK and Black History programs
Human Rel.	SH07	Local Grant	ASIAN-AMER HERITAGE PROGAM	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	355	For plaque at Old Burying Ground and other Hidden Brookline projects
	HUMAN RELATIONS SUB-TOTAL			**4,403**	**4,403**	
HR	TI02	Special Purpose	GROUP HEALTH TRUST FUND	889,229	665,676	Fund from when Town was self-insured
HR	TI03	Special Purpose	WORKERS COMPENSATION TRUST FUND	1,401,093	2,083,191	Worker's comp trust fund
HR	TI05	Special Purpose	RETIREE GROUP HEALTH TRUST FUND	7,354,821	9,442,355	Town's OPEB Fund
HR	TI06	Special Purpose	UNEMPLOYMENT COMPENSATION TRUST FUND	242,324	117,081	Unemployment trust fund
HR	TI07	Special Purpose	PUBLIC SAFETY INJURED ON DUTY TRUST FUND	195,805	392,185	Trust fund for Sec. 100 medical payments for public safety employees
	HUMAN RESOURCES SUB-TOTAL			**10,083,272**	**12,700,488**	
Library	SL01	State Grant	STATE LIBRARY AID	44,486	(6,385)	State aid for Library operations
Library	SL14	Local Grant	LIBRARY FOUND 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	SL18	Local Grant	CLEAN ENERGY CHOICE PROGRAM	50,090	0	Grant from the Renewable Energy Trust for solar panels at Putterham
Library	SL29	Special Purpose	LIBRARY DAMAGE RECOVERY	42,911	48,053	Funds recovered to replace/repair lost or damaged library materials
Library	TL05	Trust	J.L. GARDNER 1924 FUND	0	(130)	Unrestricted trust fund
Library	TL09	Trust	FRANCES HUNT FUND	143	125	For the purchase of books
Library	TL12	Trust	LIBRARY GENERAL CONTRIBUTION FUND	5,587	1,064	Donations, usually "in lieu of flowers", for books or other materials

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY10 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/10	DESCRIPTION
Library	TL22	Trust	DOROTHY CLEMENS FUND	203	(1,261)	Restricted to books and other library materials on travel and home repair
Library	TL23	Trust	FIFE FOUNDATION FUND	0	(805)	For the purchase of children's books at the Main Library
Library	TL25	Trust	PUTTERHAM CIVIC ASSOCIATION FUND	0	37	Restricted to books for the Putterham Library
Library	TL27	Trust	HOESLY-SCHNEIDER LIBRARY FUND	0	(395)	Restricted to Children's books, 50% to Coolidge Corner
Library	TL28	Trust	MILDRED BENT LIBRARY FUND	252	(1,650)	Unrestricted trust fund
Library	TL31	Trust	BENEDICT ALPER BOOK TRUST	406	12	For the purchase of books
Library	TL33	Trust	MARG BREEN DELEON BOOK FUND	0	(135)	For the purchase of books
Library	TL36	Trust	GROSS FUND-EXPENDITURE	787	0	For the purchase of books
Library	TL41	Trust	LIBRARY GALA TRUST FUND	(9)	(58,134)	Proceeds from the annual Gala, to be spent on library materials
Library	TL44	Trust	BERNICE B GODINE FUND	0	(187)	Restricted to books and materials for Putterham
	LIBRARY SUB-TOTAL			**221,992**	**57,345**	
Planning	SA03	Escrow	CDBG ESCROW	3,189	3,189	Escrow for lead paint abatement program
Planning	SG01	Federal Grant	COMMUNITY DEVEL BLOCK GRANT (CDBG)	(3,667)	(377,417)	CDBG Grant
Planning	SG02	Federal Grant	HOUSING REHAB LOAN PROGRAM	339	16,452	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	4,722	4,722	HOME Grant
Planning	SG30	Local Grant	TOWN WIDE CELEBRATIONS/PROMOTION	34,139	43,825	Funds for the First Light Festival
Planning	SG36	Revolving Fund (B)	FACADE IMPROVEMENT LOAN PROGRAM	30,000	25,941	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	3,858	3,558	Funds from prospective developers to be used for Town studies
Planning	SG48	Federal Grant	HOMELESS PREVENTION/RAPID REHOUSING	(77)	(321,481)	Federal stimulus funds for homeless prevention
Planning	SG49	Federal Grant	CDBG RECOVERY	(5,599)	(114,017)	Federal stimulus funds for CDBG program
Planning	SG51	Federal Grant	ENERGY EFFICIENCY BLOCK GRANT	(26,719)	(299,250)	Federal stimulus funds for energy efficiency programs
Planning	SG52	State Grant	20TH CENTURY SURVEY	(16,500)	0	Mass Historic grant for survey of buildings built in the 20th century
Planning	TG05	Trust	HOUSING TRUST	5,452,684	5,468,699	Payments by developers and from Free Cash per policies
	PLANNING SUB-TOTAL			**5,529,243**	**4,507,095**	
Police	SA07	Special Purpose	PARKING METER FUND	2,903,020	1,597,774	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	15,304	15,850	BHA grant for the Walk & Talk program
Police	SP10	Federal Grant	POLICE VESTS	46,924	46,924	Reimbursed 50% on selected Body Armor
Police	SP34	Federal Grant	VIOLENCE AGAINST WOMEN ACT	(11,230)	(18,219)	Funds the Domestic Violence Advocate
Police	SP70	Local Grant	CELL PHONE	1,034	0	Community Fund grant for the domestic violence cell phone program
Police	SP85	State Grant	FY06 CLICK IT & TICKET	6,164	10,988	For mobilization units and traffic enforcement equipment
Police	SPB4	State Grant	FY10 EMERGENCY TELECOMM. BD TRAINING	(8,838)	(10,029)	For 911 training
Police	SPB6	Federal Grant	EDWARD BYRNE JUSTICE ASSISTANCE	(15,335)	33,387	For technological advancements in Police Department
Police	SPB7	Federal Grant	EDWARD BYRNE JUSTICE ASSISTANCE (ARRA)	(40,421)	(5,064)	For technological advancements in Police Department
Police	SPB8	State Grant	SHANNON ANTI-GANG GRANT	(9,000)	1,488	For anti-gang programs and warrant sweeps
Police	SPC1	Federal Grant	UNDERAGE DRINKING ENFORCEMENT	0	309	For reducing underage alcohol consumption and alcohol related crashes
Police	SPC2	State Grant	FY11 911 PSAP GRANT	0	(33,742)	For enhanced 911 services
Police	SPC3	State Grant	FY11 EMERGENCY TELECOMM. BD TRAINING	0	(14,026)	For 911 training

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY10 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/10	DESCRIPTION
Police	SPC5	State Grant	CITIZEN CORPS GRANT PROGRAM	0	(3,143)	Supports the CERT team
Police	TA05	Revolving Fund (A)	PRIVATE DETAILS - POLICE	(540,145)	(551,703)	Police Details account
Police	TP02	Trust	LAW ENFORCEMENT EXPENDABLE FUND	29,140	43,952	Proceeds from drug forfeitures
Police	TP03	Trust	BROOKLINE CITIZEN POLICE ACADEMY	5,665	4,662	Supports the Citizen Police Academy
Police	TP04	Trust	PUBLIC SAFETY MEMORIAL TRUST	2,402	2,405	Trust to construct memorial for fallen members in line of duty
	POLICE SUB-TOTAL			**2,386,183**	**1,123,312**	
Police/Fire	SP29	Special Purpose	PUBLIC SAFETY DAMAGE RECOVERY	30,085	33,244	Funds recovered to replace/repair damaged goods
Police/Fire	SP97	Local Grant	SYDA FOUNDATION GIFT	1,501	1,501	Local gift for the Police and Fire Departments
	POLICE/FIRE SUB-TOTAL			**31,586**	**34,745**	
DPW	SW01	Special Purpose	CEMETERY LOTS/GRAVES	487,497	214,300	From sale of lots for improvements to the cemetery
DPW	SW03	State Grant	CH90 HIGHWAY	77,528	(1,166,774)	For roadway reconstruction
DPW	SW08	State Grant	CH573:1985 OLMSTED PARK IMPROVEMENTS	18,157	17,043	For improvements to and management of Olmsted Park
DPW	SW16	State Grant	COMPOST BIN	4,286	4,166	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)	24,665	24,775	Gift for improvements to/management of Hall's Pond Nature Sanctuary
DPW	SW29	Special Purpose	DPW DAMAGE RECOVERY	35,331	59,046	Insurance proceeds recovered to replace/repair damaged goods
DPW	SW30	Local Grant	PARK/OPEN SPACE GIFT	19,946	20,076	Gifts/donations for improvements to parks and open spaces
DPW	SW31	State Grant	RESTORATION OF HALL'S POND	31,860	22,360	Grant for improvements to and management of Halls Pond
DPW	SW39	Revolving Fund (B)	SIDEWALK AND WALKWAYS	35,506	30,111	"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	111,579	91,574	For Skyline Park
DPW	SW53	Local Grant	IF YOU CAN RIP IT-YOU CAN RECYCLE IT	4,237	4,582	Community Fund grant for recycling education
DPW	SW54	MWRA Grant	MWRA CSO CONTROL PROJECT	321,663	(146,702)	Sewer Separation Project in lower Beacon St area - 100% MWRA Grant
DPW	SW58	Local Grant	LARZ ANDERSON FILM SERIES	1,849	292	Grant funding for outdoor films
DPW	SW59	Local Grant	RECYCLING BINS	102	102	Community Fund grant for recycling bins
DPW	SW61	Local Grant	PARKS SUMMER OUTDOOR MOVIE SERIES	36,193	29,649	Grants and donations for outdoor films
DPW	SW62	Special Purpose	1285 BEACON ST MITITGATION	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	TW03	Trust	A.W. & F.G. BLAKE EXPENDABLE TREE FUND	7,510	3,139	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	15,615	15,679	Care and planting of trees on the highways 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 highways

TOWN OF BROOKLINE FY2012 Program Budget				SPECIAL REVENUE FUNDS		
DEPT	**FUND NUMBER**	**FUND TYPE**	**FUND NAME**	**FY10 YEAR-END FUND BALANCE**	**FUND BALANCE AS OF 12/31/10**	**DESCRIPTION**
DPW	TW07	Trust	D.B. HOAR MEMORIAL EXPENDABLE FUND	51,729	52,131	Care of D.B Hoar Memorial Land
DPW	TW09	Trust	D.B. HOAR BIRD SANCTUARY EXPEND. FUND	8	24	Care of D.B Hoar Memorial Land
DPW	TW11	Trust	D.B. HOAR TREE EXPENDABLE FUND	190,437	194,831	Planting and caring for trees/other vegetation of the Hoar Sanctuary
DPW	TW13	Trust	J. WARREN EXPENDABLE TREE FUND	6,637	6,657	Planting trees on the highways 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 highways of the Town
DPW	TW15	Trust	LONGWOOD MALL TREE EXPENDABLE FUND	29,691	19,423	Specialized care of trees, lawns and parkland on Longwood Mall
DPW	TW17	Trust	AMORY WOODS PARK EXPENDABLE FUND	31,071	31,209	Funds for improvements to Amory Woods
DPW	TW19	Trust	MINOT PARK - ROSE GARDEN EXPEND. FUND	25,321	25,426	For maintenance and management of the Minot Rose Garden
DPW	TW21	Special Purpose	CONSERVATION COMMISSION FUND	25,538	25,652	Purchase of land/other interests in real estate; other conservation purposes
DPW	TW23	Special Purpose	CEMETARY PERPETUAL CARE EXPEND. FUND	127,307	121,681	Maintenance/management/care of the Cemetery grounds
DPW	TW24	Trust	CEMETARY PERPETUAL CARE NON-EXPEND.	895,281	943,531	Long-term perpetual care of the Cemetery grounds
DPW	TW25	Trust	SPECIAL TREE PLANTING EXPENDABLE FUND	17,343	17,415	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	12,242	12,595	Planting of trees
DPW	TW30	Trust	BEN ALPER TREE NON-EXPENDABLE FUND	145,230	145,578	Interest used for the planting of trees in Brookline
DPW	TW31	Trust	TANYA STARZENSKI TREE-LANDSCAPING	5,840	5,866	Planting of trees
	PUBLIC WORKS SUB-TOTAL			**1,669,609**	**1,703,646**	
Recreation	SL04	Revolving Fund (B)	RECREATION REVOLVING FUND	312,509	(103,492)	See the Recreation portion of Sec. IV for a description
Recreation	TR01	Trust	ROBSON YOUTH SOCCER EXP FUND	4,100	4,117	Used for sports equipment purchases and signage
Recreation	TR02	Local Grant	B A A REC EXPENDABLE TRUST	239,199	232,899	Annual payment from the BAA for the Boston Marathon
Recreation	TR03	Trust	LYNCH RECREATION EXPENDABLE FUND	337	339	Used for playground equipment
Recreation	TR04	Trust	BROOKLINE RECREACTION BOOSTER CLUB	1,231	2,735	Donations used for expenses for various Recreation programs
Recreation	TR05	Trust	KIRRANE SPECIAL NEEDS EXPENDABLE FUND	321	323	Special Olympics team equipment and supplies
Recreation	TR07	Trust	CHILDREN'S CAMP EXPENDABLE FUND	6	11	Scholarships for Recreation programs
Recreation	TR08	Trust	JM NOE EXPENDABLE TRUST	6,433	6,462	Sports equipment for basketball program and maintenance of facility
Recreation	TR09	Trust	GRIGGS PARK GARDEN GIFT	11	52	Improvements to the Solomon Memorial Garden at Griggs Park
Recreation	TR10	Trust	AFTER THE PROM PARTY	32,321	41,596	Donations to support the After the Prom Party
	RECREATION SUB-TOTAL			**596,468**	**185,042**	
Selectmen	SG04	State Grant	ARTS COUNCIL	30,512	23,130	State grant for local arts grants
Selectmen	SG25	Special Purpose	RCN / COMCAST GIFT ACCOUNT	563,575	484,376	Payments for PEG/Access facilities/other cable purposes
Selectmen	SG27	Local Grant	ARTS MATCHING GRANT	601	4,801	Covers administrative expenses of Arts Commission
Selectmen	SG31	Special Purpose	CABLE SERVICE PROVIDER GIFT	122,473	122,473	Payment from Comcast for school cable related purposes
Selectmen	SG53	Special Purpose	STORM DAMAGE RECOVERY (MARCH, 2010)	16,372	532,175	Insurance proceeds from March, 2010 flood damage
Selectmen	TG02	Special Purpose	STABILIZATION FUND	5,398,393	5,414,271	General stabilization fund as allowed for under MGL, Ch. 40, Sec. 5B
Selectmen	TG03	Trust	PENNY SAVINGS FUND	6,762	6,770	Residue from old (1948) fund related to children's savings fund
Selectmen	TG04	Trust	COMMISSION FOR WOMEN	440	453	Donations to support the Commission for Women
Selectmen	TI04	Special Purpose	LIABILITY INSURANCE TRUST FUND	1,330,590	1,769,033	Funded from Free Cash and spent with Advisory Committee approval
	SELECTMEN SUB-TOTAL			**7,469,718**	**8,357,482**	

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY10 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/10	DESCRIPTION
Town Clerk	SG05	State Grant	ELECTION HOURS REIMBURSEMENT	25,973	49,539	State grant for state election costs
	TOWN CLERK SUB-TOTAL			**25,973**	**49,539**	
Veterans	SG21	Local Grant	TOWN CELEBRATIONS FUND	459	1,309	Flag Day and Adopt-A-Pole donations
	VETERANS SUB-TOTAL			**459**	**1,309**	
		GRAND TOTAL		**29,082,213**	**28,741,218**	

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, the ability of local government 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 Polices, along with other standard debt measurement variables. The recommendations contained herein are in compliance with the Board of Selectmen's CIP Policies. There are numerous summary tables and graphs in the pages that follow.

INTRODUCTION

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 5.5% of the prior year's net revenue be dedicated to the CIP, plus the $750,000 included in the 2008 Override for CIP purposes inflated annually by 2.5% ($807,668 in FY12). 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 5.5% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.25% for debt-financed CIP and 1.25% for pay-as-you-go CIP.

In addition to the 5.5% policy, there is a Free Cash Policy, also included in the Appendix of this Financial Plan, that dedicates this revenue source to the CIP after funding various strategic reserves. In summary, the policy states that after being used to help fund a 1% Operating Budget Reserve (25% of the Reserve Fund is funded with Free Cash) and bring up the Town's Stabilization Fund and the Catastrophe and Liability Fund to their respective funding levels, the balance of Free Cash is dedicated to the CIP *. 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, the Town Administrator is proposing to dedicate $50,000 from the increased Parking Meter Receipts to the CIP for Commercial Area Improvements.

* The Free Cash policy also calls for a.) supporting the Affordable Housing Trust Fund when Free Cash exceeds $6 million 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	FY11	FY12	FY13	FY14	FY15	FY16	FY17
	Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV)							
	EQV for 1/1/10 = $15.985 billion. Assume 2.5% annual growth. (In millions)	$15,985.3	$16,384.9	$16,794.6	$17,214.4	$17,644.8	$18,085.9	$18,538.0
	Outstanding Debt as a % of EQV	0.5%	0.5%	0.5%	0.4%	0.4%	0.5%	0.5%
	General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.3%	0.3%	0.4%	0.5%
	Net General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.3%	0.3%	0.4%	0.5%
	Total Outstanding Debt (in millions)	$76.0	$83.2	$78.8	$72.2	$73.8	$90.2	$104.9
	General Fund Outstanding Debt (in millions)	$62.6	$69.3	$66.1	$60.5	$62.7	$80.8	$96.0
	Net General Fund Outstanding Debt (in millions)	$58.2	$65.6	$63.2	$57.9	$60.5	$79.0	$94.4
	Total Debt Service (in millions)	$12.2	$12.9	$13.2	$12.6	$12.0	$12.6	$14.3
	General Fund Debt Service (in millions)	$9.5	$10.3	$10.5	$9.9	$9.5	$9.9	$12.0
	Net General Fund Debt Service (in millions)	$8.4	$9.1	$9.9	$9.3	$8.9	$9.3	$11.4
	Total Debt Service Per Capita	$221	$232	$239	$229	$217	$227	$259
	General Fund Debt Service Per Capita	$172	$186	$189	$179	$171	$179	$217
	Net General Fund Debt Service Per Capita	$152	$166	$181	$170	$163	$170	$208
	Total Debt Service as a % of Revenue	5.4%	5.5%	5.5%	5.1%	4.7%	4.7%	5.2%
	General Fund Debt Service as a % of General Fund Revenue	4.7%	5.0%	4.9%	4.5%	4.2%	4.2%	5.0%
	Net General Fund Debt Service as a % of General Fund Revenue	4.2%	4.4%	4.6%	4.2%	3.9%	4.0%	4.7%
A.	Total Outstanding Debt Per Capita as a % of Per Capita Income	2.1%	2.3%	2.1%	1.9%	1.9%	2.2%	2.5%
	General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.7%	1.9%	1.7%	1.6%	1.6%	2.0%	2.3%
	Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	1.8%	1.7%	1.5%	1.5%	1.9%	2.2%
B.	Total Outstanding Debt Per Capita	$1,386	$1,518	$1,437	$1,317	$1,346	$1,646	$1,914
	General Fund Outstanding Debt Per Capita	$1,143	$1,264	$1,207	$1,104	$1,144	$1,475	$1,751
	Net General Fund Outstanding Debt Per Capita	$1,062	$1,197	$1,152	$1,057	$1,104	$1,441	$1,723
C.	Total Outstanding Debt as a % of Assessed Value (AV)	0.5%	0.5%	0.5%	0.4%	0.4%	0.5%	0.6%
	General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
	Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
D.	Total Debt Maturing Within 10 Years	83%	80%	82%	83%	84%	79%	76%
	General Fund Debt Maturing Within 10 Years	80%	76%	78%	81%	82%	76%	74%
E.	CIP Financing as a % of Prior Year's Net Revenue	5.25%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
	Debt-Financed CIP as a % of Prior Year's Net Revenue	4.11%	4.59%	4.53%	4.38%	4.05%	4.11%	4.93%
	Revenue-Financed CIP as a % of Prior Year's Net Revenue	1.14%	0.91%	0.97%	1.12%	1.45%	1.39%	0.57%

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 $2,385 (for FY11).
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.

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):

	2012	2013	2014	2015	2016	2017
Total Gen Fund Rev	208,587,542	213,188,978	219,121,943	226,906,852	234,398,307	241,110,870
LESS:						
Non Appropriations	7,535,997	7,712,141	7,892,688	8,077,749	8,267,437	8,461,867
Net Debt Exclusions	1,090,408	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400
Free Cash	5,380,264	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Stabilization Fund	0	0	0	0	0	0
Overlay Surplus	0	0	0	0	0	0
Capital Project Surplus	0	0	0	0	0	0
Sale of Town-owned Land Fund	0	0	0	0	0	0
Net Revenue	194,580,873	200,096,030	206,366,455	213,984,703	221,304,870	227,850,603
Prior Year Net Revenue	187,715,077	194,580,873	200,096,030	206,366,455	213,984,703	221,304,870
Net Debt Financed [1]	8,613,482	8,821,366	8,771,069	8,374,169	8,816,518	10,933,630
Net Debt Financed as a % of Prior Yr Net Rev	4.59%	4.53%	4.38%	4.06%	4.12%	4.94%
Revenue Financed	1,707,580	1,880,582	2,234,212	2,975,986	2,952,640	1,238,137
Revenue Financed as a % of Prior Yr Net Rev	0.91%	0.97%	1.12%	1.44%	1.38%	0.56%
SUB-TOTAL 5.5% Dedicated to CIP	**10,321,062**	**10,701,948**	**11,005,282**	**11,350,155**	**11,769,159**	**12,171,768**
2008 Override Funds	807,668	827,860	848,556	869,770	891,514	913,802
Free Cash for CIP	4,413,752	3,145,144	3,139,269	3,093,320	3,023,810	3,021,623
Parking Meter Receipts	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND	**15,592,483**	**14,724,952**	**15,043,107**	**15,363,245**	**15,734,483**	**16,157,193**

[1] 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 FY12 - FY17 CIP

The recommended FY12 - FY17 CIP calls for an investment of $157.4 million, for an average of approximately $26.2 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 (FY02 - FY11), the Town has authorized expenditures of more than $180 million, for an average of $18 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.

Part of the plan to balance the FY10 budget was to reduce the 5.5% funding level to 5% for FY10, freeing-up $917,000 for the Operating Budget. Those funds were used to reduce the level of cuts in the Operating Budget. This CIP completes the plan to phase back-up to 5.5%, after reaching 5.25% in FY11. The return to the 5.5% level is critical, as the amount of projected debt service in the out-years requires that level of funding for projects such as the Devotion School.

There were a number of challenges presented during the development of the CIP that made balancing difficult, including the Devotion School and new projects (fire station renovations, the maintenance shed at the golf course, and the Human Resources Information System), all of which placed pressure on each of the out-years of the CIP, in some cases requiring other projects to be pushed backward. The biggest capital challenge facing the Town is solving the space needs for the K-8 schools, while at the same time maintaining the commitment to basic infrastructure needs such as streets, sidewalks, and parks/playgrounds. Since 2005, enrollment in these grades has increased nearly 20% (more than 760 students), placing great pressure on the buildings and the ability to find classroom space for the students. In 2005, the schools operated with 3,890 students in 196 homerooms. In the current school year, they operate with 4,652 students in 226 homerooms. In FY2014, the Schools project a need for approximately 245 homerooms for the projected enrollment of 5,029 K-8 students. This is an increase of approximately 50 homerooms between 2005 and 2014. This issue began to be addressed in FY08, when $400,000 was appropriated to allow for the conversion of spaces intended for other purposes into regular classrooms. In FY10, another $400,000 was appropriated, followed by another $530,000 in FY11.

This $1.3 million represents just one phase of the plan to increase classroom space to address the burgeoning enrollment. The second step was the approval of a renovation/addition project for the Runkle School. This $29.1 million project, 41.58% of which is funded by the Massachusetts School Building Authority (MSBA), will make Runkle a three-section school for all grades. The third component of the plan is to add new permanent classrooms at the Heath School, which is estimated to cost $8.5 million, with the State paying for 38.5%, or $3.25 million. This

project, which is included for FY12, will make Heath a three-section school for all grades.

The final part of the plan to address enrollment growth is the Devotion School project. Preliminary plans are to renovate the building and add space for pre-K programs so that pre-K programs in some of the other schools can be moved to Devotion, thereby freeing up much-needed space for K-8 programs at those schools. This system-wide approach is what the MSBA is looking for in Brookline. A project of this magnitude places pressure on the CIP, specifically in FY17-FY18: at the current estimate of $75 million, the amount allocated for this project to debt service in FY17 will limit the amount of pay-as-you-go CIP for other projects to $1.1 million. In FY18 debt service will total $4.7 million, pushing the Town over its 5.5% CIP financing policy. Each of the past two CIPs have stated that if MSBA funding were not available for this project, then its scope would have to be reduced or it had to be funded via a Debt Exclusion. Even with State funding, it is suggested that a Debt Exclusion be considered as part of the funding strategy for the Devotion project.

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 maintenance / 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.

In addition to the 5.5% financing, 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, 2010 was $7.1 million. After funding strategic reserves to the levels called for in the Town's Reserve policies, and after leaving approximately $1.7 million unappropriated to address an unreserved fund balance issue (see the Town Administrator's Budget Message for additional information on this issue), $4.4 million of additional pay-as-you-go capacity is made available to the CIP for FY12. For the out-years of the CIP, $3.75 million is estimated for Free Cash, which yields approximately $3 million per year for the CIP. 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. The "Other" funds category totals $4 million, the largest piece being an expected $3.25 million from the sale of the Town-owned Fisher Hill Reservoir that will be used to fund the construction of an active and passive recreation site on the State-owned land across the street.

State/Federal grants total $37 million over the six-year period. Of this amount, $26.3 million represents the potential State share of the Devotion School Renovation project. This CIP assumes 35% funding by the Massachusetts School Building Authority (MSBA) for the Devotion School project; the Town must continue to work with the MSBA to see if funding will be awarded.

Some of the major projects proposed in the CIP include:

- Devotion School Rehab - $50 million of Town funding plus the possibility of $26 million of State funding (FY14-FY15)
- Heath School Rehab - $5.25 million of Town funding plus $3.25 million of State funding (FY12)
- Newton St. Landfill (Rear Landfill Closure) - $4.6 million (FY15)
- Village Square - $4.5 million (FY13) - - all outside funding
- Fire Station Renovations - $3.3 million (all fiscal years)

- Fisher Hill Reservoir Re-Use - $3.25 million (FY14) - - all outside funding
- Waldstein Playground & Warren Field - $2.1 million (FY12-FY13)
- Baldwin School - $2 million (FY14-FY15)
- Driscoll School HVAC - $1.65 million (FY16-FY17)
- UAB - $1.4 million (FY12-FY13)
- Brookline Reservoir Park - $1.4 million (FY16)
- Pierce School - $1.1 million (FY12-FY14)

Continued major investments include:

- Street and Sidewalk Rehab - $15.8 million
- Parks and Open Space - $14.7 million
- General Town/School Building Repairs - $7.4 million
- Water and Sewer Infrastructure - $4.8 million
- Public Safety Equipment - $3 million
- Information Technology - $2 million
- Recreation Facilities - $1.3 million
- Tree Replacement - $1 million
- Energy Conservation - $1 million

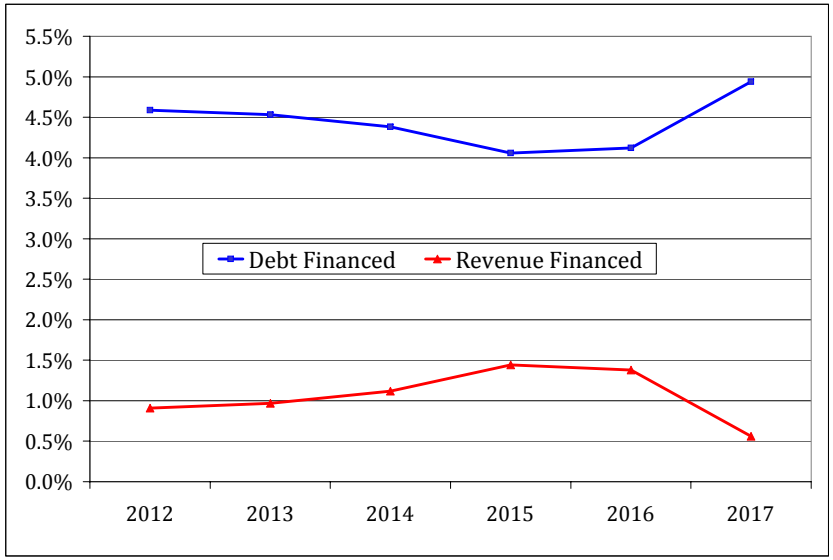
The table below details the funding source for each year of the Proposed CIP. As it shows, $71.8 million (46%) of the funding comes from General Fund bonds, $37.3 million (24%) comes from cash (Property Tax, Free Cash, and Parking Meter Receipts), and $37 million (24%) comes from State/Federal grants.

GRAND TOTAL BY SOURCE (in thousands)

	FY12	FY13	FY14	FY15	FY16	FY17	TOTAL	% OF TOTAL
Property Tax	2,515.2	2,567.6	2,978.4	3,700.5	3,734.3	2,137.8	17,633.8	11.2%
Free Cash	4,413.8	3,033.4	3,014.6	2,994.5	2,962.7	2,951.2	19,370.2	12.3%
Parking Meter Receipts	50.0	50.0	50.0	50.0	50.0	50.0	300.0	0.2%
General Fund Bond	5,250.0	3,300.0	2,820.0	54,350.0	3,200.0	2,900.0	71,820.0	45.6%
State / Federal Grants	3,970.0	2,220.0	1,975.0	26,970.0	1,120.0	720.0	36,974.8	23.5%
Utility Budget	0.0	280.0	260.0	0.0	0.0	0.0	540.0	0.3%
Utility Bond	1,500.0	0.0	0.0	3,000.0	0.0	0.0	4,500.0	2.9%
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0	2,250.0	1.4%
Other	0.0	750.0	3,250.0	0.0	0.0	0.0	4,000.0	2.5%
TOTAL	**17,699.0**	**14,451.0**	**14,348.0**	**91,065.0**	**11,067.0**	**8,759.0**	**157,388.8**	**100.0%**

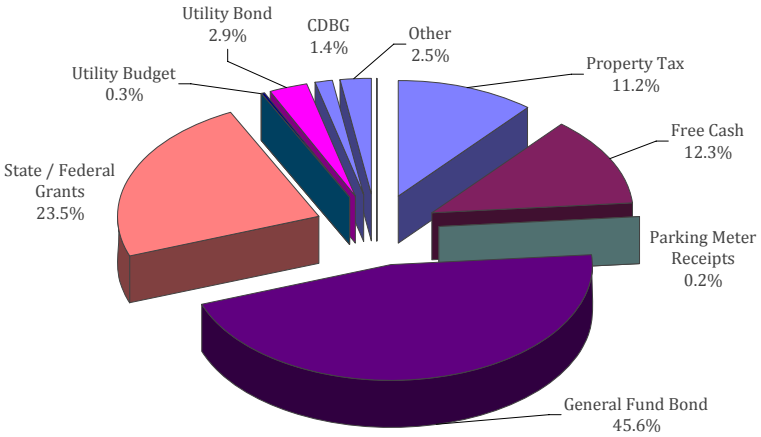
Given the reliance on $71.8 million of bonds supported by the General Fund, there is an impact on the Town's operating budget. However, because the CIP complies with the Town's CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 5.5% 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 5.5% 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 gradually declines through FY16, followed by a large spike in FY17 when the first portion of debt from the Devotion School project comes on-line.

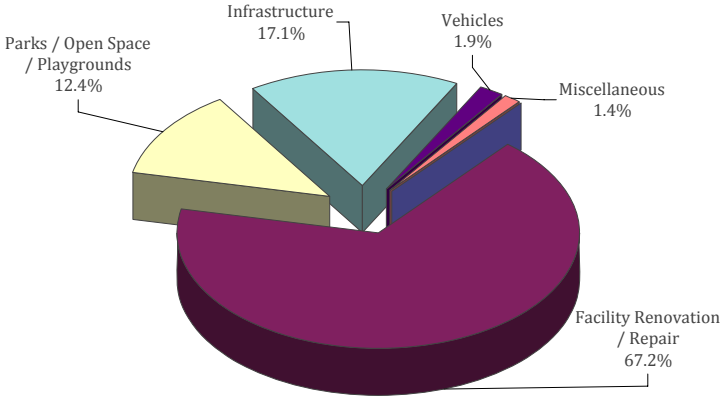


The graphs below and on the following page summarize the FY12 - FY17 CIP by revenue source, by category (i.e., facility repair / renovation, infrastructure, parks/open spaces), and by allocation group (e.g., schools, engineering / highway). As shown in the left graph, 46% of the six-year CIP is funded from General Fund-supported bonds, 24% is funded by State / Federal Grants, and 24% is funded via property tax / free cash / parking meter receipts. The right graph breaks out the six-year CIP by category: 67% of the CIP goes toward facility renovations / repairs, 17% for infrastructure repairs (streets, sidewalks, water and sewer system), and 12% for Parks / Open Space / Playgrounds. The final graph (on the next page) breaks out the CIP by allocation group and shows that 64% is for Schools, 13% is for Engineering / Highway, and 10% is for Parks / Playgrounds / Conservation / Open Space.

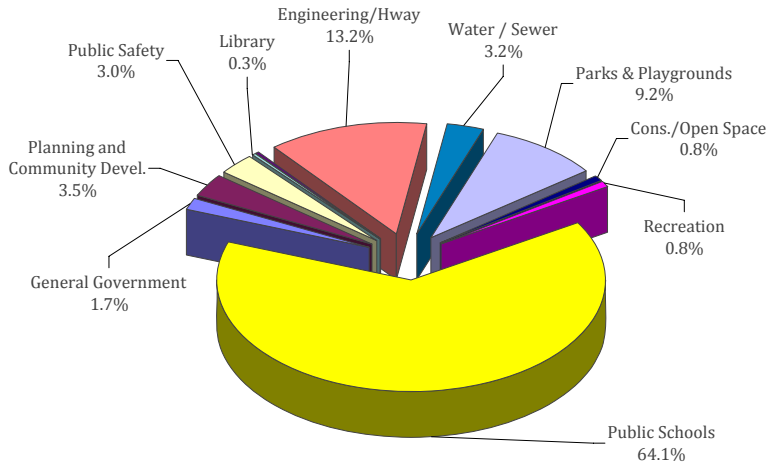
CIP FUNDING BY SOURCE - 6 YR. TOTAL



CIP BY CATEGORY - 6 YR. TOTAL



CIP BY ALLOCATION - 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 drastically from year to year. Also, budget reductions at the federal and state levels could require significant 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. Given the Town's debt load, it is crucial that we maintain fiscal discipline in this process. The fundamentally sound policies approved by the Board of Selectmen are only effective if followed. The FY12 - FY17 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 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 1, 2011 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by Moody's

for the Aaa rating were "[W]hile Moody's expects near term fiscal operations will remain pressured by the potential for additional state aid reduction, weak local receipts growth and ongoing expenditure demands, Moody's expects Brookline's well managed financial position to remain healthy given the town's proactive budgeting strategies" and "Moody's expects Brookline's below average 0.4% (of equalized value) net direct debt burden to remain affordable due to the town's conservative debt policies, above-average rate of amortization (86.5% within 10 years), anticipated state school construction assistance, ongoing pay-as-you-go capital spending, and steady but manageable future borrowing plans."

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 FY10, this shows that the Town's total outstanding debt was $74.4 million, of which $19.3 million (26%) was owed by either the State ($5.2 million) or enterprise funds ($14.1 million), leaving $55 million of outstanding debt. It should be highlighted that the overall outstanding debt figures are significantly less than they were one year ago ($98 million vs $74.4 million) because of the refinancing of the High School Renovation bond. As part of that refinancing, the State paid their share in its entirety, significantly reducing the level of outstanding debt on the books of the Town.

OUTSTANDING DEBT

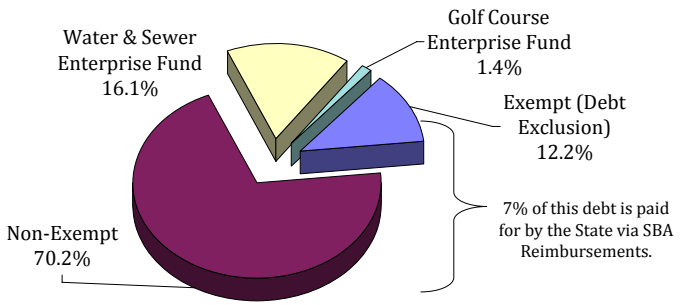
DESCRIPTION	FY05	FY06	FY07	FY08	FY09	FY10
Total General Fund Outstanding Debt	**85,508,601**	**85,262,645**	**79,792,568**	**82,984,105**	**82,876,289**	**60,243,947**
a.) Exempt (Debt Exclusion) [1]	41,859,857	39,492,216	37,054,223	34,553,585	31,966,160	10,839,685
b.) Non-Exempt	43,648,744	45,770,429	42,738,345	48,430,520	50,910,129	49,404,262
Minus State (SBA) Reimbursed Debt [2]	31,865,180	29,991,458	28,077,028	26,128,742	24,129,458	5,221,408
Net General Fund Outstanding Debt	53,643,421	55,271,187	51,715,540	56,855,363	58,746,831	55,022,539
Water & Sewer Enterprise Fund Outstanding Debt	15,573,545	18,233,854	16,526,895	14,892,054	14,215,027	13,278,553
Golf Course Enterprise Fund Outstanding Debt	1,167,202	1,012,262	1,008,710	1,032,428	883,684	860,000
Enterprise Fund Outstanding Debt	**16,740,747**	**19,246,116**	**17,535,605**	**15,924,482**	**15,098,711**	**14,138,553**
TOTAL Outstanding Debt	**102,249,348**	**104,508,761**	**97,328,173**	**98,908,587**	**97,975,000**	**74,382,500**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.
[2] The following school projects were reimbursed by the State: Lincoln, Heath, High School (until FY10), and Baker.

The graph to the right depicts the FY11 figures. As it shows, 70% of the Town's debt is covered within the levy while 12% is covered outside the levy via Debt Exclusion Overrides. The remaining 18% is covered by enterprise fund revenues. The graph also notes how the State covers 7% ($4.4 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.

FY11 OUTSTANDING DEBT BY SOURCE



OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Total General Fund Outstanding Debt	**62,629,298**	**69,298,809**	**66,140,176**	**60,515,338**	**62,692,919**	**80,830,500**	**95,982,125**
a.) Exempt (Debt Exclusion) [1]	9,286,963	7,831,500	6,430,000	5,510,000	4,590,000	3,670,000	2,750,000
b.) Non-Exempt	53,342,335	61,467,309	59,710,176	55,005,338	58,102,919	77,160,500	93,232,125
Minus State (SBA) Reimbursed Debt [2]	4,423,697	3,688,365	2,985,950	2,580,300	2,177,700	1,866,600	1,555,500
Net General Fund Outstanding Debt	58,205,600	65,610,444	63,154,226	57,935,038	60,515,219	78,963,900	94,426,625
Water & Sewer Enterprise Fund Outstanding Debt	12,245,702	12,826,191	11,725,074	10,690,477	10,220,114	8,104,752	7,751,596
Golf Course Enterprise Fund Outstanding Debt	1,080,000	1,061,250	911,250	991,250	855,000	1,313,750	1,182,500
Enterprise Fund Outstanding Debt	**13,325,702**	**13,887,441**	**12,636,324**	**11,681,727**	**11,075,114**	**9,418,502**	**8,934,096**
TOTAL Outstanding Debt	**75,955,000**	**83,186,250**	**78,776,500**	**72,197,065**	**73,768,034**	**90,249,002**	**104,916,221**

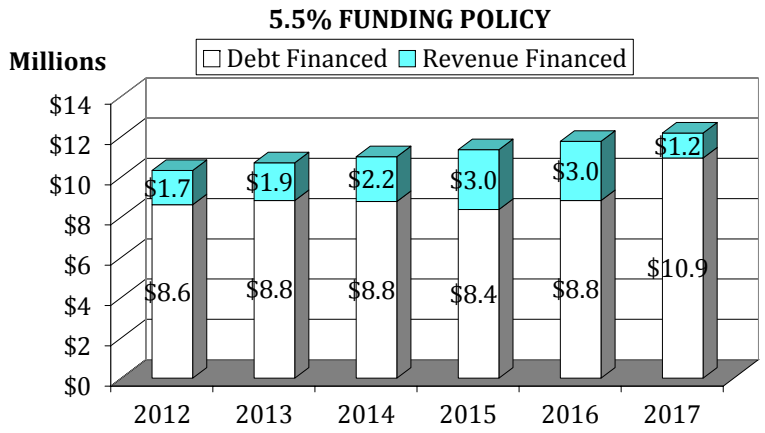
[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

[2] 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.

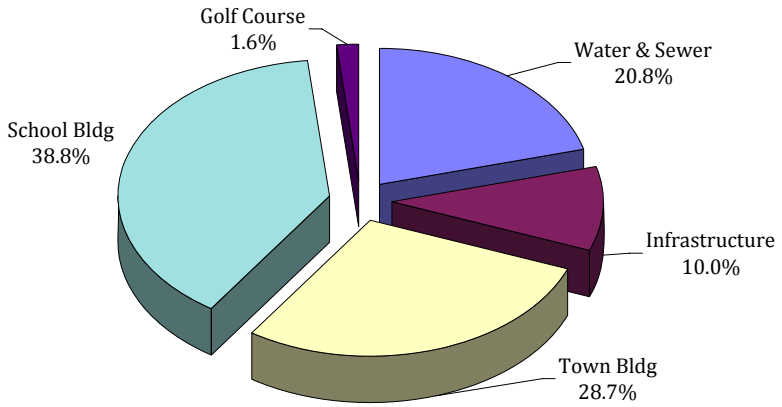
In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 5.5% policy plus 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 5.5% policy works. In each year, the amount available for the CIP is 5.5% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY12, $10.3 million is dedicated to the CIP ($8.6 million for net debt service and $1.7 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 (FY11) 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.

FY11 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 FY11, it shows that the Town's total debt service was $12.2 million, of which $3.9 million (32%) was reimbursed by either the State ($1.2 million) or enterprise funds ($2.7 million), leaving $8.3 million of debt service.

DEBT SERVICE

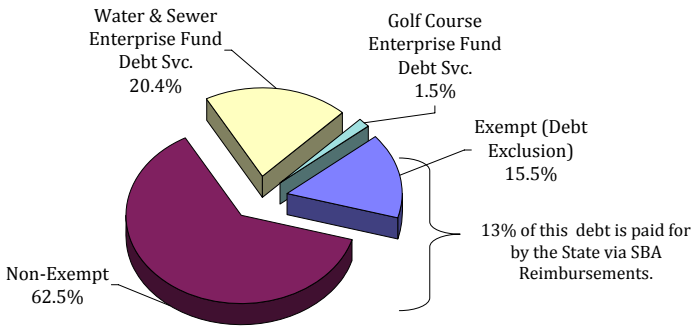
DESCRIPTION	FY06	FY07	FY08	FY09	FY10	FY11
Total General Fund Supported Debt Service	11,146,070	11,406,382	10,752,370	12,248,349	12,203,202	9,534,781
a.) Exempt (Debt Exclusion) [1]	4,479,537	4,445,657	4,399,750	4,372,943	4,347,320	1,899,453
b.) Non-Exempt	6,666,533	6,960,725	6,352,620	7,875,406	7,855,882	7,635,328
Minus State (SBA) Reimbursed Debt [2]	3,442,794	3,442,794	3,442,794	3,267,371	3,267,371	1,227,634
Net General Fund Debt Service	7,703,276	7,963,588	7,309,576	8,980,978	8,935,831	8,307,147
Water & Sewer Enterprise Fund Supported Debt Svc.	2,360,635	2,725,576	2,622,276	2,511,192	2,472,352	2,495,199
Golf Course Enterprise Fund Supported Debt Svc.	209,219	202,566	193,369	190,037	184,135	189,130
Enterprise Fund Debt Service	**2,569,855**	**2,928,142**	**2,815,645**	**2,701,229**	**2,656,487**	**2,684,329**
TOTAL Debt Service	**13,715,925**	**14,334,524**	**13,568,015**	**14,949,578**	**14,859,688**	**12,219,110**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.
[2] The following school projects were reimbursed by the State: Lincoln, Heath, High School (until FY11), and Baker.

The graph to the right depicts the FY11 figures. As it shows, 63% of the Town's debt service is covered within the levy while 16% is covered outside the levy via Debt Exclusion Overrides. The remaining 22% is covered by enterprise fund revenues. The graph also notes how the State reimburses 13%, or $1.2 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.

FY11 DEBT SERVICE BY SOURCE



DEBT SERVICE (PROJECTED)

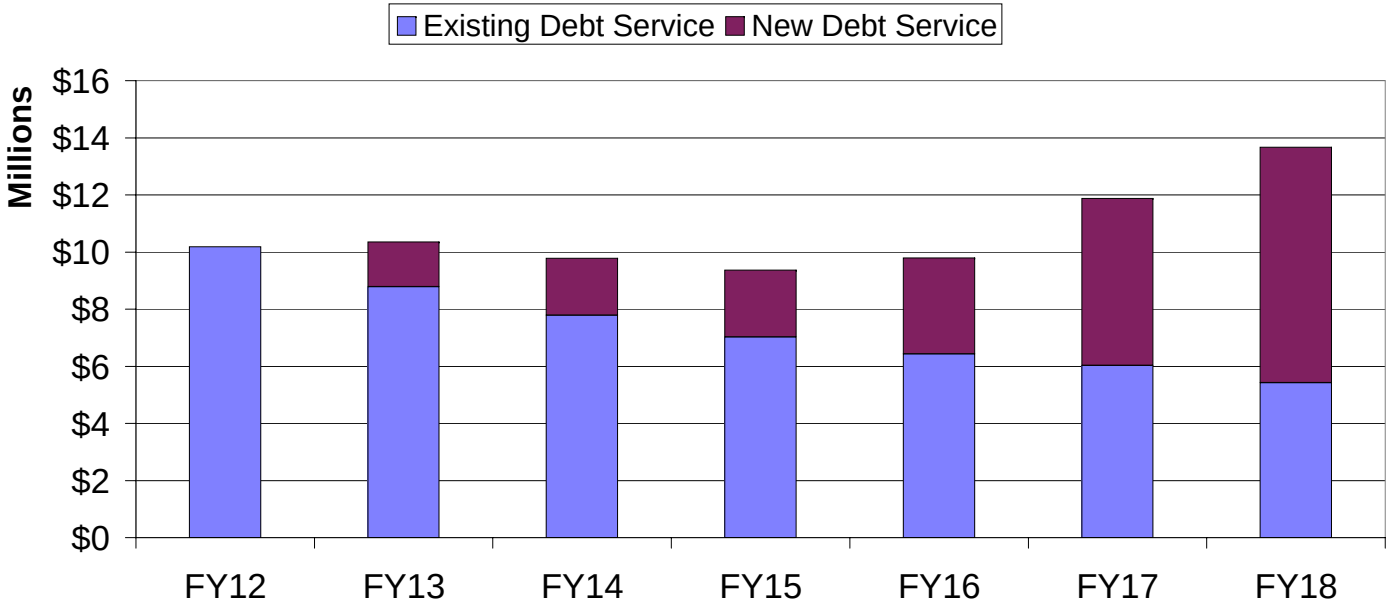
DESCRIPTION	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Total General Fund Supported Debt Service	10,344,421	10,452,174	9,883,869	9,468,569	9,892,518	11,982,030	13,766,980
a.) Exempt (Debt Exclusion) [1]	1,730,917	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800
b.) Non-Exempt	8,613,504	8,821,366	8,771,069	8,374,169	8,816,518	10,933,630	12,746,180
Minus State (SBA) Reimbursed Debt [2]	1,227,634	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	9,116,787	9,865,049	9,296,744	8,881,444	9,305,393	11,394,905	13,179,855
Water & Sewer Enterprise Fund Supported Debt Svc.	2,335,704	2,552,946	2,581,289	2,363,806	2,499,178	2,154,032	2,012,179
Golf Course Enterprise Fund Supported Debt Svc.	185,679	192,419	181,831	177,725	167,019	161,856	142,544
Enterprise Fund Debt Service	**2,521,383**	**2,745,365**	**2,763,121**	**2,541,531**	**2,666,197**	**2,315,888**	**2,154,723**
TOTAL Debt Service	**12,865,804**	**13,197,539**	**12,646,990**	**12,010,099**	**12,558,715**	**14,297,919**	**15,921,703**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.
[2] 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 FY12 - FY17 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 are two projects shown in the Debt Management Plan that the Town hopes to not have to borrow for: the Carlton St. Footbridge and the Landfill Corrective Action. The Town is working toward a grant for the Carlton St. Footbridge project. If it is received, then the Town will not have to float a bond for the project, and Town Meeting will be asked to rescind the bond authorization. As for the Landfill Corrective Action project, it is nearly complete and the total costs are projected to come in well below the original estimates provided by CDM. As a result, it appears as though very little, if any, of the bond authorization will actually be borrowed. Town Meeting will be asked to rescind the unused portion, most likely in CY2011.

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.



TOWN OF BROOKLINE FY2012 PROGRAM BUDGET				CAPITAL IMPROVEMENTS PROGRAM					
Project	**Authorization**	**Bond Amt**	**Term**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
TH/Main Library Garages (previously authorized)	950,000	950,000	10	133,000	129,200	125,400	121,600	117,800	114,000
Landfill Corr Action (previously authorized)	3,275,000	350,000	10	49,000	47,600	46,200	44,800	43,400	42,000
Carlton St. Footbridge (previously authorized)	1,400,000	1,400,000	10	196,000	190,400	184,800	179,200	173,600	168,000
Muddy River (previously authorized)	745,000	745,000	10	104,300	101,320	98,340	95,360	92,380	89,400
Heath School Addition (seeking authorization)	5,250,000	5,250,000	20	485,625	474,469	463,313	452,156	441,000	429,844
Runkle School - Constr. (previously authorized)	17,580,000	6,430,000	20	594,775	581,111	567,448	553,784	540,120	526,456
UAB Roof/Chimney/Gutters & Downspouts (future authorization)	1,275,000	1,275,000	10		185,250	179,725	174,200	168,675	163,150
Waldstein Playground + Warren Field (future authorization)	1,600,000	1,600,000	10		285,000	276,500	268,000	259,500	251,000
Devotion School - Feas. & Sch. Des. (future authorization)	1,218,750	1,218,750	10			173,672	168,492	163,313	158,133
Roof Repairs / Replacements (future authorization)	1,600,000	1,600,000	10			228,000	221,200	214,400	207,600
Devotion School - Design (future authorization)	48,750,000	5,000,000	20				487,500	475,625	463,750
Ladder #2 (future authorization)	1,000,000	1,000,000	10				142,500	138,250	134,000
Rear Landfill (future authorization)	4,600,000	4,600,000	20				448,500	437,575	426,650
Baldwin School (future authorization)	1,780,000	1,780,000	10					256,500	248,850
Devotion School - Constr. (future authorization)	48,750,000	21,875,000	20					2,132,813	2,080,859
Brookline Reservoir Park (future authorization)	1,400,000	1,400,000	10					199,500	193,550
Driscoll School HVAC (future authorization)	1,500,000	1,500,000	10						213,750
Devotion School - Constr. (future authorization)	48,750,000	21,875,000	20						2,132,813
Engine #4 (Quint) (future authorization)	1,400,000	1,400,000	10						199,500
NEW GEN FUND DEBT SERVICE (cumulative)				**1,562,700**	**1,994,350**	**2,343,397**	**3,357,292**	**5,854,450**	**8,243,305**
Wastewater (previously authorized)	5,500,000	1,000,000	10	140,000	136,000	132,000	128,000	124,000	120,000
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	1,124,000	10			160,170	155,393	150,616	145,839
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 (future authorization)	1,000,000	1,000,000	10	140,000	136,000	132,000	128,000	124,000	120,000
Storm Drain Improvements (future authorization)	500,000	500,000	10	70,000	68,000	66,000	64,000	62,000	60,000
Golf Course (previously authorized)	2,840,000	125,000	20	11,875	11,594	11,313	11,031	10,750	10,469
Golf Course (previously authorized)	2,840,000	225,000	20			21,375	20,869	20,363	19,856
Golf Course (previously authorized)	2,840,000	590,000	20						56,050
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				**361,875**	**494,094**	**661,108**	**855,043**	**828,854**	**1,072,464**
TOTAL NEW DEBT SERVICE (cumulative)				**1,924,575**	**2,488,444**	**3,004,504**	**4,212,335**	**6,683,304**	**9,315,769**

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 5.5% in FY12 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 5% in FY12, reaching 5.5% in FY18.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY09 (Act.)	FY10 (Act.)	FY11 (Proj.)	FY12 (Proj.)	FY13 (Proj.)	FY14 (Proj.)	FY15 (Proj.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)
Total General Fund Supported Debt Service	12,248,349	11,846,959	9,534,781	10,344,421	10,452,174	9,883,869	9,468,569	9,892,518	11,982,030	13,766,980
a.) Exempt (Debt Exclusion) [1]	4,372,943	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
b.) Non-Exempt	7,875,406	7,499,639	7,635,328	8,613,504	8,821,366	8,771,069	8,374,169	8,816,518	10,933,630	12,746,180
Minus SBA Reimbursements	3,267,372	3,267,371	1,227,634	1,227,634	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	8,980,977	8,579,588	8,307,147	9,116,787	9,865,049	9,296,744	8,881,444	9,305,393	11,394,905	13,179,855
Water & Sewer Enterprise Fund Supported Debt Svc.	2,511,192	2,404,631	2,495,199	2,335,704	2,552,946	2,581,289	2,363,806	2,499,178	2,154,032	2,012,179
Golf Course Enterprise Fund Supported Debt Svc.	190,037	184,484	189,130	185,679	192,419	181,831	177,725	167,019	161,856	142,544
TOTAL Debt Service	**14,949,578**	**14,436,074**	**12,219,110**	**12,865,804**	**13,197,539**	**12,646,990**	**12,010,099**	**12,558,715**	**14,297,919**	**15,921,703**
General Fund Revenue	198,229,185	202,334,761	201,042,640	208,587,542	213,483,125	219,423,443	227,215,890	234,715,071	241,435,553	248,706,741
General Fund Revenue Without SBA Reimbursement	194,961,813	199,067,390	199,815,006	207,359,908	212,896,000	218,836,318	226,628,765	234,127,946	240,848,428	248,119,616
Water & Sewer Enterprise Fund Revenue	22,958,486	22,992,806	24,192,300	24,687,606	26,188,271	27,235,909	27,881,425	29,092,779	29,832,807	30,945,072
Golf Course Enterprise Fund Revenue	1,197,302	1,146,542	1,266,200	1,204,000	1,212,970	1,224,050	1,235,240	1,246,543	1,257,958	1,269,488
TOTAL Revenue of Funds Supporting Debt Svc.	**222,384,973**	**226,474,109**	**226,501,140**	**234,479,148**	**240,884,366**	**247,883,402**	**256,332,555**	**265,054,392**	**272,526,318**	**280,921,300**
General Fund Debt Service as a % of General Fund Revenue	6.2%	5.9%	4.7%	5.0%	4.9%	4.5%	4.2%	4.2%	5.0%	5.5%
Net General Fund Debt Service as a % of General Fund Revenue [2]	4.6%	4.3%	4.2%	4.4%	4.6%	4.2%	3.9%	4.0%	4.7%	5.3%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	10.9%	10.5%	10.3%	9.5%	9.7%	9.5%	8.5%	8.6%	7.2%	6.5%
Golf Course Enterprise Fund Debt Service as a% of Revenue	15.9%	16.1%	14.9%	15.4%	15.9%	14.9%	14.4%	13.4%	12.9%	11.2%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	**6.7%**	**6.4%**	**5.4%**	**5.5%**	**5.5%**	**5.1%**	**4.7%**	**4.7%**	**5.2%**	**5.7%**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

[2] 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 previously 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.

• Human Resources Information System (HRIS) – this centralized database of human resource data will allow for the use of real-time, accurate data that can be shared and analyzed to increase efficiencies and lower administrative costs, avoid manual errors resulting in overpayment, and avoid liability for mispayment of employees. The use of this data will also be used to lower overtime costs and better hone in on workload performance measures that currently are not captured.

• 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 purchase this property and develop it 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.

• 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 a near certainty in order 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.
• Heath School Addition – since square footage will be increased to help offset the continued enrollment growth at the Kindergarten level, there will be additional utility and maintenance costs.

RECOMMENDED PROJECTS

The following pages contain the FY12 - FY17 CIP as proposed by project. Commencing on page VII-25 is a project description for each project.

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2012 - FY2017

CATEGORY CODES (CC):

1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Parking Meter Receipts

			Prior Year	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years	
CC		Total	(FY11)	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	GENERAL GOVERNMENT																
2	Senior Ctr Recarpeting	110,000		**110,000**	A												
		850,000	850,000														
2	Parking Garage (Town Hall & Pierce Sch) Rep.	1,200,000	950,000			250,000	A										
2	Craftsmen Garage Constr/Parks Facil Improv	-				NA											
2	Garages-Floor Sealant & Water/Oil Separators	240,000						15,000	A	75,000	A	50,000	A	50,000	A	50,000	A
6	Public Bldg Furnishings & Equipment	100,000				25,000	A			25,000	A			25,000	A	25,000	A
6	Human Resourses Information System (HRIS)	350,000				350,000	A										
6	Technology Applications	2,165,000	250,000	**265,000**	A	275,000	A	275,000	A	275,000	A	275,000	A	275,000	A	275,000	A
	General Government Total	5,015,000	2,050,000	**375,000**		900,000		290,000		375,000		325,000		350,000		350,000	
	PLANNING & COMMUNITY DEVELOPMENT																
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	350,000		**50,000**	K	50,000	K	50,000	K	50,000	K	50,000	K	50,000	K	50,000	K
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	80,000	40,000			40,000	A										
	Planning & Community Development Total	5,655,000	40,000	**50,000**		4,590,000		650,000		50,000		50,000		50,000		175,000	
	PUBLIC SAFETY																
5	Fire Apparatus Rehab	555,000		**50,000**	A			320,000	A			185,000	A				
5	Ladder #2 Replacement	1,000,000								1,000,000	B						
5	Engine #4 (Quint) Replacement	1,400,000												1,400,000	B		
5	Rescue/Special Operations Truck	150,000	150,000														
2	Fire Station Renovations	3,285,000		**625,000**	A	320,000	A	195,000	A	190,000	A	205,000	A	300,000	A	1,450,000	A
	Public Safety Total	6,390,000	150,000	**675,000**		320,000		515,000		1,190,000		390,000		1,700,000		1,450,000	

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			Prior Year	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years	
CC		Total	(FY11)	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	LIBRARY																
2	Coolidge Corner - Elevator / Rear Windows	355,000								220,000	A	135,000	A				
2	Library Interior Painting / Facelift	200,000		**100,000**	**A**											100,000	A
2	Main Library Front Entrance	50,000	50,000														
	Library Total	605,000	50,000	**100,000**		-		-		220,000		135,000		-		100,000	
	PUBLIC WORKS:																
	Transportation																
4	Traffic Calming / Safety Improvements	400,000	100,000			50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Bicycle Access Improvements	75,000	25,000	**50,000**	**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	830,000	125,000	**50,000**		50,000		80,000		50,000		85,000		50,000		340,000	
	Engineering/Highway																
4	Street Rehab - Town	12,910,000	1,740,000	**1,750,000**	**A**	1,470,000	A	1,510,000	A	1,550,000	A	1,590,000	A	1,630,000	A	1,670,000	A
4	Street Rehab - State	5,759,744	719,968	**719,968**	**C**	719,968	C	719,968	C	719,968	C	719,968	C	719,968	C	719,968	C
4	Sidewalk Repair	2,293,000	262,000	**269,000**	**A**	276,000	A	283,000	A	290,000	A	297,000	A	304,000	A	312,000	A
4	Path Reconstruction	120,000	120,000														
4	Streetlight Repair/Replacement Program	225,000	50,000	**25,000**	**A**	50,000	A	50,000	A	50,000	A						
4	Parking Meter System Replacement	1,400,000	1,400,000														
4	Newton St. Steel Guardrail Repl.	35,000	35,000														
4	Parking Lot Rehab.	335,000		**45,000**	**A**	85,000	A							205,000	A		
4	Newton St. Landfill - Rear Landfill Closure	4,600,000								4,600,000	B						
2	Municipal Service Ctr Floor	180,000		**25,000**	**A**			155,000	A								
4	Lincoln School/Kennard House Parking Area Rep	250,000	250,000														
	Public Works - Engineering/Highway Sub-Total	28,107,744	4,576,968	**2,833,968**		2,600,968		2,717,968		7,209,968		2,606,968		2,858,968		2,701,968	
	Water / Sewer																
4	Singletree Tank Exterior Rehab.	280,000				280,000	F										
4	Water Dept. Garage - Roof Repl.	260,000						260,000	F								
4	Storm Drain Improvements	500,000		**500,000**	**G**												
4	Wastewater System Improvements	3,000,000								3,000,000	G						
4	Water Main Improvements	1,000,000		**1,000,000**	**G**												
	Public Works - Water / Sewer Sub-Total	5,040,000	-	**1,500,000**		280,000		260,000		3,000,000		-		-		-	

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K = Parking Meter Receipts

			Prior Year	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years	
CC		Total	(FY11)	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	Parks and Playgrounds																
3	Billy Ward Playground	660,000		**660,000**	**A**												
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**	**A**												
3	Corey Hill Playground	570,000								40,000	A	530,000	A				
3	Emerson Garden Playground	660,000												60,000	A	600,000	A
3	Fisher Hill - Acquisition, Design & Field	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	A
3	Larz Anderson Park	2,350,000		**50,000**	**A**			350,000	A	250,000	A					1,700,000	A/B
3	Murphy Playground	700,000														700,000	A
3	Pierce Playground	850,000														850,000	A
3	Riverway Park	574,000	149,000													425,000	A
3	Schick Playground	750,000														750,000	A
3	Soule Athletic Fields	560,000								60,000	A	500,000	A				
3	Waldstein Playground	1,280,000		**80,000**	**A**	1,200,000	B										
3	Warren Field / Playground	860,000		**60,000**	**A**	800,000	B										
3	Parks/Playgrounds Rehab/Upgrade	2,440,000	270,000	**280,000**	**A**	290,000	A	300,000	A	310,000	A	320,000	A	330,000	A	340,000	A
3	Town/School Ground Rehab.	1,180,000	130,000	**135,000**	**A**	140,000	A	145,000	A	150,000	A	155,000	A	160,000	A	165,000	A
3	Tennis Courts / Basketball Courts	350,000						100,000	A	150,000	A					100,000	A
2	Comfort Stations	150,000						50,000	A			50,000	A			50,000	A
	Public Works - Parks and Playground Sub-Total	21,404,000	549,000	**1,775,000**		2,430,000		4,255,000		1,735,000		3,605,000		625,000		6,430,000	
	Conservation/Open Space																
3	Tree Removal/Repl - Town	1,380,000	155,000	**160,000**	**A**	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A
3	Old Burial Ground	350,000				250,000	A									100,000	A
3	Walnut Hills Cemetery	200,000	200,000														
	Public Works - Conser /Open Space Sub-Total	1,930,000	355,000	**160,000**		415,000		170,000		175,000		180,000		185,000		290,000	
	Public Works Total	57,311,744	5,605,968	**6,318,968**		5,775,968		7,482,968		12,169,968		6,476,968		3,718,968		9,761,968	
	RECREATION																
2	Swimming Pool - UV Filters/Shower	-															
	Renovations/Pool Repointing	600,000		**50,000**	**A**									550,000	A		
2	Skating Rink Pavilion Floor Repalcement	30,000		**30,000**	**A**												
2	Golf Course Maint. Bldg. Replacement	500,000				500,000	A										
2	Tappan St. Gym Enhancements	30,000						30,000	A	NA							
2	Waldstein Building	165,000				15,000	A			150,000	A						
	Recreation Total	1,325,000	-	**80,000**		515,000		30,000		150,000		-		550,000		-	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2012 - FY2017

CATEGORY CODES (CC):

1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Parking Meter Receipts

			Prior Year	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years	
CC		Total	(FY11)	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	SCHOOL																
6	Furniture Upgrades	200,000	25,000	**25,000**	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A
2	Town/School ADA Renovations	520,000	55,000	**60,000**	A	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A
2	Town/School Bldg Masonry/Chimney Repairs	2,250,000		**250,000**	A			500,000	A	500,000	A	500,000	A			500,000	A
2	Town/School Building Security / Life Safety	1,050,000	100,000	**50,000**	A	150,000	A	150,000	A	150,000	A	150,000	A	150,000	A	150,000	A
2	Town/School Elevator Renov. Program	1,275,000		**25,000**	A	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	825,000	100,000	**125,000**	A	150,000	A	150,000	A	150,000	A			150,000	A		
2	Town/School Energy Management System	300,000		**75,000**	A			225,000	A								
2	Town/School Hazardous Material Removal	520,000	55,000	**60,000**	A	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A
2	Town/School Fenestrian	525,000								25,000	A					500,000	A
2	Town/School Roof Repair/Repl. Program	2,600,000	300,000					1,600,000	B			525,000	A	175,000	A		
2	Intercom System Replacement	50,000		**50,000**	A												
2	High School - Campus Ventilation (Cooling)	150,000										150,000	A				
2	High School - Stage	50,000				50,000	A										
2	High School - Quad	525,000				25,000	A			500,000	A						
2	UAB - Roof&Chimney/Pointing/Gutters & Downsp.	1,430,000		**130,000**	A	1,300,000	B										
2	Baldwin School Renovations	1,980,000								180,000	A	1,800,000	B				
2	Driscoll School - HVAC	1,650,000										150,000	A	1,500,000	B		
2	Devotion Rehab. - Town Share (65%)	49,970,000						1,220,000	B	48,750,000	B						
2	Devotion Rehab. - State Share (35%)	26,905,000						655,000	C	26,250,000	C						
2	Heath School Addition - Town Share (61.5%)	5,250,000		**5,250,000**	B												
2	Heath School Addition - State Share (38.5%)	3,250,000		**3,250,000**	C												
2	Old Lincoln Surface Structural Repairs	100,000	100,000			NA											
2	Pierce - Renov. Aud./ Elec. Distrib. Upgrade	1,135,000		**750,000**	A	35,000	A	350,000	A								
2	Runkle School - Sch Facil Fund Match	120,000				120,000	A										
2	Classroom Capacity	530,000	530,000														
	School Total	103,410,000	1,265,000	**10,100,000**		2,350,000		5,380,000		76,910,000		3,690,000		2,390,000		1,325,000	
	GRAND TOTAL	**179,711,744**	9,160,968	**17,698,968**		**14,450,968**		**14,347,968**		**91,064,968**		**11,066,968**		**8,758,968**		**13,161,968**	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2012 - FY2017

CATEGORY CODES (CC):

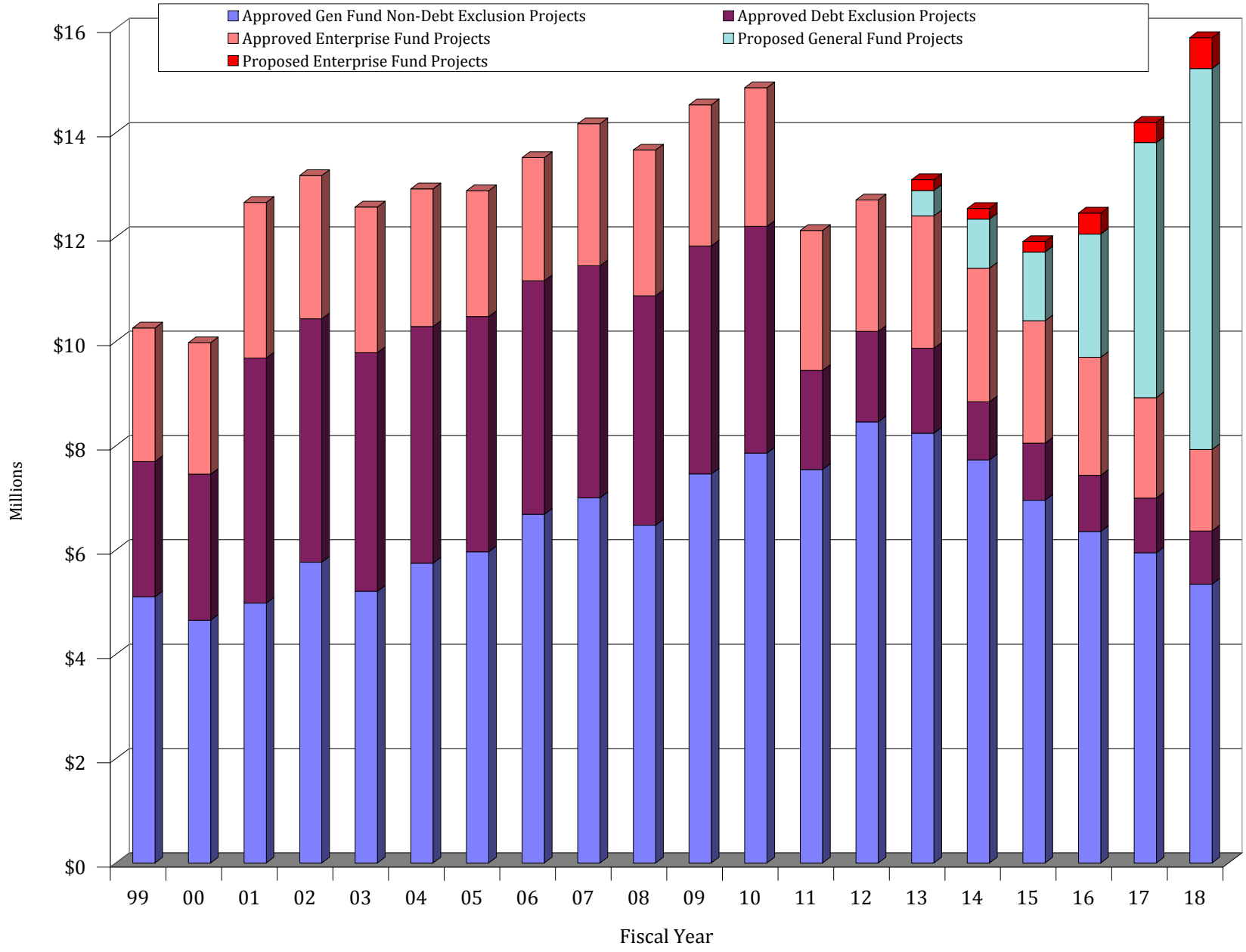
1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

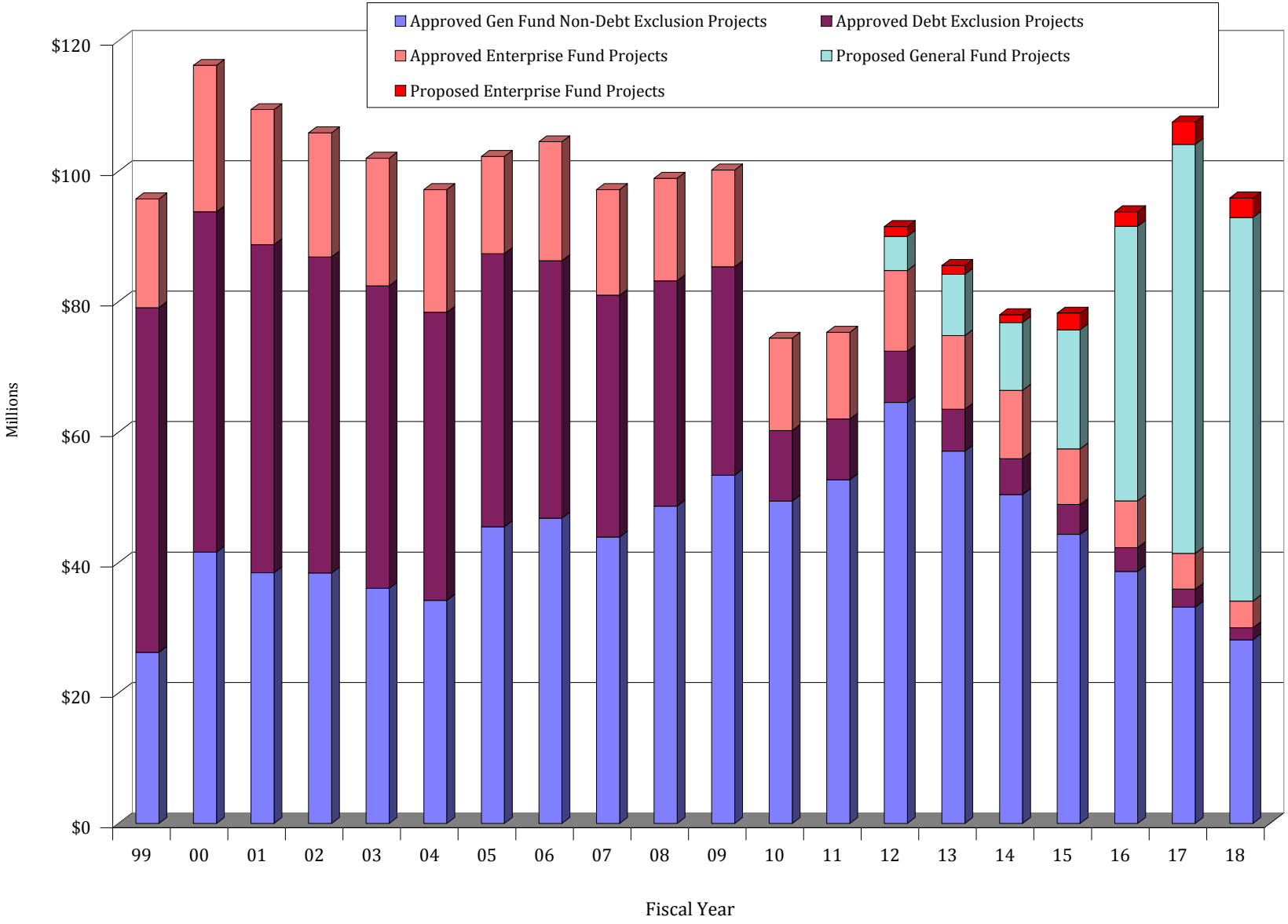
A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Parking Meter Receipts

CC		Total	Prior Year (FY11)	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years	
				Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	GRAND TOTAL BY SOURCE																
	A = Property Tax / Free Cash / Overlay Surplus	56,848,000	7,102,000	**6,979,000**	**39%**	5,651,000	39%	6,043,000	42%	6,745,000	7%	6,747,000	61%	5,139,000	59%	12,442,000	95%
	B = General Fund Bond	72,770,000	950,000	**5,250,000**	**30%**	3,300,000	23%	2,820,000	20%	54,350,000	60%	3,200,000	29%	2,900,000	33%	-	0%
	C = State / Federal Grants	38,414,744	719,968	**3,969,968**	**22%**	2,219,968	15%	1,974,968	14%	26,969,968	30%	1,119,968	10%	719,968	8%	719,968	5%
	D = Golf Budget	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	E = Golf Bond	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	F = Utility Budget	540,000	-	**-**	**0%**	280,000	2%	260,000	2%	-	0%	-	0%	-	0%	-	0%
	G = Utility Bond	4,500,000	-	**1,500,000**	**8%**	-	0%	-	0%	3,000,000	3%	-	0%	-	0%	-	0%
	H = CDBG	2,439,000	189,000	**-**	**0%**	2,250,000	16%	-	0%	-	0%	-	0%	-	0%	-	0%
	I = Other	4,200,000	200,000	**-**	**0%**	750,000	5%	3,250,000	23%	-	0%	-	0%	-	0%	-	0%
	J = Re-Approp. of Existing Funds	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	Grand Total	**179,711,744**	9,160,968	**17,698,968**		14,450,968		14,347,968		91,064,968		11,066,968		8,758,968		13,161,968	
	GRAND TOTAL BY ALLOCATION																
	General Government	5,015,000	2,050,000	**375,000**	**2%**	900,000	6%	290,000	2%	375,000	0%	325,000	3%	350,000	4%	350,000	3%
	Planning and Community Development	5,655,000	40,000	**50,000**	**0%**	4,590,000	32%	650,000	5%	50,000	0%	50,000	0%	50,000	1%	175,000	1%
	Public Safety	6,390,000	150,000	**675,000**	**4%**	320,000	2%	515,000	4%	1,190,000	1%	390,000	4%	1,700,000	19%	1,450,000	11%
	Library	605,000	50,000	**100,000**	**1%**	-	0%	-	0%	220,000	0%	135,000	1%	-	0%	100,000	1%
	DPW - Transportation	830,000	125,000	**50,000**	**0%**	50,000	0%	80,000	1%	50,000	0%	85,000	1%	50,000	1%	340,000	3%
	Engineering/Highway	28,107,744	4,576,968	**2,833,968**	**16%**	2,600,968	18%	2,717,968	19%	7,209,968	8%	2,606,968	24%	2,858,968	33%	2,701,968	21%
	Water / Sewer	5,040,000	-	**1,500,000**	**8%**	280,000	2%	260,000	2%	3,000,000	3%	-	0%	-	0%	-	0%
	Parks & Playgrounds	21,404,000	549,000	**1,775,000**	**10%**	2,430,000	17%	4,255,000	30%	1,735,000	2%	3,605,000	33%	625,000	7%	6,430,000	49%
	Conservation/Open Space	1,930,000	355,000	**160,000**	**1%**	415,000	3%	170,000	1%	175,000	0%	180,000	2%	185,000	2%	290,000	2%
	Recreation	1,325,000	-	**80,000**	**0%**	515,000	4%	30,000	0%	150,000	0%	-	0%	550,000	6%	-	0%
	Public Schools	103,410,000	1,265,000	**10,100,000**	**57%**	2,350,000	16%	5,380,000	37%	76,910,000	84%	3,690,000	33%	2,390,000	27%	1,325,000	10%
	Grand Total	**179,711,744**	9,160,968	**17,698,968**		**14,450,968**		**14,347,968**		**91,064,968**		**11,066,968**		**8,758,968**		**13,161,968**	
	GRAND TOTAL BY CATEGORY																
1	New Facility Construction	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2	Facility Renovation / Repair	111,805,000	3,090,000	**11,015,000**	**62%**	3,410,000	24%	5,800,000	40%	77,520,000	85%	4,755,000	43%	3,265,000	37%	2,950,000	22%
3	Parks / Open Space / Playgrounds	27,134,000	904,000	**1,935,000**	**11%**	2,845,000	20%	4,375,000	30%	6,510,000	7%	3,085,000	28%	810,000	9%	6,670,000	51%
4	Infrastructure	34,852,744	4,741,968	**4,408,968**	**25%**	7,520,968	52%	3,552,968	25%	5,709,968	6%	2,741,968	25%	2,958,968	34%	3,216,968	24%
5	Vehicles	3,105,000	150,000	**50,000**	**0%**	-	0%	320,000	2%	1,000,000	1%	185,000	2%	1,400,000	16%	-	0%
6	Miscellaneous	2,815,000	275,000	**290,000**	**2%**	675,000	5%	300,000	2%	325,000	0%	300,000	3%	325,000	4%	325,000	2%
	Grand Total	**179,711,744**	9,160,968	**17,698,968**		**14,450,968**		**14,347,968**		**91,064,968**		**11,066,968**		**8,758,968**		**13,161,968**	
	6-Year Total	**157,388,808**															

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY12 - FY17 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY12 - FY17 CIP



FY 2012-2017 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. The high attendance at the Center has 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. The cost estimate is $110,000 for FY2012.

Estimated Cost: $110,000

Time Schedule: FY 2012 -- $110,000 Property Tax / Free Cash

2. GARAGE REPAIRS - TOWN HALL / MAIN LIBRARY / PIERCE SCHOOL

The outside amphitheatre of the Pierce School is deteriorating and in need of repair. Its current condition causes water to leak into the garages under the Pierce School and Town Hall and into the Main Library Garage. A study was undertaken to determine what structural damage had already occurred or might occur in the future because of the leaks. The study recommended a three-phase approach to the project. In FY10, $1.2 million was authorized by Town Meeting, followed by $1.8 million in FY11, bringing the total project cost to $3 million. During the Summer of 2010, Phase 1 was completed. Based on that experience, there exists the possibility that another $250,000 will be required for Phase 3, which is scheduled for the Summer of 2012. A year from now it will be known whether this $250,000 will be required in FY13.

Estimated Cost: $2,050,000

Time Schedule: Prior Year -- $1,800,000 General Fund Bond
FY 2013 -- $250,000 Property Tax / Free Cash

3. MAINTENANCE CRAFTSMEN GARAGE/PARKS FACILITY IMPROVEMENTS

A feasibility study was approved in FY09 to analyze the operational needs and siting opportunities for both the Building Department's maintenance craftsmen and the Parks and Open Space Division of the DPW, and to consider renovation, expansion, or new construction at Larz Anderson Park and alternate locations. Once the study is complete, a plan will be developed and recommended for funding in a future Capital Improvement Program.

Estimated Cost: $NA

4. GARAGES - FLOOR SEALANT & WATER/OIL SEPARATORS

In order to maintain the integrity of the concrete floors in garages, proper maintenance is required. This includes removing and refinishing the seal coat on those floors. The floors - basically concrete - 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		

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 needs of the DEP and EPA.

Estimated Cost: $240,000

Time Schedule:
FY 2014 -- $15,000 Property Tax / Free Cash
FY 2015 -- $75,000 Property Tax / Free Cash
FY 2016 -- $50,000 Property Tax / Free Cash
FY 2017 -- $50,000 Property Tax / Free Cash
Future Years -- $50,000 Property Tax / Free Cash

5. PUBLIC BUILDINGS FURNISHINGS & EQUIPMENT

The Public Building Furnishings and Equipment capital purchase is an on-going program to update and improve office furniture in Town offices. Funding is requested to replace office furniture / workstations due to reconfiguration, personnel changes, or general wear and tear.

Estimated Cost: $100,000

Time Schedule:	FY 2013 -- $25,000	Property Tax / Free Cash
	FY 2015 -- $25,000	Property Tax / Free Cash
	FY 2017 -- $25,000	Property Tax / Free Cash
	Future Years -- $25,000	Property Tax / Free Cash

6. HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

The primary objective of a Human Resources Information System (HRIS) is to obtain a centralized database of all human resource data, allowing departments to greatly improve their administrative resources and to better focus them on improving overall departmental performance through new workload measures. The Human Resources Offices for the Town and Schools manage a diverse and complex employee base. Town and School personnel include both non-unionized and unionized employees (12 bargaining units), both civil service and non-civil service employees, part-time and full-time employees, and volunteers, all who perform duties across 18 different departments ranging from police and fire to library and schools. Personnel costs (wages and benefits) comprise more than 75% of the operating budget, so managing these costs is critical to maintaining current service levels.

Hiring, maintenance, and separation procedures for these employees are primarily manual, paper-based processes with redundant processes that require further manual auditing and reconciliation processes. The current payroll system has become by default the system of record for both Payroll and Human Resources. As the payroll system does not capture the pertinent human resources data to function as a system of record for human resources, it is augmented with multiple spreadsheets, databases and software to capture that data. This ad hoc approach is a further redundant, often mimicking the duplicative manual processes.

The Town and Schools seek to acquire a central, enterprise-wide database to store all Human Resources information of its employees, active, inactive and retired. The system will be the primary source of all human resources data, including demographics, start and end dates, appropriate pay grades and steps, contractual payments and rules, and time and attendance, all of which will feed into the payroll system for more accurate personnel costs. More importantly, the one-stop HRIS will enable HR Managers, Department Heads and other secure users to efficiently manage, track, and analyze personnel data, benefit administration, and leave accruals. The vast majority of the redundant, multi-touch input processes will be replaced and will free up valuable administrative time for those employees currently maintaining the ad hoc, manual system.

Having a single repository of Human Resources information will change the duties of the administrative and clerical staff from data entry to data analysis. The use of this real-time, accurate data can be shared and analyzed to increase efficiencies and lower administrative costs, avoid manual errors resulting in overpayment, and avoidance of liability for mispayment of employees. The use of this data will also be used to lower overtime costs and better hone in on workload performance measures that currently are not captured.

The Human Resources Department, Finance Department, and Information Technology Department continue to evaluate the needs and cost/benefits of such systems. The $350,000 scheduled for FY13 is the current estimate of a HRIS.

Estimated Cost: $350,000

Time Schedule: FY 2013 -- $350,000 Property Tax / Free Cash

7. TECHNOLOGY APPLICATIONS

This annual appropriation is for funding the projects detailed 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: $2,165,000

Time Schedule:
Prior Year -- $250,000 Property Tax / Free Cash
FY 2012 -- $265,000 Property Tax / Free Cash
FY 2013 -- $275,000 Property Tax / Free Cash
FY 2014 -- $275,000 Property Tax / Free Cash
FY 2015 -- $275,000 Property Tax / Free Cash
FY 2016 -- $275,000 Property Tax / Free Cash
FY 2017 -- $275,000 Property Tax / Free Cash
Future Years -- $275,000 Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

8. 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 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 would be an ADA-compliant crossing. 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 2013 -- $2,250,000 CDBG
FY 2013 -- $1,500,000 State Grant
FY 2013 -- $750,000 Other (1% Off-Site Improvements from 2 Brookline Place)

9. COMMERCIAL AREAS IMPROVEMENTS

Vibrant commercial areas are a critical part of the fabric of Brookline. The community has continually expressed its desire to maintain healthy, local commercial areas since it affects the quality of life and adds much needed support to our tax base. Public policy best practices confirm the benefits of public investment in pedestrian amenities, streets and other civic spaces in commercial areas, making it easier and more enjoyable to shop, dine, and work. With the recent extension of parking meter hours of operation to 8:00 p.m. and increased meter rates in the commercial areas, it is prudent to reinvest a portion of these funds towards improving the Town's commercial public realm. Visually appealing and high-functioning commercial areas affect all of the Town's property values. The Commercial Area Improvement funds will be used to protect and enhance the quality of our commercial areas, including:

- Upgrading lighting in streets, walkways and parking areas
- Improving directional signage to municipal parking lots
- Adding/upgrading street furniture
- Providing seasonal street enhancements such as large flower planters

Estimated Cost: $350,000

Time Schedule: FY 2012 -- $50,000 Parking Meter Receipts
FY 2013 -- $50,000 Parking Meter Receipts
FY 2014 -- $50,000 Parking Meter Receipts
FY 2015 -- $50,000 Parking Meter Receipts
FY 2016 -- $50,000 Parking Meter Receipts
FY 2017 -- $50,000 Parking Meter Receipts
Future Years -- $50,000 Parking Meter Receipts

10. 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

11. 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

12. 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: $680,000

Time Schedule: Prior Year -- $40,000 CDBG
FY 2013 -- $40,000 Property Tax / Free Cash
FY 2014 -- $600,000 Federal Grant

PUBLIC SAFETY

13. FIRE APPARATUS REHAB

The Town's policy is to replace all front line engines every 17 years and all 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 breakout of the proposed funding is as follows:

FY12: Engine #6 = $50,000
FY14: Reserve Engine #5 = $160,000
FY14: Engine #3 = $160,000
FY16: Engine #1 = $185,000

Estimated Cost: $555,000

Time Schedule: FY 2012 -- $50,000 Property Tax / Free Cash
FY 2014 -- $320,000 Property Tax / Free Cash
FY 2016 -- $185,000 Property Tax / Free Cash

14. 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: $1,000,000

Time Schedule: FY 2015 -- $1,000,000 General Fund Bond

15. 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: $1,400,000

Time Schedule: FY 2017 -- $1,400,000 General Fund Bond

16. FIRE RESCUE/SPECIAL OPERATIONS TRUCK

In 1985, Rescue #1 was placed into service as Ladder #2. When it was decided to replace Ladder #2, it was also decided to keep the cab and chassis and have it retrofitted with a rescue truck body to serve as Rescue #1. The truck was 25 years old and needed to be replaced, so $150,000 was approved in FY11.

Estimated Cost: $150,000

Time Schedule: Prior Year -- $150,000 Property Tax / Free Cash

17. FIRE STATION RENOVATION

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:

	Structural	Sprinkler/ Life Safety	MEP
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: FY 2012 -- $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

LIBRARY

18. 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 to be installed at the rear of the library, which would allow access directly below. This situation has been under review for a couple of 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 FY16 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 2016 -- $135,000 Property Tax / Free Cash (Windows)

19. 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: FY 2012 -- $100,000 Property Tax / Free Cash
Future Years -- $100,000 Property Tax / Free Cash

20. MAIN LIBRARY FRONT ENTRANCE

The front entrance of the Main Library was renovated and made accessible as part of the major renovation of the building five years ago. However, it was leaking water into the lower part of the Main Library, especially during heavy rains or snow, causing damage to the walls and carpet. Funds approved in FY09 and FY11 were used for removing the terrace area in front of the main entrance to the Library and installing a new waterproof membrane/system.

Estimated Cost: $50,000

Time Schedule: Prior Year -- $50,000 Property Tax / Free Cash

TRANSPORTATION

21. TRAFFIC CALMING / SAFETY IMPROVEMENTS

This funding will be used to implement approved traffic calming measures. Approved measures are those that have been reviewed, analyzed, and designed by the Transportation Division using the Traffic Calming Policy as a guide.

Estimated Cost: $400,000

Time Schedule: Prior Year -- $100,000 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
Future Years -- $50,000 Property Tax / Free Cash

22. BICYCLE ACCESS IMPROVEMENTS

As recommended in the bicycle master plan, the following projects have identified for implementation:

- Cypress Street South Route - bike lanes or priority bike lane (when the roadway is too narrow) from Paul Pendor Circle along Chestnut, High and then Cypress Street ending at Boylston Street. Includes lines and symbol pavement markings in thermoplastic paint.
- St. Mary's Commercial District Connection - priority bike lane from Carlton Street to Town line along Beacon Street eastbound to connect the Carlton Street corridor with Boston bike routes. Includes line and symbol pavement markings in thermoplastic paint.
- Harvard Street Bike Lane - bike lanes or priority bike lane to bring Harvard Street (School to Beacon) into compliance with contemporary designs and to complete the bike lane from Beacon to the townline with Allston. Includes line and symbol pavement markings in thermoplastic paint.
- Commercial Area Bike Racks - purchase 50 Post and Hitch meter pole sleeve bike racks to convert meter poles into bike racks in the commercial areas throughout the Town.

Estimated Cost: $75,000

Time Schedule: Prior Year -- $25,000 Property Tax / Free Cash
FY 2012 -- $50,000 Property Tax / Free Cash

23. 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

24. 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 to this existing signal.

Estimated Cost: $30,000

Time Schedule: FY 2014 -- $30,000 Property Tax / Free Cash

ENGINEERING/HIGHWAY

25. 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 FY12, the base appropriation is recommended at $1.32 million (the original $1 million base, plus the $300,000 added in FY09 adjusted for three years of 2.5% increases). In addition, $430,000 is included for the "catch-up". In FY13, the "catch-up" funding goes away and the appropriation base is set at $1.47 million. It then continues to be increased annually by 2.5%.

Estimated Cost: $12,910,000

Time Schedule:

Prior Year	$1,740,000	Property Tax / Free Cash
FY 2012	$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
Future Years	$1,670,000	Property Tax / Free Cash

26. 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: $5,759,744

Time Schedule:
Prior Year -- $719,968 State Grant
FY 2012 -- $719,968 State Grant
FY 2013 -- $719,968 State Grant
FY 2014 -- $719,968 State Grant
FY 2015 -- $719,968 State Grant
FY 2016 -- $719,968 State Grant
FY 2017 -- $719,968 State Grant
Future Years -- $719,968 State Grant

27. 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 FY12, the base appropriation is recommended at $269,000 (the original $200,000 base, plus the $50,000 added in FY09 adjusted for three years of 2.5% increases). It then continues to be increased annually by 2.5%.

Estimated Cost: $2,293,000

Time Schedule:
Prior Year -- $262,000 Property Tax / Free Cash
FY 2012 -- $269,000 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
Future Years -- $312,000 Property Tax / Free Cash

28. PATH RECONSTRUCTION

Numerous paths are in need of repair, as the concrete steps are chipped and cracked. The DPW has done preventive maintenance, but they are now in a condition where maintenance alone is not adequate. Previously authorized funding allowed for Gardner, University, and Winchester paths to be completed in FY11. Remaining paths to be rehabbed include Mason and Colbourne Crescent.

Estimated Cost: $120,000

Time Schedule: Prior Year -- $120,000 Property Tax / Free Cash

29. STREETLIGHT REPAIR /REPLACEMENT PROGRAM

Based on the August, 2010 bid results for the street light replacement program for Harvard Street from School Street to Webster Street, it is estimated that this contract will be approximately $195,000. There is approximately $180,000 available from previous appropriations; therefore, $15,000 will be used for this contract while $10,000 will be used to replace structurally unstable or poles needing new service feeds in the existing inventory.

Estimated Cost: $225,000

Time Schedule:
Prior Year -- $50,000 Property Tax / Free Cash
FY 2012 -- $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

30. PARKING METER SYSTEM REPLACEMENT

The funding approved in FY11 allowed the Town to fully implement its meter system replacement plan. In summary, all town lots and major roadways within commercial districts will be fitted with multi-space meters. All other single-space meters will remain, but their mechanisms will be updated. Taking this approach allows for the implementation of a priority of the Selectmen's Parking Committee: increasing parking rates in the lower-Beacon St. area, from St. Mary's St. to Hawes St., during the baseball season. In total, approximately 850 single-space meters will be replaced by approximately 100 multi-space meters. This will leave approximately 1,650 single space meters throughout town.

The goal of this meter system replacement project is to reduce meter down-time while introducing new, user-friendly meters. Reducing down-time increases revenue and allows parking meters to remain a successful piece of the Town's traffic / parking management system. Multi-space meters also improve aesthetics and make snow removal on sidewalks and in lots easier.

While this plan was more expensive up-front than simply replacing all single-space meters with new single-space meters, additional revenue and reduced maintenance costs make the plan more attractive financially over the longer-term. When added to the benefits of increased user-convenience, ability to implement variable rate parking schemes, improved aesthetics, and less maintenance expenses, placing multi-space meters in town-owned lots and along major roadways in commercial districts was deemed to be the proper approach to take.

Estimated Cost: $1,400,000

Time Schedule: Prior Year -- $1,400,000 Property Tax / Free Cash

31. NEWTON STREET STEEL GUARDRAIL REPLACEMENT

The steel guardrail on Newton Street from Wolcott Road to the West Roxbury Parkway out-lived its useful life and rusted to the point where it became detached from its wooden supports. There is approximately 1,800 feet (the entire length) of guardrail that needs to be replaced along with 30 wooden posts. These funds were approved in FY11.

Estimated Cost: $35,000

Time Schedule: Prior Year -- $35,000 Property Tax / Free Cash

32. 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 FY17).

- 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: FY 2012 -- $45,000 Property Tax / Free Cash
FY 2013 -- $85,000 Property Tax / Free Cash
FY 2017 -- $205,000 Property Tax / Free Cash

33. 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

34. MUNICIPAL SERVICE CENTER FLOOR

The floor at the Municipal Service Center (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.

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 current location at Larz Anderson for the Building Department's needs. 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. The $25,000 in FY12 is required to make necessary short-term patching.

Estimated Cost: $180,000

Time Schedule: FY 2012 -- $25,000 Property Tax / Free Cash
FY 2014 -- $155,000 Property Tax / Free Cash

35. LINCOLN SCHOOL / KENNARD HOUSE PARKING AREA REPAIRS

The brick retaining wall at the pedestrian stairway to the Kennard House, which houses the Brookline Music School, is need of replacement along with the stairway itself. In addition, there remains 120 feet of the brick wall on Walnut Street that was not replaced as part of the last project. These funds were approved in FY11.

Estimated Cost: $250,000

Time Schedule: Prior Year -- $250,000 Property Tax / Free Cash

WATER/SEWER

36. SINGLETREE TANK EXTERIOR REHAB

The water distribution system provides storage and operating reserves through the Singletree Hill water storage tank. 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: $280,000

Time Schedule: FY 2013 -- $280,000 Water and Sewer Enterprise Fund Budget

37. 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

38. 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: FY 2012 -- $500,000 Water and Sewer Enterprise Fund Bond

39. 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 2015 -- $3,000,000 Water and Sewer Enterprise Fund Bond

40. 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 has 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: FY 2012 -- $1,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

41. 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 Street and Aspinwall entrances, consideration of picnic/passive areas, review of spray pool utilities, and rehabilitation of the planted seating area. 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 in FY12.

Estimated Cost: $660,000

Time Schedule: FY 2012 -- $660,000 Property Tax / Free Cash

42. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, is in need of complete replacement in addition to 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.

Estimated Cost: $835,000

Time Schedule: FY 2014 -- $60,000 Property Tax / Free Cash (Design)
FY 2015 -- $775,000 Property Tax / Free Cash (Construction)

43. 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

44. CLARK PLAYGROUND

Clark playground is multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The funding allocated for this capital project is intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and hard court play areas. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration, design, development and oversight, estimated to cost $510,000, is planned for FY12.

Estimated Cost: $510,000

Time Schedule: FY 2012 -- $510,000 Property Tax / Free Cash

45. 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.

Estimated Cost: $570,000

Time Schedule: FY 2015 -- $40,000 Property Tax / Free Cash (Design)
FY 2016 -- $530,000 Property Tax / Free Cash (Construction)

46. 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.

Estimated Cost: $660,000

Time Schedule: FY 2017 -- $60,000 Property Tax / Free Cash (Design)

Future Years -- $600,000 Property Tax / Free Cash (Construction)

47. FISHER HILL ACQUISITION, DESIGN & CONSTRUCTION

The former MWRA Fisher Hill Reservoir located on Fisher Avenue is a 10-acre site that was declared surplus property by the State. The site consists of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. The property is presumed to be protected under Article 97 as parkland, recreational space, and open space. A Master Planning Committee established by the Board of Selectmen made the recommendation that the Town purchase this property and develop it 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. A Design Review Committee was established to work on the conceptual design and budget for the park development project.

The first phase of development will enable the Town to purchase the site and to make it safe and accessible to the public. In May, 2007, Town Meeting authorized a $1.35 million bond for the first phase. An additional $500,000 will be provided to the Town via a grant. The second phase will encompass the construction of a new athletic field and park, which is estimated to cost $3.25 million and will be funded by proceeds from the development of the Town-owned reservoir property directly across the street.

Estimated Cost: $3,250,000

Time Schedule: FY 2014 -- $3,250,000 Other (Sale of Town-owned land)

48. 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 discussions were initiated with the North Bennet Street School regarding having its students restore the doors and 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 these items 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 Grant

49. 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.

Estimated Cost: $825,000

Time Schedule: FY 2017 -- $75,000 Property Tax / Free Cash (Design)
Future Years -- $750,000 Property Tax / Free Cash (Construction)

50. LARZ ANDERSON PARK

Fifty-two feet of the retaining wall at the rear of the Larz Anderson Park Facility needs to be replaced. This is estimated to cost $50,000 in FY12. In addition, the entire roadway through the park from Newton Street to Avon Street is in need of replacement. The FY14 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. The FY15 request is for the rehabilitation of the pathways and stairs in the park that are currently in poor condition. The future years budget item is for replacement of the deteriorating Temple of Love and Fountain. The Park and Recreation Commission and 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: $2,350,000

Time Schedule: FY 2012 -- $50,000 Property Tax / Free Cash (Retaining Wall)
FY 2014 -- $350,000 Property Tax / Free Cash (Roadway)
FY 2015 -- $250,000 Property Tax / Free Cash (Pathways/Stairs)
Future Years -- $1,700,000 Property Tax / Free Cash

51. 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.

Estimated Cost: $700,000

Time Schedule: Future Years -- $700,000 Property Tax / Free Cash

52. 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

53. 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 actual 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: $574,000

Time Schedule: Prior Year -- $149,000 CDBG
Future Years -- $425,000 Property Tax / Free Cash

54. 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.

Estimated Cost: $750,000

Time Schedule: Future Years -- $750,000 Property Tax / Free Cash

55. 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.

Estimated Cost: $560,000

Time Schedule: FY 2015 -- $60,000 Property Tax / Free Cash (Design)
FY 2016 -- $500,000 Property Tax / Free Cash (Construction)

56. 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 planned for FY12.

Estimated Cost: $1,280,000

Time Schedule: FY 2012 -- $80,000 Property Tax / Free Cash (Design)
FY 2013 -- $1,200,000 General Fund Bond (Construction)

57. 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 restoration, design, development, and oversight is estimated to total $860,000, with $60,000 for design in FY12.

Estimated Cost: $860,000

Time Schedule: FY 2012 -- $60,000 Property Tax / Free Cash (Design)
FY 2013 -- $800,000 General Fund Bond (Construction)

58. 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: $2,440,000

Time Schedule: Prior Year -- $270,000 Property Tax / Free Cash
FY 2012 -- $280,000 Property Tax / Free Cash
FY 2013 -- $290,000 Property Tax / Free Cash
FY 2014 -- $300,000 Property Tax / Free Cash
FY 2015 -- $310,000 Property Tax / Free Cash
FY 2016 -- $320,000 Property Tax / Free Cash
FY 2017 -- $330,000 Property Tax / Free Cash
Future Years -- $340,000 Property Tax / Free Cash

59. 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: $1,180,000

Time Schedule:
Prior Year -- $130,000 Property Tax / Free Cash
FY 2012 -- $135,000 Property Tax / Free Cash
FY 2013 -- $140,000 Property Tax / Free Cash
FY 2014 -- $145,000 Property Tax / Free Cash
FY 2015 -- $150,000 Property Tax / Free Cash
FY 2016 -- $155,000 Property Tax / Free Cash
FY 2017 -- $160,000 Property Tax / Free Cash
Future Years -- $165,000 Property Tax / Free Cash

60. 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: $350,000

Time Schedule:
FY 2014 -- $100,000 Property Tax / Free Cash
FY 2015 -- $150,000 Property Tax / Free Cash
Future Years -- $100,000 Property Tax / Free Cash

61. COMFORT STATIONS

These funds are programmed for the renovation of the comfort stations that are located in various parks. New roofs, doors, windows, painting, partitions, and possibly new fixtures would be planned for.

Estimated Cost: $150,000

Time Schedule:
FY 2014 -- $50,000 Property Tax / Free Cash
FY 2016 -- $50,000 Property Tax / Free Cash
Future Years -- $50,000 Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

62. 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: $1,380,000

Time Schedule:
Prior Year -- $155,000 Property Tax / Free Cash
FY 2012 -- $160,000 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
Future Years -- $190,000 Property Tax / Free Cash

63. 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

64. WALNUT HILLS CEMETERY

In March 2004, the Trustees of the Walnut Hills Cemetery completed a Master Plan that presents numerous recommendations for improvement and enhancements to the cemetery including the critical need for the development of additional burial space within the cemetery. As part of that plan, the Trustees have completed a design process for the build-out of two areas in the cemetery for mixed-use interment space. The Trustees propose that the existing Cemetery Trust Fund be used to build out the first area. The Trustees have also identified four other areas for future build outs that, with careful oversight and management, will assure burial space for the Town for over the next 50 years. In FY11, the Cemetery Trustees received authorization from Town Meeting to use funds from its Special Revenue Fund (SW01) to put towards the build-out of the Cemetery and creation of mixed-use interment options for Phase I.

Estimated Cost: $200,000

Time Schedule: Prior Year -- $200,000 Other (Cemetery trust funds)

RECREATION

65. SWIMMING POOL - UV FILTERS/SHOWER RENOVATION/POOL REPOINTING

The MWRA has 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. This process, however, is affecting pool water chemistry in all pool systems in Massachusetts. As a result, a harmful, corrosive environment is being creating that affects metal and HVAC equipment. A UV filtration system would eliminate this problem and balance water chemicals in the pool water. This will cost $50,000.

The locker rooms at the Evelyn Kirrane Aquatics Center 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 FY17.

The pool structure also needs to have the concrete repointed to prevent foundation cracks and leaks. The pool structure has required increased repair and maintenance in the past few years and the pool will need large-scale maintenance of this type to prevent structural issues in the future. $350,000 is included in FY17.

Estimated Cost: $600,000

Time Schedule: FY 2012 -- $50,000 Property Tax / Free Cash (UV Filters)
FY 2017 -- $550,000 Property Tax / Free Cash (Showers/Repointing)

66. 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.

Estimated Cost: $30,000

Time Schedule: FY 2012 -- $30,000 Property Tax / Free Cash

67. GOLF COURSE - REPLACEMENT OF MAINTENANCE BUILDING

The Robert T. Lynch Municipal Golf Course maintenance building is in disrepair to the point of needing complete replacement or renovation. 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 the golf course operations. A new building would contain appropriate space for both equipment and personnel. A feasibility study is planned for FY11.

Estimated Cost: $500,000

Time Schedule: FY 2013 -- $500,000 Property Tax / Free Cash

68. TAPPAN ST. GYM ENHANCEMENTS

The Tappan Gym Building has thousands of square feet of space that needs to be used differently to accommodate the changing needs of the community. The project would create a link between the Evelyn Kiranne Aquatics Center and the gym facility and redesign the Tappan 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

69. WALDSTEIN BUILDING

This small building is located on the grounds of Waldstein Playground, which is located close to Beacon St. on Dean Rd. 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 ceiling height should be increased

and ventilation of the air improved. New urinals, sinks, painting, floor sealant, hand dryers and baby changing station are all needed as part of this overall building renovation. The project is estimated to cost $165,000.

Estimated Cost: $165,000

Time Schedule: FY 2013 -- $15,000 Property Tax / Free Cash (Design)
FY 2015 -- $150,000 Property Tax / Free Cash (Construction)

SCHOOL

70. SCHOOL FURNITURE

This is a continuous program to upgrade furniture in all schools. The furniture in classrooms absorbs significant wear and tear annually. This program will replace the most outdated and worn items.

Estimated Cost: $200,000

Time Schedule: Prior Year -- $25,000 Property Tax / Free Cash
FY 2012 -- $25,000 Property Tax / Free Cash
FY 2013 -- $25,000 Property Tax / Free Cash
FY 2014 -- $25,000 Property Tax / Free Cash
FY 2015 -- $25,000 Property Tax / Free Cash
FY 2016 -- $25,000 Property Tax / Free Cash
FY 2017 -- $25,000 Property Tax / Free Cash
Future Years -- $25,000 Property Tax / Free Cash

71. 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. This work includes adding lifts, modifications to HVAC equipment, and classroom modifications for sound, layout or access. These funds will be used on buildings that are not part of currently planned major renovations.

Estimated Cost: $520,000

Time Schedule: Prior Year -- $55,000 Property Tax / Free Cash
FY 2012 -- $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
Future Years -- $75,000 Property Tax / Free Cash

72. TOWN/SCHOOL BUILDING - MASONRY/CHIMNEY REPAIRS

The $250,000 in FY12 is recommended for the development of a long-term plan to repair the outside envelope of all Town and School buildings. This would include all masonry: bricks and mortar, flashing, dental work, coping stones, metal shelves, and wooden structures 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 each year starting in FY14 is the estimate for both funding the long-term plan for masonry repairs and for chimney repairs/liners. The final amounts will be determined once the long-term plan is developed.

Estimated Cost: $2,250,000

Time Schedule: FY 2012 -- $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 - SECURITY/LIFE SAFETY

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 Baldwin School, Baker School, Devotion School, High School, Fire Stations, Soule Recreation Center, and Eliot Recreation Center. These funds would also be used to continue the on-going process of replacement and installation of new fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: $1,050,000

Time Schedule:
Prior Year -- $100,000 Property Tax / Free Cash
FY 2012 -- $50,000 Property Tax / Free Cash
FY 2013 -- $150,000 Property Tax / Free Cash
FY 2014 -- $150,000 Property Tax / Free Cash
FY 2015 -- $150,000 Property Tax / Free Cash
FY 2016 -- $150,000 Property Tax / Free Cash
FY 2017 -- $150,000 Property Tax / Free Cash
Future Years -- $150,000 Property Tax / Free Cash

74. 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 more difficult to find. This project would upgrade those cars and lifts with new equipment. The $25,000 in FY12 is for the study. The anticipated order of renovations is as follows:

Lawrence School (FY13) Pierce School (FY14) Lynch Center (FY15)
PE Building (FY16) UAB (FY17)

Estimated Cost: $1,275,000

Time Schedule:
FY 2012 -- $25,000 Property Tax / Free Cash
FY 2013 -- $250,000 Property Tax / Free Cash
FY 2014 -- $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

75. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT

Buildings are required by the Massachusetts Building Code to provide for emergency egress lighting 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 Fire Station #5 (FY13) 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

76. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

With increases 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 would also go toward more efficient heating and cooling equipment to save money. A new goal would be 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: $825,000

Time Schedule: Prior Year -- $100,000 Property Tax / Free Cash
FY 2012 -- $125,000 Property Tax / Free Cash
FY 2013 -- $150,000 Property Tax / Free Cash
FY 2014 -- $150,000 Property Tax / Free Cash
FY 2015 -- $150,000 Property Tax / Free Cash
FY 2017 -- $150,000 Property Tax / Free Cash

77. 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 work in conjunction with the Information Technology Department on this project.

Software Upgrades are needed at:

Baker School	High School	New Lincoln School	Water Department
Senior Center	Municipal Garage		

This list presumes that the HVAC systems are replaced as part of renovations at Devotion School and Runkle School.

Estimated Cost: $300,000

Time Schedule: FY 2012 -- $75,000 Property Tax / Free Cash
FY 2014 -- $225,000 Property Tax / Free Cash

78. TOWN/SCHOOL BUILDING - HAZARDOUS MATERIALS

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. These funds will allow for the proper abatement of asbestos.

Estimated Cost: $520,000

Time Schedule: Prior Year -- $55,000 Property Tax / Free Cash
FY 2012 -- $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
Future Years -- $75,000 Property Tax / Free Cash

79. TOWN/SCHOOL BUILDING - FENESTRIAN

A number of buildings have windows, door entrances, and other wall openings that are in need of replacement. This is causing leaking into buildings and security and safety problems. The plan would be to develop a long range plan to replace these openings, prioritizing them as required.

Estimated Cost: $525,000

Time Schedule: FY 2015 -- $25,000 Property Tax / Free Cash
Future Years -- $500,000 Property Tax / Free Cash

80. 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 $2.3 million required within the six-year period of this FY12 – FY17 CIP -- $1.6 million in FY14, $525,000 in FY16, and $175,000 in FY17. Facilities addressed within this time frame are the Pierce School, Main Library, Old Lincoln School, Coolidge Corner Library, Lynch Center, Public Safety Headquarters, and the carpentry shop at Larz Anderson.

Estimated Cost: $2,600,000

Time Schedule: Prior Year -- $300,000 Property Tax / Free Cash
FY 2014 -- $1,600,000 General Fund Bond
FY 2016 -- $525,000 Property Tax / Free Cash
FY 2017 -- $175,000 Property Tax / Free Cash

81. INTERCOM SYSTEM REPLACEMENT

Existing intercom equipment in the Schools is out of date and has become more difficult and costly to maintain. Due to safety concerns, it is imperative that a PA system is working 100% in all areas. These monies would enable the existing VOIP phone systems to also be used as intercom systems in the schools. Software licenses are required, as well as extra wiring (data drops) and equipment.

Estimated Cost: $50,000

Time Schedule: FY 2012 -- $50,000 Property Tax / Free Cash

82. 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: $150,000

Time Schedule: FY 2016 -- $150,000 Property Tax / Free Cash

83. 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: $50,000

Time Schedule: FY 2013 -- $50,000 Property Tax / Free Cash

84. 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 2013 -- $25,000 Property Tax / Free Cash (Design)
FY 2015 -- $500,000 Property Tax / Free Cash (Construction)

85. 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 those other 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 in FY12 is for plans and specs while the $1.3 million in FY13 is for the work.

Estimated Cost: $1,430,000

Time Schedule: FY 2012 -- $130,000 Property Tax / Free Cash (Design)
FY 2013 -- $1,300,000 General Fund Bond (Construction)

86. 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. This would allow 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 $1,980,000 is as follows:

- plans and specs = $180,000 (FY14)
- HVAC = $455,000 (FY15)
- electrical = $250,000 (FY15)
- elevators = $355,000 (FY15)
- ADA = $485,000 (FY15)
- windows = $255,000 (FY15)

Estimated Cost: $1,980,000

Time Schedule: FY 2015 -- $180,000 Property Tax / Free Cash (Design)
FY 2016 -- $1,800,000 General Fund Bond (Construction)

87. 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 2 years ago. All other equipment 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.

Estimated Cost: $1,650,000

Time Schedule: FY 2016 -- $150,000 Property Tax / Free Cash (Design)
FY 2017 -- $1,500,000 General Fund Bond (Construction)

88. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, which was originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation. Work would include new electrical and HVAC systems, new roofs, plumbing upgrades, new windows, and ADA work. Space for a new BEEP Center will be considered as well. The Town is assuming that 35% of both design and construction will be funded by the Massachusetts School Building Authority (MSBA). At $75 million, of which $48.75 million would be the Town's share, the option of a debt exclusion for the Town's share should be considered, as that level of debt service would exceed the Town's 5.5% CIP Financing Policy.

Estimated Cost:	$76,875,000	
Time Schedule:	FY 2014 -- $1,220,000	General Fund Bond (Feasibility/Schematic Design)
	FY 2014 -- $655,000	State Grant (Feasibility/Schematic Design)
	FY 2015 -- $48,750,000	General Fund Bond (Design Completion/Construction)
	FY 2015 -- $26,250,000	State Grant (Design Completion/Construction)

89. HEATH SCHOOL ADDITION

The Public Schools of Brookline have been experiencing K-8 enrollment increases for the past five years. During this period, the total K-8 enrollment has grown 762 (19.5%) and, based upon available birth data and other demographic trends, this growth pattern is expected to continue for at least the next three years. This will result in total K-8 enrollment growth of approximately 1,060 students (27%) during the ten year (FY05-FY14) period.

The impact of the K-8 enrollment growth during the last seven years has increased demand on the Town's eight K-8 schools significantly. In 2005, the schools operated with 3,890 students in 196 homerooms. In the current school year, they operate with 4,652 students in 226 homerooms. In FY2014, the schools project a need for 241 homerooms for the projected enrollment of 4,950 K-8 students. This is an increase of 45 homerooms between 2005 and 2014. In order to create the classroom space necessary to accommodate this enrollment level, the schools have had to convert spaces intended for other purposes into regular classrooms. Each of the Town's K-8 schools is at its capacity. The community is experiencing an influx of students, especially at the Kindergarten level, that far exceeds what would be expected from the birth data alone. This indicates that other activities/actions are affecting the enrollment numbers. Analysis by the schools points to families moving to the community, resulting in this growth over the birth rate.

In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition project. This project, which is being funded 41.58% by the Massachusetts School Building Authority (MSBA), will allow for additional school capacity in a geographic location that is buffered by multiple schools. The Runkle School will become a three section per grade school across all grades, with appropriate support and shared space to support the enrollment of 560 students – the enrollment that Runkle is projected to have in 2014.

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. For example, multi-purpose rooms and music rooms have been converted into dedicated homerooms, resulting in itinerant music teachers working in substandard spaces. Adjacent office and learning spaces have been reconstructed and modified into full size classrooms. Dedicated computer laboratories have been converted into homerooms. Lastly, pre-school classes have been moved from dedicated homerooms into shared spaces with extended day programs. Those projects were funded by the $400,000 approved in both FY08 and FY10 by Town Meeting.

The Schools submitted a Statement of Interest (SOI) to the MSBA for the construction of six to eight new classrooms at the Heath School, which will create space at the Town's smallest current building to grow the structure to a three section school at each K-8. The additional classrooms will allow each class at the Heath School 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. The $8.5 million in FY13 assumes the MSBA funding 38.48% of the project.

Estimated Cost: $8,500,000

Time Schedule: FY 2012 -- $5,250,000 General Fund Bond
FY 2012 -- $3,250,000 State Grant

90. 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. The $100,000 in FY11 was for an engineering conditions analysis to help determine the need and the solution. No estimate is included for FY12, but it will become available once the engineering study is complete.

Estimated Cost: $100,000

Time Schedule: Prior Year -- $100,000 Property Tax / Free Cash
FY 2013 -- $NA

91. 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. Construction is estimated at $750,000 for FY12.

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 $35,000 in FY13 is for plans and specs, with the $350,000 for construction planned for FY14.

Estimated Cost: $1,135,000

Time Schedule: FY 2012 -- $750,000 Property Tax / Free Cash (Auditorium Construction)
FY 2013 -- $35,000 Property Tax / Free Cash (Elec. System Design)
FY 2014 -- $350,000 Property Tax / Free Cash (Elec. System Construction)

92. RUNKLE SCHOOL - MATCHING GRANT FUNDS

The Massachusetts School Building Authority (MSBA) has promulgated regulations that award additional grant funds to communities that have established a School Facilities Maintenance Trust Fund. Brookline established one at the 2009 Annual Town Meeting. The additional funds are awarded as a matching grant equivalent to up to 1% of the total MSBA reimbursement grant award for a project. Brookline stands to receive this bonus as part of any MSBA funding that may be approved for the Runkle School project. Based upon the expected State reimbursement for the Runkle project (approximately $12 million), the Town would have to appropriate $120,000 and would then be matched $120,000 by the State.

Estimated Cost: $120,000

Time Schedule: FY 2013 -- $120,000 Property Tax / Free Cash

93. CLASSROOM CAPACITY

As has been previously documented, the Public Schools of Brookline have been experiencing K-8 enrollment increases for the past six years. 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 require. In FY11, Town Meeting appropriated an additional $530,000 to continue the necessary work. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee) and Town/School staff will continue to engage in discussions regarding the best options for addressing the space needs

of the elementary schools. In addition to considering additions to Heath, this group will also investigate possibilities including the Baldwin School, Old Lincoln School, and Lynch Center.

Estimated Cost: $530,000

Time Schedule: Prior Year -- $530,000 Property Tax / Free Cash

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. 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, which 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. (Source: US Census)

• 26.6% of Brookline's residents are foreign born. In 2000, 29% of all children 5+ lived in a home where a language other than English was spoken. (Source: US Census 2000)

• Brookline has continued to become more racially diverse over the past several decades with approximately 20% of the Town's population being non-white according to the 2000 Census. The fastest growing minority population is Asian, at nearly 13% of the population – a much higher percentage than Boston proper and other surrounding communities. (Source: Census 2000)

• Brookline median housing prices are among the highest in Massachusetts with a current median price of over $1 million for a single family home and $446,000 for an average condominium. 40% of renters and 23% of homeowners pay more than 30% of their incomes towards housing costs. (Source: Brookline Comprehensive Plan 2005-2015, Warren Reports, Census 2000)

• Form of Government: Representative Town Meeting (240 Elected Town Meeting Members and eight At Large) with five-member Board of Selectmen and Town Administrator.

BROOKLINE FACTS (Con't.)

• As of 2000, there were 26,224 housing units. 29% of these were condominiums and 31% were located in buildings of more than 20 units. Nearly 8% of Brookline's housing units are under affordability restrictions. (Source: US Census 2000, Brookline Assessor's Dept. and Brookline Dept. of Planning and Community Development).

• 75% of the Town's residential land is zoned for single-family housing, while only 21.2% of Brookline's housing units are single family homes.

• The number of homeowner and renter households in Brookline is nearly even with approximately 55% of residents being renters. (Source: Brookline Comprehensive Plan 2005-2015)

• 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)

• Over 80% of Brookline residents work outside of the Town. (Source: Issues and Opportunities Report 2000-2010)

• Brookline is well-serviced by public transportation with 4 bus routes and access to the MBTA Green C, D, and B lines. As of 2000, 20.4% of all households owned no vehicles while 51.3% of households owned only one vehicle. Over 38% of Brookline workers either walk or take public transportation to work. (Source: Census 2000)

• 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
Incorporated: 1705

Total Area: 6.82 square miles
Land Area: 6.79 square miles

Bond Rating: Aaa

FY2011 Assessed Valuation: $14,926,437,080

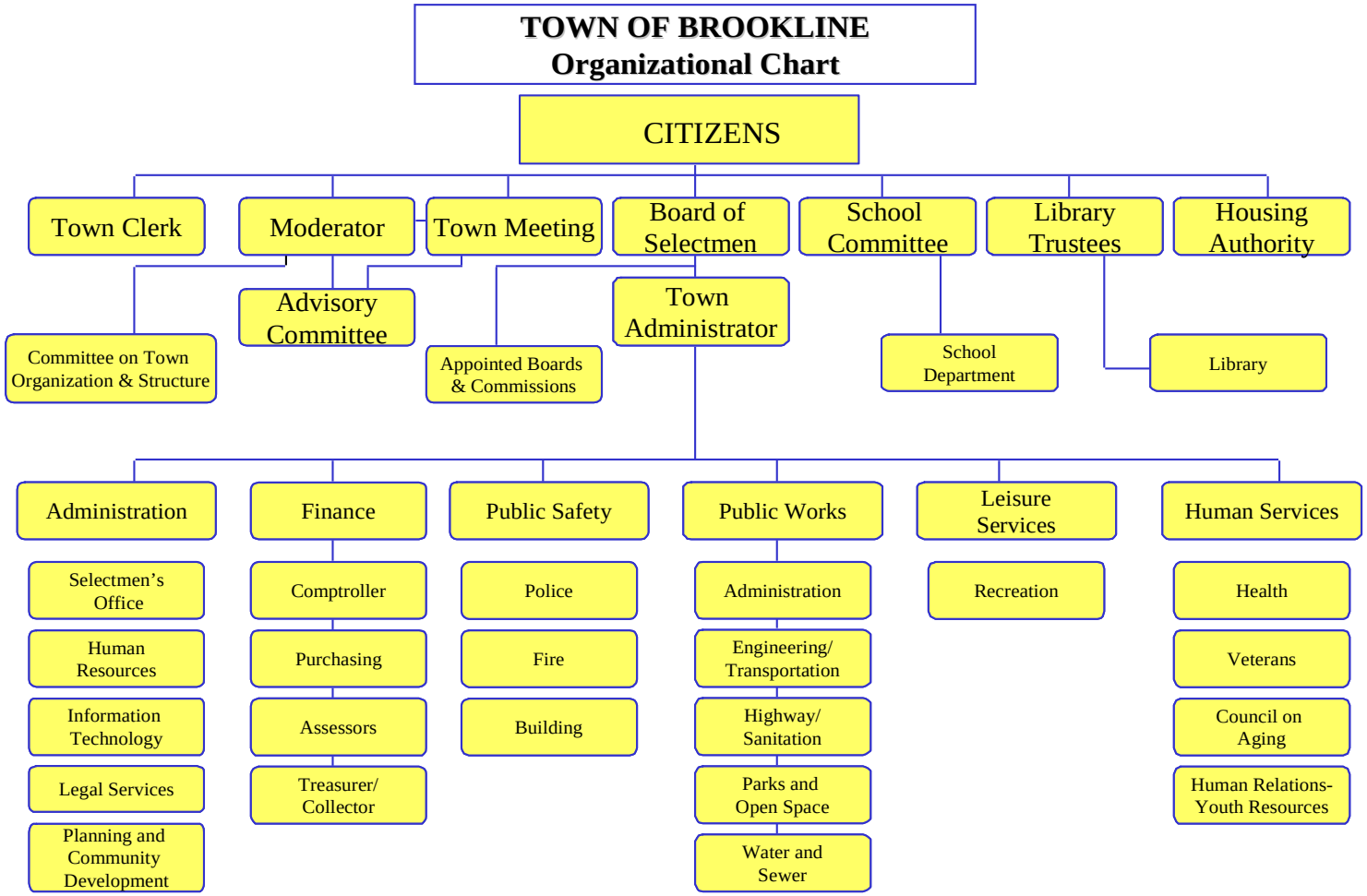
FY2011 Tax Rate:
Residential $11.30
Commercial $18.30
Residential Exemption $1,837

Demographics (2000 U.S. Census)
Population: 57,107

White: 81.1%
Asian: 12.8%
Black or African American: 2.7%
American Indian or Alaskan Native: 0.1%
Other: 3.3%

Median Age (years): 34.5

Male: 45.2%
Female: 54.8%


TOWN OF BROOKLINE
Organizational Chart
CITIZENS
Town Clerk
Moderator
Town Meeting
Board of Selectmen
School Committee
Library Trustees
Housing Authority
Committee on Town Organization & Structure
Advisory Committee
Appointed Boards & Commissions
Town Administrator
School Department
Library
Administration
Finance
Public Safety
Public Works
Leisure Services
Human Services
Selectmen's Office
Human Resources
Information Technology
Legal Services
Planning and Community Development
Comptroller
Purchasing
Assessors
Treasurer/ Collector
Police
Fire
Building
Administration
Engineering/ Transportation
Highway/ Sanitation
Parks and Open Space
Water and Sewer
Recreation
Health
Veterans
Council on Aging
Human Relations-Youth Resources

THE BUDGET PROCESS

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.

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 estimates of state and county assessments, collective bargaining objectives, and the property tax abatement reserve (Overlay).

In February*, the Town Administrator submits the recommended Financial Plan to the Board of Selectmen and Advisory Committee 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.

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.

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.

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.

(Continued on next page)

BUDGET PROCESS

CIP BUDGET	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
Selectmen hold Public Hearing on the CIP Long-Range Financial Forecast is presented	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
- CIP Committee submits final recommendations to Town Administrator - Town Administrator submits recommendations to Selectmen	December	Town Administrator develops Budget Guidelines
Planning Board and Advisory Committee's Capital Subcommittee review the proposed CIP	Dec / Jan	Selectmen adopt Budget Guidelines
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 FY10

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis	$ 5,484,870
Basis of accounting differences:	
Recognition of expenditures on modified accrual basis	20,936
Net change in recording 60-day receipts accrual	83,060
Recognition of revenues on modified accrual basis	373,622
Tax refunds payable	(1,217,000)
Recognition of revenue for on-behalf payments	(13,791,000)
Recognition of expenditures for on-behalf payments	13,791,000
Excess of revenues and other financing sources (uses) over expenditures - GAAP basis	$ 4,745,488

*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.

TOWN OF BROOKLINE FISCAL POLICIES

As approved by the Board of Selectmen on April 27, 2004
(amended June 17, 2008)

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.

• **Stabilization Fund** – a Stabilization Fund shall be maintained, under the provisions of MGL Chapter 40, Section 5B.

1. The target funding level for the Fund shall be an amount equivalent to 3% of the Town's prior year's net revenue, as defined in the CIP policies. The Fund shall be funded only with Free Cash or one-time revenues.

2. 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.

3. 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 #2a. 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 #2b. 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.

4. 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.

Post-Retirement Benefits Trust Fund – established by Chapter 472 of the Acts of 1998, this fund shall be maintained to offset the anticipated costs of post-retirement benefits of retired employees. The uses of and procedures for accessing the fund are prescribed in the above referenced special act.

The balance in the Fund shall be maintained, but future funding shall be suspended until a comprehensive statewide municipal approach is adopted. When funding is re-activated, funding may come from continued decreases in other fringe benefit line-items; from continued year-end surpluses in appropriations for employee health insurance; from continued assessments on the non-General Funds that support benefit-eligible employees; and 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.

FREE CASH POLICIES

After funding the Town's reserves, as detailed in the Town's Reserve Policies and summarized below, available Free Cash shall be used exclusively to supplement the Capital Improvements Program (CIP).

Free Cash for Reserves

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.

Stabilization Fund – Free Cash shall be used to fund the Stabilization Fund at a level equivalent to 3% of the prior year's net revenue, as prescribed in the Town's Reserve Policies. If the 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.

Affordable Housing Trust Fund – in order to support the Town's efforts toward creating and maintaining affordable housing, Free Cash shall be appropriated into the Affordable Housing Trust Fund according to the following schedule:

- when Free Cash exceeds $6 million, 5% shall be allocated to the Affordable Housing Trust Fund.
- when Free Cash exceeds $7.5 million, 7.5% shall be allocated to the Affordable Housing Trust Fund.
- when Free Cash exceeds $10 million, 10% shall be allocated to the Affordable Housing Trust Fund.

Special Use – Free Cash may be used to augment the trust funds related to fringe benefits and unfunded liabilities related to employee benefits.

Free Cash for Capital

After providing for the reserves and the Affordable Housing Trust Fund as stated above, 100% of any remaining Free Cash balance shall be dedicated to the Capital Improvement Program (CIP).

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.
- 2008 Override Funds - the $750,000 included in the CY2008 Override.

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 - 5.5% OF NET REVENUES

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 5.5% of prior year net operating revenues, plus the funds provided for in the CY2008 Override. The original $750,000 shall be increased annually by the 2.5% allowable growth in the tax levy.

- TAX FINANCED ALLOCATION - 1.25% OF NET REVENUES
  Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.25% of prior year net operating revenues.

- DEBT-FINANCED ALLOCATION - 4.25% OF NET REVENUES
  Net direct debt service shall be maintained at a target equivalent to 4.25% of prior year net operating revenues.

- CY2008 OVERRIDE FUNDS
  Beginning on July 1, 2008, an additional $750,000 shall be included per the Override. This amount shall be increased annually by the 2.5% allowable growth in the tax levy starting on July 1, 2009.

DEBT MANAGEMENT POLICIES

Debt financing of capital projects shall be utilized in accordance with the following policies:

- Debt financing shall be reserved for capital projects and expenditures which either cost in excess of $100,000 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.

- 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 $2,000. Beginning on July 1, 2004, the $2,000 per capita shall 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 exclusively to supplement the Capital Improvements Program.

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 CIP is comprised of an annual capital budget and a five-year capital program.

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 the 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., METCO, School Lunch Program).

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 rentals.

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 (not to exceed 5 percent 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 percent 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 (SBA) - 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.

Underrride - 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
ARC	Annual Required Contribution
ARRA	American Recovery and Reinvestment Act
CAC	Climate Action Committee
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CERT	Civilian Emergency Response Team
CIMS	Critical Infrastructure Monitoring System
CIP	Capital Improvements Program
CMMS	Cartegraph Maintenance Management System
COA	Council on Aging
COLA	Cost-Of-Living-Allowances
COOP	Continuity of Operations Plan
CORI	Criminal Offender Record Information
CPA	Community Preservation Act
BAT	Brookline Access Television
B-CASA	Brookline Coalition Against Substance Abuse
BEEP	Brookline Early Education Program
BPD	Brookline Police Department
BPL	Brookline Public Library
DAS	Distributed Antenna System
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
EAP	Employee Assistance Program
EECBG	Energy Efficiency and Conservation Block Grant
EFT	Electronic Funds Transfer
EIC	Efficiency Initiative Committee
EMT	Emergency Medical Treatment/Technician
EOC	Emergency Operations Center
ERI	Early Retirement Incentive
FEMA	Federal Emergency Management Association
FTE	Full-time equivalent
FPAC	Financial Planning Advisory Committee
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GIS	Geographic Information System
GIC	Group Insurance Commission
GPS	Global Positioning System
GREAT	Gang Resistance Education and Training
HMO	Health Maintenance Organization
HRA	Health Reimbursement Account
HRIS	Human Resources Information System
HUD	Federal Department of Housing and Urban Development
IMGC	Information Management Governance Committee
IOD	Injured on Duty
ITAC	Information Technology Advisory Committee
IT	Information Technology
ITD	Information Technology Department
KwH	Kilowatt Hour
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
MBTA	Massachusetts Bay Transportation Authority
MCAS	Massachusetts Comprehensive Assessment System
MGL	Massachusetts General Laws
MLC	Municipal Lien Certificate
MSBA	Massachusetts School Building Authority
MWPAT	Massachusetts Water Pollution Abatement Trust
MWRA	Massachusetts Water Resources Authority
NCLB	No Child Left Behind
NEA	National Endowment for the Arts
OPEB	Other Post Employment Benefits
OSC	Override Study Committee
OSHA	Occupational Safety and Health Administration
OT	Overtime
PEC	Public Employee Committee
PERAC	Public Employee Retirement Administration Commission
PILOT	Payments In-Lieu-Of Tax
PSB	Public Schools of Brookline
RMV	Registry of Motor Vehicles
SADD	Students Against Destructive Decisions
SBA	School Building Assistance
SOPs	Standard Operating Procedures
SWAC	Solid Waste Advisory Committee
UAAL	Unfunded Actuarial Accrued Liability
VA	U.S. Department of Veterans Affairs
VFW	Veterans of Foreign Wars
VOIP	Voice Over Internet Protocol
ZBA	Zoning Board of Appeals