

# TOWN OF BROOKLINE

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Brookline**at**300  
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## FY-2006 FINANCIAL PLAN



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

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

Enclosed for your review is the FY2006 Financial Plan prepared in accordance with Chapter 270 of the Acts of 1985 (Town Administrator Enabling Act) and Section 2.2.5 of the Town By-Laws. The FY06 Financial Plan provides a complete presentation of revenues, expenses, and capital improvements totaling \$192,084,503: a General Fund operating budget of \$159,765,597; revenue-financed capital of \$5,812,941; enterprise/revolving funds totaling \$23,620,753 (gross); and unappropriated expenses of \$7,939,029.

This Financial Plan for FY06 marks the third year of a multi-year strategy to work through a protracted period of fiscal stress. This Financial Plan also fulfills significant collective bargaining obligations that were deliberately deferred until this year; reflects the on-going effort to control and manage large cost centers like employee benefits and utilities; and builds upon the initiative to expand the revenue base through economic development and by increasing local receipts.

Some of the key features of the FY06 Financial Plan are:

- Total operating budget increase of \$6.33 million or 4.1% (compared to a 3.4% increase from FY04 to FY05, as amended).
- School budget increase of \$2.22 million or 3.9%, augmented by a \$1,000,000 carry forward of FY05 Special Education Circuit-Breaker funding (compared to a \$2.1 million increase from FY04 to FY05, as amended).
- \$3.4 million of total budget increases earmarked for collective bargaining, steps, etc. (compared to \$2.4 million in FY05).
- A \$1.36 million (8.8%) increase in health insurance costs (second year of single-digit budget increase).
- Increases in pensions (\$389,000) and Utilities (\$300,000) totaling \$689,000, compared to \$323,000 in FY05.

A number of significant obligations were deliberately delayed until 2006, both in the hope of deferring them beyond the worst of the downturn and sequencing them in conjunction with other initiatives designed to blunt their budgetary impact. Overall, this strategy appears to have succeeded. While survival budgeting is hardly cause for celebration because of lost opportunities and actual cutbacks, it seems that the Town might be turning the corner in the State's fiscal crisis without either eliminating core services or compromising the community's long-term financial position.

Carrying out such a complex strategy over a multi-year period in the diverse organization of Town government requires the commitment of innumerable individuals and groups. First, the leadership of the Board of Selectmen has been unflinching. The Board has consistently supported the Town Administration's effort to maintain budgetary stability. The School Committee and School Administration have remained committed to the Town/School Partnership. The willingness of the Advisory Committee to support the Financial Plan in providing the framework for the budget each year has been most appreciated. Particularly noteworthy has been the collaboration of the unions, who have been willing to negotiate limited settlements in specific years to structure acceptable wage patterns over a multi-year period. Without the cooperation of the unions, the critically important changes in our group health program would not have occurred. Finally, and perhaps most importantly, the creativity and perseverance of our talented department heads have been essential in carrying out this formidable agenda.



### STRATEGIC OVERVIEW

The FY02 Budget Message stated:

“The FY02 Financial Plan maintains essential services while strategically positioning the Town for an expected downturn in the national and state economies. (It) is built upon sustainable revenue and reasonable expenditure assumptions. It continues the commitment to addressing the long-term liabilities of ... insurance (and other) costs.”

With this approach as a strategic backdrop, the groundwork was set in the months following that Budget Message for the multi-year effort to meet the anticipated financial downturn: electricity and sanitation contracts were put out to bid; meetings with regional health care leaders were arranged; changes in parking meter and fine revenues were proposed; collective bargaining strategies were devised; and the formation of a Fiscal Policy Review Committee was recommended. When the outcome of these and other steps emerged in 2003 and 2004, they set the foundation for this FY2006 Financial Plan.

**LABOR AGREEMENTS** – By far and away, the most significant factor in the multi-strategy was the negotiation of labor agreements from July, 2003 through June, 2006 that mirrored the Town’s ability to pay. The importance of the cooperation of the labor unions in this regard can not be emphasized enough.

Central to the success of this approach was the synchronization of Town and School bargaining agendas through the Labor Advisory Committee, which was established in 1993 by Town Meeting resolution. The Committee is convened by the Town Administrator and involves the participation of the School Committee, Board of Selectmen, and Advisory Committee. This coordinated approach allows School and Town negotiating teams to proceed with their respective bargaining agendas, while preserving a degree of cohesion for enterprise-wide concerns such as group health insurance.

Generally, the settlement patterns for FY04-06 ranged from 2% in year one to 2%-3% in year two to 3.5%-4% in year three. The cumulative 8%-9% base wage increase over three years roughly broke down to 9% for teachers, 8.5% for public safety, and 8% for labor force and administrative personnel. Each settlement did provide additional compensation adjustments depending upon the particular needs of each unit, but these peripheral changes did not exceed . in any one year for any given bargaining unit.

The two key factors in this strategy were locking in a 2% adjustment for all units in the first year, which was our most difficult budget year, and negotiating flexibility for our group health program. In exchange for these and other items, the unions were granted wage increases that could be more than the cost of living for the third year (upcoming FY06) and the existing group health schedule of benefits were maintained , including \$5 office visit co-pays, prescription drug co-pays of \$5 and \$10, and ER co-pays of \$25.

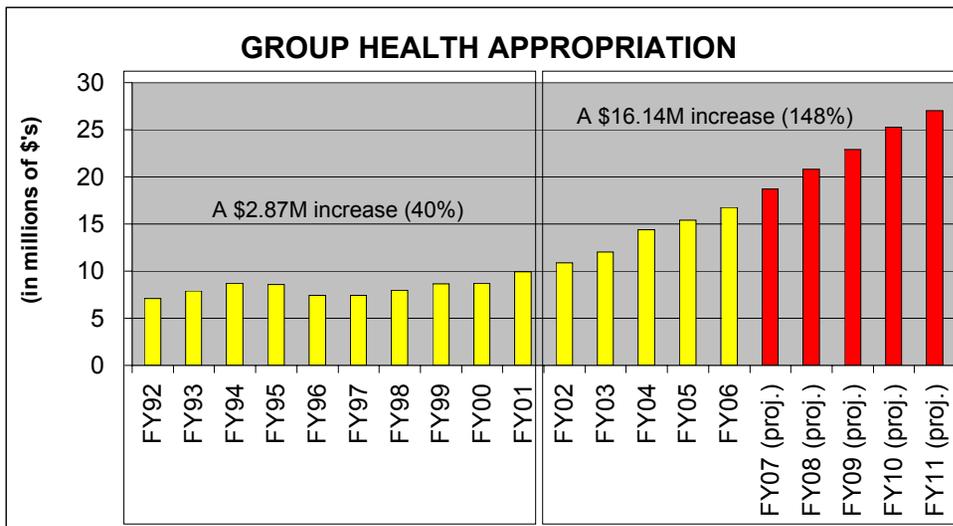


With such limited wage adjustments in the early years of the labor agreements, across-the-board work-rule and language concessions were not expected. Nevertheless, some changes were negotiated that enabled several important initiatives to proceed. The police agreed to the establishment of a non-uni Executive Officer position; AFSCME agreed to administrative changes that opened the way for the Public Safety Business Office; and teachers agreed to an additional instruction day.

**FRINGE BENEFITS**

• Group Health - On October 1, 2004, the Town moved all of its employees, retirees, and their dependents under the coverage of a single provider, Blue Cross and Blue Shield of Massachusetts. This final step was the culmination of 18 months of effort involving competitive bidding, complex plan conversion, and intense labor negotiations. This change will result in the avoidance of \$6 million in health insurance costs over the next five years. In FY05 alone, the Town realized \$800,000 in savings, which was used to offset local receipt revenue losses and to bolster the School budget. Additionally, employees saved \$267,000 in payroll withholdings for their share of group health premiums this year.

In addition to the outright reduction in FY05, BC/BS was able to hold the increase in premiums for FY06 to single digits. This two-year experience is remarkable in the Massachusetts municipal environment. For example, the state's largest municipal health purchasing consortium, with well over 100 members, is experiencing increases of 20% on average. The Town's two-year experience has helped enormously in providing the budgetary capacity necessary to support the wage adjustments deferred until FY06.



FY	RATE CHANGE		BUDGET CHANGE
	BC / BS	HARVARD PILGRIM	
2001	20%	13%	\$1,250,000
2002	5%	1%	\$925,000
2003	5%	14.79%	\$1,150,000
2004	20%	17.56%	\$2,400,000
* 2005	-2%	20%	\$1,050,000
2006	10.3%	na	\$1,360,000
<b>Total</b>			<b>\$8,135,000</b>

\* 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.



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

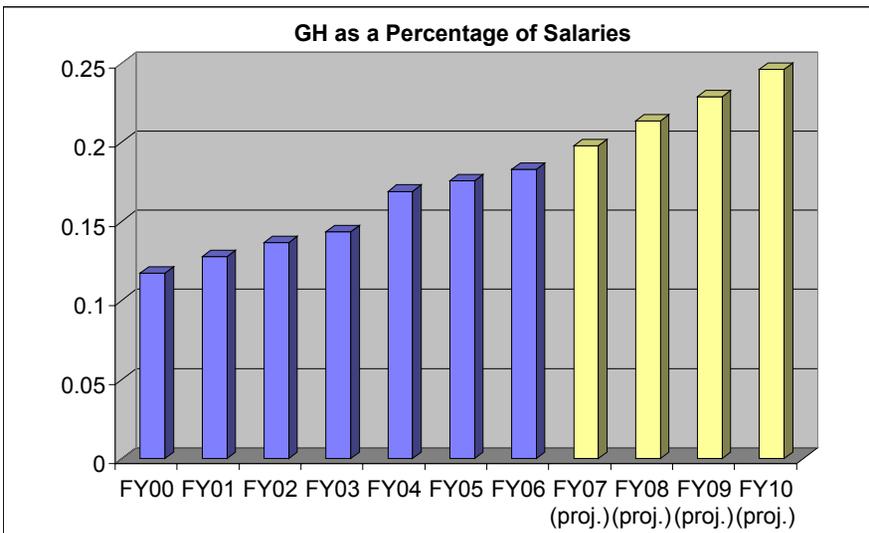
Obviously, the future for group health remains uncertain. Town budget increases prior to the most recent change were staggering -- 10.6% in FY03 and 19.5% in FY04. If double-digit rate increases were to return in the future, the renewed pressure on the operating budget would be immense. Going forward, it is expected that aggressive wellness programs and the introduction of consumer driven plans will be utilized to curb the growth in health costs.

Compounding the yearly rate increases is the growth in enrollees. Since FY00, the total number of enrollees has increased by 133, or 5%, with the Schools accounting for all of the growth (the Town has actually realized a decrease of 12). To put these figures into dollar terms, using the average cost of approximately \$6,000 per enrollee, the 133 new enrollees have added close to \$800,000 to the group health budget.

Of the 133 new enrollees, 50 are retirees and 83 are actives. At the risk of a bit of simplification, when 50 employees retired, their positions were back-filled, and 83 employees in new benefit-eligible positions enrolled in the Town's group health program. This retiree group health phenomenon will continue to place mounting pressure on budgets since approximately 110 Town employees will reach the maximum retirement benefit over the next five years. Among school employees, there are approximately 95 personnel with at least 25 years of service who are 55 years of age or older.

One result of the growth in this budget buster is that health insurance costs measured as a percentage of salaries has increased significantly, from less than 12% in FY00 to more than 18% in FY06. This growth is the inevitable outcome of a 93% increase in the group health budget versus growth in total town and school salaries of less than 24%. The graph below shows this trend, along with projections of future growth, based upon the current assumptions for the group health budget and collective bargaining settlements. The practical implications are that by FY10, for every \$1 earned by employees, the cost to the Town inclusive of health coverage will actually be \$1.25.

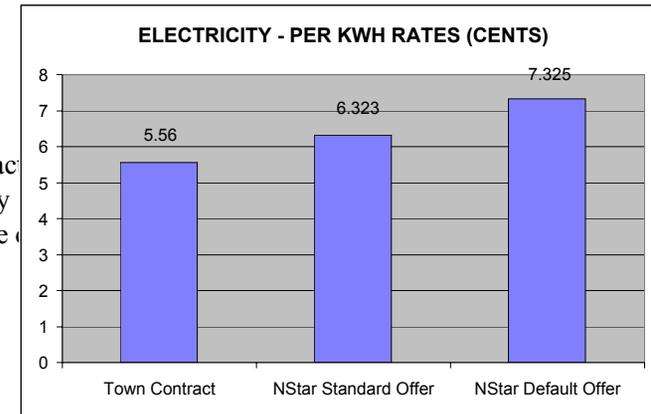
• **Retirement** – In order to maintain the Town's plan to fully fund the retirement system by 2023, an appropriation of \$9.92 million is required, an increase of \$389,000, or 4.1%. The increase could have been significantly larger had not the Retirement Board adopted changes to certain variables used in the calculation of the funding schedule. On May 25, 2004 the Chairman of the Retirement Board appeared before the Board of Selectmen to report that the following changes were adopted: long-term earning estimates were increased from 8% to 8.25%; long-range wage increase assumptions were reduced from 5.5% to 5%; and annual budget inflation was increased from 2.5% to 3.5%. Although this remains a considerable increase, the preponderance of which is allocated against the municipal (non-school) budget, it avoids the necessity of much deeper cuts in operating accounts that would have resulted from the initial estimate.





**LONG TERM CONTRACTS**

• Electricity – As part of our multi-year strategy, the Town Administration attempted, where possible, to lock in long-term commodity/service contracts to sustain as much price stability as possible. Fortunately, because the Town was among the very first municipalities to act in the aftermath of utility deregulation in 1997, Brookline was able to secure favorable electricity contracts during this recent period of revenue contraction and energy cost explosion. The current electricity contract is a fixed price of 5.56 cents per kilowatt hour, which compares to the current default rate of 7.325 cents per kwh. Although other energy cost increases have been staggering (natural gas, heating oil, and gasoline/diesel), this long-term agreement will provide constant pricing through May, 2006. To date, it is estimated that approximately \$1 million in electricity costs have been avoided as a result of the Town's actions.



• Solid Waste Disposal Contract– In May of 2002, the Town entered into a five-year contract for solid waste collection and processing. Through the efforts of the DPW Commissioner, the Town was able to negotiate a cap on annual price increases of 2.5% over the life of the contract. This rate compares quite favorably to other communities. In addition, the contractor makes use of the transfer station, resulting in less noise and fewer trips for hauling the Town's 13,000 tons of solid waste to environmentally appropriate disposal sites.

**LOCAL REVENUE** – Over the past several years, private development facilitated by Town Economic Development efforts have generated about \$1 million in "new growth" in the property tax levy. Many of these projects were on parcels that were previously tax-exempt. For example: Kendall Crescent (\$160,000), Webster St. Hotel (\$405,000, plus an additional approximately \$300,000 in Hotel/Motel Excise), and 1010 Commonwealth Avenue (\$145,000). In addition, starting in 2002, the Town increased parking meter rates, parking fines, and other local receipts. Meter rates were increased effective January, 2002. That fiscal year, meter revenue was \$1.2 million prior to the rate increase; last year, meter revenue was \$1.925 million. Meter rates here remain considerably lower than Boston and the rate increases have reportedly not adversely effected patronization of Brookline commercial areas.

Parking fines were increased effective September 1, 2002. This change occurred after the State Legislature authorized the Town to increase its fine schedule in response to a Home Rule petition voted at the 2001 Annual Town Meeting. Prior to the increase, parking fine revenue was \$2.8 million; for FY06, it is expected to be \$4 million. Again, this increase has had a direct effect on the Town's ability to cope with the local aid cutbacks. However, it must be noted that this revenue actually peaked in FY03 at \$4.6 million and that the deterrent effect of the elevated fine schedule resulted in 44,000 fewer tickets issued in FY04 vs. FY03. After this initial surge in receipts, revenue estimates had to be revised downward mid-year in FY05.

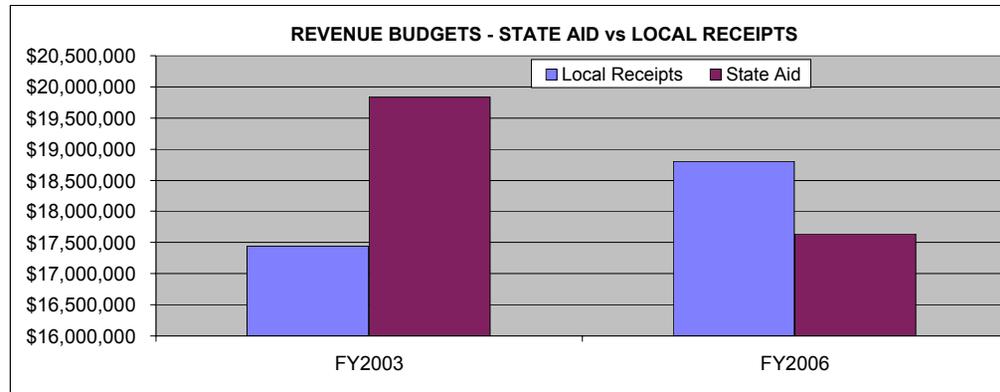
Several other fine and fee categories, totaling about \$250,000, have been increased over the past two years. Ranging from Municipal Lien Certificates (MLC's) to Town Clerk fees to Fire Department inspection fees, a number of adjustments have been recommended by the Selectmen's Revenue Committee after thorough review.



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The combination of these increases with the cuts in state aid has resulted in the Town generating more non-property tax revenue on its own than it receives from the State, as shown in the graph below.



**FISCAL POLICY REVIEW COMMITTEE** – In May of 2003, the Town Administrator recommended the establishment of a Committee to review all Town Fiscal Policies to ensure their viability with the passage of time, particularly in this period of budget crisis. The Report of the Committee is available in the Selectmen's Office or on-line at [www.townofbrooklinemass.com](http://www.townofbrooklinemass.com). However, the recommendations of this Committee continue to be a critical factor in maintaining the Town's budgetary equilibrium.

- The recommendations brought greater clarity to the Fiscal Policies, which starting last year were printed in their entirety in the Financial Plan and are again this year in Section VIII.
- The recommendations provided much needed relief to the operating budget by offering greater flexibility in the area of reserves.
- The recommendation to continue with the CIP financing policy that dedicates an amount equivalent to 5.5% of the prior year's net revenue to the CIP stabilizes the overall impact of the CIP on the operating budget.
- The recommendation to continue using Free Cash for the replenishment of reserves and for the CIP allows the Town to avoid using this widely-fluctuating revenue source in the operating budget.
- The reaffirmation of the core principals underlying the fiscal policies brought a sense of reassurance to Town policymakers that the policies are indeed essential to the long-term viability of the Town's financial position.

In addition to adherence to the formal Fiscal Policies, during this multi-year period the Town has continued a number of budgetary and management practices that have also contributed greatly to the balanced FY06 budget. Judicious use of a hiring freeze, overall position control, and continuation of the 1994 Override requirements have played an important role. In particular, the Town/School Partnership has helped stabilized funding for education, giving school leadership an invaluable edge of predictability in the effort to sustain quality education.



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### FORECAST VS. BUDGET

The FY06 budget process began, as planning begins every year for each budget cycle, with the preparation of a Long Range Financial Forecast. The Forecast was presented to the Board of Selectmen on November 30, 2004 and projected a \$1.8 million budget deficit for FY06.

Virtually every budget cycle starts with a forecasted deficit in large part due to the inherent structural shortfall under Proposition 2 ½. The principal revenue source, the property tax, is capped at 2 ½% plus “new growth”, but fixed costs such as utilities and retirement, along with budget busters like group health, are escalating at rates far greater than 2 ½%. And, of course, these escalations are in addition to annual wage adjustments, necessary program expansions, and mandated costs such as special education.

By February 15th, when the Financial Plan must be completed and submitted to the Board of Selectmen and Advisory Committee, the underlying budget is always in balance. It is balanced not only because State law requires it, but also because the budget process each year forces adjustments that must take into account the realities of that given year. For example, revenue estimates presented in November are predicated upon only first quarter collections. When the Financial Plan is finalized, it benefits from a half-year of experience. Further, local aid estimates are more firm because the Governor usually files his or her budget by the end of January of each year.

This annual cycle of forecasted deficits followed by balanced budgets frequently gives rise to questions about the accuracy and/or credibility of the forecasting process. To help understand the forecasting/budgeting dynamic, it is illustrative to walk through the specific revenue and expenditure adjustments that transformed the FY06 Financial Forecast from deficit to a balanced FY06 Financial Plan.

First, a few comments on the Forecast process itself are in order. The Forecast entails close to 500 separate expense and revenue line-items that are updated each year. The Finance Director, who is also the Town Treasurer, prepares the revenue forecast. The Deputy Town Administrator, who functions as the Town’s chief budget officer, prepares the expenditure forecast. There is regular consultation between these two officials, but also a healthy arrangement for checks and balances on accuracy, assumptions, and methodology. Both the revenue and expenditure forecasts are submitted to the Town Administrator prior to the presentation of the entire package to the Board of Selectmen.

The initial Forecast projected a shortfall of \$1,856,123, of which \$902,572 was allocable to municipal budgets and \$953,551 to the education budget under the Town/School Partnership Agreement. The following describes how the municipal share of the deficit has been addressed. The education budget is overseen by the School Committee and Superintendent of Schools, and this year is augmented by \$1,000,000 of FY05 Special Education “Circuit Breaker” funding that can be carried forward to FY06. The Superintendent of Schools outlines the approach to the education budget in his Budget Message.

Between November 30 and February 15, the Town’s \$902,572 deficit actually worsened to \$1.06 million due to skyrocketing energy costs and other items. (It was looking even more bleak at that point due to a preliminary BC/BS increase of 15%, or \$750,000 more than the 10% increase included in the initial Forecast.) This shortfall was eliminated by a number of factors including revised local receipt assumptions; improved local aid assumptions based on the Governor’s budget; negotiated modification of town/school allocations; virtual deletion of inflation; and outright budget reduction.



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The following summarizes the actions taken between late-November and early-February that zeroed-out the Town's share of the shortfall initially projected:

- \$175,000 in additional Local Receipts. An additional \$350,000, split evenly between Town and School budgets, is based upon a six month actual experience vs. just first quarter experience. Additional growth in interest income and building permit fees were primary factors.
- \$157,500 in additional Local Aid. Aid from the State was assumed to be level funded in the original Forecast. The most significant piece of the increase comes from Governor Romney's proposal to restore Lottery Diversion a year ahead of schedule as voted by Legislature last year. This means \$375,000 to Brookline, which again is split 50% - 50% with the Schools. There are other revenue increases/decreases and state assessment increase/decreases that bring the net increase to \$315,000.
- \$139,000 Circuit Breaker Funding Credit. Because Special Education is considered a Fixed Cost in the Town/School Partnership Agreement, the Town Budget absorbs a portion of the SPED budget increase. When \$1,000,000 in Circuit Breaker funding was unexpectedly distributed to the Brookline Schools, there was no provision in the Agreement for the Town to benefit from this disbursement in proportion to the impact of this fixed cost obligation on the municipal budget. A consensus adjustment in the amount of \$139,000 was reached.
- \$217,000 Inflation Absorption. This includes the elimination of across the board inflation factors included in the original Forecast (\$172,000) along with the absorption of the 2 ½% Solid Waste contract escalator (\$45,000).
- \$126,000 Adjustments to the Water/Sewer Overhead. The Water and Sewer Enterprise Fund reimburses the General Fund for costs incurred by the General Fund for certain enterprise operations. These entail debt services, fringe benefits, and indirect costs that had not been updated to reflect current salary schedules.
- \$242,000 Budget Cuts. Despite the revenue and accounting adjustments noted above, the Town operating budgets still had to undergo close to a quarter million dollars in budget reductions. Approximately \$98,000 was absorbed by public safety accounts; \$45,000 in Public Works; \$37,000 in Finance; \$24,000 in the Building Department; \$23,000 in Human Services; and \$16,000 in accounts controlled by the Selectmen.

**BUDGET OBJECTIVES**

Despite the budgetary pressures of recent years, the Town has been able to implement a number of organizational and/or process changes to improve both efficiency and performance. Among these changes have been the Combined Dispatch Center, Joint Public Safety Business Office, the unified (town/school) Information Technology Department, expanded employee training, and the formal re-establishment of an organization wide mid-management (non-unionized) supervisory group. In addition, there have been innumerable opportunistic initiatives taking advantage of circumstances as they arose. For example, when the ambulance contract was renewed in the Spring of 2004, the informal stationing of a second ALS back-up unit was officially incorporated into the renewed contract with conditions to improve response times. As a result, the percentage of responses in less than six minutes has increased from 91% to 96%.



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Each Financial Plan includes several hundred objectives reflecting the planned priorities for each department for the fiscal year. Some are general statements of intent; most are specific tasks expected to be accomplished. The following elaborates upon the 25 Objectives identified by the Board of Selectmen. In the aggregate, the Selectmen's Budget Objectives outline much of the Town's policy agenda for the coming year.

1-3. Aaa Credit Rating; Operating Efficiencies; CIP- These financial objectives are addressed throughout the other sections of the Budget Message.

4. Legislative Agenda- The potential General Legislation that could have the greatest impact on all cities and towns is the re-enactment of Ed Reform Legislation. The Supreme Judicial Court will soon rule on claims by students in a number of school districts across the state contending that after 10 years of Ed Reform (1993-2002), equal educational opportunity is still not being provided under the state Constitution. Although Brookline was classified as a Minimum Aid community in the initial Ed Reform funding formulas, it nevertheless received Chapter 70 increases totaling more than \$3,000,000 during this period. While municipalities certainly will need to accept Ed Reform re-enactment that addresses Equity and Accountability, we must continue to insist upon funding adequacy to assist all districts in carrying out the undeniable requirements of providing quality education for diverse school populations.

There are also several pieces of Brookline Special Legislation (Home Rule Legislation) that will be taken up in this session. One of the most significant is the bill to enable the Town to enter into a 95-year lease for the redevelopment of the 2 Brookline Place property. State Law allows lease agreements for only 10 years. Passage of this Special Legislation is essential to the success of the project that is expected to generate more than \$1 million per year in tax revenue.

5. Emergency Preparedness- Grant support for the Town's Emergency Preparedness is becoming more substantial. The Town was awarded a \$578,882 allocation under the \$17 million Urban Area Security Initiatives (UASI), for example. The next round of the UASI grant is expected to increase to \$25 million and the Town's allocation is expected to grow at least proportionately.

6. Brookline 300 - Planning for the Town's Tercentenary Celebration has been premised on the avoidance of Town appropriations to support the two major Brookline 300 programs: the Brookline 300 Festival and the Anniversary Day weekend. Efforts thus far have been able to honor that premise. For the \$150,000 fundraising goal, \$100,000 in contributions and pledges have already been received. The Brookline community has been extremely generous. To the extent that the fundraising requirements can not be met, bequeathed trust funds and special revenue accounts will be reviewed for possible consideration for this purpose.

7. Comprehensive Plan - The proposed FY06 CDBG budget includes \$87,530 for Comprehensive Plan implementation activities. Coupled with remaining funds from previous appropriations, there will be adequate resources for implementing the first year work program to address the issues and opportunities identified in the Comp Plan.



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8. Affordable Housing - The Town's Free Cash level was not certified at a high enough level to recommend an allocation in FY06 to the Affordable Housing Trust Fund under the Town's Fiscal Policies. However, previous allocations to the Trust Fund will soon realize a return from the St. Aidan's project. Construction of this 59 unit development with 50 desperately need affordable units will get underway this Spring. Permitting income alone will be \$300,000 and the new tax growth should eventually exceed \$300,000 annually.
9. Fisher Hill Reservoir(s)– Re-use of the adjacent State and Town inactive Reservoirs remains a priority -- the former for open space/recreation needs and the latter for development purposes, preferably housing. Proceeds from the sale of the Town site are expected to fund the development of the state parcel, once acquired. The purchase price of the state reservoir can not be finalized until the Legislature approves the sale of the property. Because the Town's bill filed in 2003 did not make it through the Legislative Session that concluded in 2004, the bill must be re-filed with the General Court.
10. Zoning Administration Project– The FY06 budget includes \$30,000 for half-year start-up funding for a new position of Zoning Administrator. This new position is a direct result of the Zoning Administration Study, which provided a comprehensive overview of the Town's zoning process. The exact nature of this position will not be defined until a work plan for the Study's Interim Actions is completed, anticipated in June, 2005. The \$30,000 is budgeted in the Town Clerk's Office as a holding spot for the proposed position until its permanent organizational location can be determined. Fees for plan review and ZBA action are also being reviewed. It is anticipated that increased fees can help defer some of the costs of this new position.
- 11-12. Economic Development Office; Commercial Tax Base- With a new Director on board, it is expected that the Economic Development Office will again play a prominent role in Town initiatives during the coming year. Proposed funding for the position is set at 1.0 FTE, a year ahead of the planned schedule for establishing full-time equivalency.
- 13+19 Open Space/Recreation Vision– In addition to the open space development at the Fisher Hill Reservoir, the conversion of the Newton Street Landfill site for active/passive recreational purposes remains on schedule. An Urban Self-Help grant in the amount of \$250,000 was just awarded to the Town to assist with this project. Also, the introduction of synthetic turf for an existing town recreational/athletic site remains a priority. External funding is also being pursued in conjunction with the feasibility study for this approach at Downes Field. The Recreation Master Plan, which was funded in FY05, will guide the delivery of recreation, park and open space amenities, services, programs, and facilities within the Town. The goal of this Master Plan is to establish a park and recreation policy framework, management and maintenance program, and capital improvement plan through which the quality of life of all Brookline residents will be enhanced well into the future.
14. Information Technology– The transformation of information technology from a “back-office” operation to a department that leads other town and school departments in realizing their technology goals has been critically important. The IT Strategic Plan resulted in an IT Department, now led by a CIO who reports to both the Town Administrator and the School Superintendent that has developed a model municipal website helped

by a CIO who reports to both the Town Administrator and the School Superintendent, that has developed a model municipal website, helped Fire Department enter the 21st century in terms of technology, and lead a team that chose a robust School Student Information Management



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System. Much work remains, however, including devising a wireless strategy, rolling out new enterprise-wide systems (maintenance management, records management), and completing the Instructional Technology Plan with the School Department.

15. Utilities - The Town has undertaken many utility-related initiatives in recent years. It is becoming increasingly evident that efforts should be taken to more closely coordinate these initiatives. The establishment of a more comprehensive approach with oversight of these disciplines should be considered. Participants on separate committees for utility deregulation, electric power aggregation, underground wiring, along with potential representation from recent wireless initiatives, could be convened in a group with an overall mandate.
16. Town Counsel Transition– Recruitment and screening for the critically important position of Town Counsel is underway. The timetable is to identify finalist(s) by early-April, well in time for the upcoming transition expected after the Annual Town Meeting.
- 17-18. Collective Bargaining/Group Health– All Town and School collective bargaining agreements are settled through June, 2006, except for the firefighters, with whom a successor agreement has not been reached since the expiration of their last contract in 2003. The State Joint Labor Management Committee (JLMC) has taken jurisdiction of these negotiations. The sub-units for AFSCME have agreements that extend to June, 2007. As the commencement of negotiations approaches, the Town needs to ensure that it has once again structured a long-term approach that can provide equitable settlements within the Town’s ability to pay.
20. Putterham Meadows Golf Course- Revenues from the Putterham Meadows Golf Course Enterprise Fund in recent years have not reached levels that can match expenditures for both the operation of the course and the budgeted fee for the Town’s General Fund. Recent projections have indicated that course revenue will not even cover operational expenses by the end of this decade unless paid-rounds steadily increase. It has been recommended that a comprehensive study of Putterham Meadows be conducted through the retention of an experienced professional golf consultant. Strategies for increasing the number of paid-rounds need to be fully explored. The study is expected to cost less than \$25,000 and be completed this year in time for any adjustments that might have to be made in the preparation of the FY07 Financial Plan.
- 21-22. Cable TV/Access Television– The current license with Comcast, the larger of the two cable television providers in the Town, expires on June 30, 2005. The renewal license will need to address many critical issues including continued revenue to the Town, support for Brookline Access Television, and service quality standards. The RFP has been issued by the Town with negotiations expected to commence before the end of February.
23. Focused Residence Picketing– Though not having a direct budgeting impact, the Selectmen will keep this matter on their agenda per the Town Meeting vote to extend the existing By-Law 18 months. The matter is to be brought back to Town Meeting in the Spring of 2006.

24. Handicapped Accessibility- According to the Building Department, the Town has invested several million dollars in handicapped accessibility over the past decade. This has been accomplished both as part of the capital renovations of most Town/School facilities and as the result of targeted



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initiatives at isolated needs such as elevators at the Driscoll School and the Old Lincoln School. In 2001, the Town entered into a consent agreement with the Justice Department concerning the remediation of over 100 specific accessibility items. Virtually all of these have been addressed. Recent meetings between the Town Administration and the Commission for the Disabled have helped clarify the misimpression that the Town had not been responsive to these requirements.

25. CDBG – Federal Block Grant Funds continue to support important social programs, in addition to functioning as a critical component of the Town’s Capital Improvement Program and support budget. For the coming year, our CDBG allotment is expected to be \$1.85 million. The Town should continue to exert all possible efforts to see to the continuation of this program on the Federal level. Without these resources, housing, human services, and other essential community-based services will be cut back.

**BUDGET CUTS / MAINTENANCE OF EFFORT INCREASES**

Throughout the budgets presented in the FY06 Financial Plan, there are a number of adjustments that unfortunately involve unavoidable cutbacks in many line-items, while other line-items are increased simply to sustain a maintenance of effort for essential needs. The \$242,000 in cutbacks has been spread across departments and are concentrated heavily in capital outlay. One part-time position is eliminated and the balance is being cut primarily from contractual accounts.

- The **Assessing Department** realized \$36,600 in reductions involving the elimination of a part-time position (-\$6,600) and a revised approach to the upcoming revaluation process (-\$30,000).
- The **Police Department** budget is reduced through the deferral of two cruisers (-\$68,294) and the **Fire Department** by (-\$30,000) as a result of eliminating an account that was established in FY03 for start-up purposes for Homeland Security. External funding has displaced the need to continue this Town funding.
- Both the **Building Department** (-\$24,000) and **Health Department** (-\$23,000) will be deferring vehicle replacements, including the addition of another hybrid vehicle.
- Contractual services have been reduced for **Public Works** (-\$45,000) and for the **Board of Selectmen** (-\$15,513). The DPW reductions are for leaf removal and streetlight repair and maintenance contracts. It is hoped that re-bidding the recycling contract might produce compensating savings. The Board of Selectmen's reduction comes from general consulting, the professional services account that is anticipated to support contractual services for

cell tower technical studies and the Putterham Meadows study

To sustain current services at maintenance of effort levels, a number of upward adjustments had to be made. These entailed the continuation of pay and classification revisions implemented over the prior two years and demand involves several maintenance and service contracts for technology.



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

And, as already noted, energy demands have jumped dramatically.

- It is recommended that the **Library** be able to establish a new half-time position to assist with increased demand, especially for the Coolidge Corner branch (+\$15,000).
- **Police Department** and **Fire Department** technology support (+\$60,035), particularly for wireless technology and communications needs. Increased support requirements for Town's financial system (MUNIS), outsourced payroll system (Harpers), and outsourced property tax accounts receivable system (+\$38,425).
- The recently implemented **AFSCME payroll classification plan** is continued (+\$68,000) along with step adjustments (+\$94,000) that result from the pay and classification plans approved over the past couple of years. Because of the transition from a self-insured to **fully-insured health program**, personnel costs (+\$86,000) and consulting expenses (+\$10,000) previously charged to the Trust Fund must now be carried by the General Fund operating budget.
- In FY05, the Town's contractual price for **heating oil, natural gas, and gasoline/diesel** increased between 20% - 30%. Since the FY05 budget included an increase of just 5%, there are shortfalls in departmental budgets for these expenses. To fund FY06, the FY05 budget must be increased to reflect the actual costs, and then increased for anticipated cost growth in FY06. The combination of the FY05 under-funding and the FY06 cost increase results in a total budget-to-budget increase of \$296,361 (when Enterprise Funds are included, the increase is \$346,117). Fortunately, the Town's electricity contract is a fixed rate; therefore, no additional expenses are budgeted.

### CAPITAL IMPROVEMENT PROGRAM

Over the past decade, the Town has made a significant commitment to its Capital Improvements Program (CIP) to address the backlog of capital needs created by the under-investment in infrastructure during the late-1970's and the 1980's. Over the past 10 years, the Town has invested more than \$216 million in the CIP. Although there is more to do in the areas of street repairs, parks/open space improvements, and school and town facilities upgrades, the commitment to capital improvements is clearly showing positive results.

The FY06 – FY11 CIP continues the Town's aggressive approach toward reducing its capital project backlog and improving the Town's physical assets. Developed within the parameters of the Board of Selectmen's CIP Policies, which can be found in their entirety in Section VIII of this Financial Plan, the proposed CIP incorporates a number of major projects along with a financing plan that includes outside funding sources and grant opportunities. 7

proposed CIP incorporates a number of major projects along with a financing plan that includes outside funding sources and grant opportunities. A fundamental policy that 5.5% of the prior year's net revenue be allocated to the CIP is observed, avoiding additional burdens on the operating budget.



**FY2006 PROGRAM BUDGET**

**BUDGET MESSAGE**

The recommended CIP calls for an investment of \$73.48 million over the next six years, for an average of \$12.25 million per year. The total appropriations from all financial sources by year, by allocation, and by project category are shown in the below. (Please see Section VII for a complete listing of all projects.)

**TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2006 - FY2011**

REVENUE CODES:			CATEGORY CODES (CC):							
A = Property Tax / Free Cash / Overlay Surplus	D = Golf Budget	G = Utility Bond	1 = New Facility Construction	4 = Infrastructure	4 = Infrastructure					
B = General Fund Bond	E = Golf Bond	H = CDBG	2 = Facility Renovation / Repair	5 = Vehicles	5 = Vehicles					
C = State / Federal Aid	F = Utility Budget	I = Other	3 = Parks/Open Space/Playgrounds	6 = Miscellaneous	6 = Miscellaneous					
CC	Total	Prior Year (FY05)	2006	2007	Future Capital Improvement Plan			2010	2011	Future Years
<b>GRAND TOTAL BY SOURCE</b>										
A = Property Tax / Free Cash	47,652,989	10,819,969	5,102,017 35%	4,707,000 20%	4,316,500 43%	4,742,500 81%	5,262,500 38%	5,352,500 39%	7,350,000 21%	
B = General Fund Bond	55,439,002	745,000	5,360,000 37%	11,850,000 50%	1,980,000 20%	924,000 16%	7,700,000 56%	- 0%	26,880,000 78%	
C = State / Federal Grants	10,982,771	9,168,739	960,924 7%	853,108 4%	- 0%	- 0%	- 0%	- 0%	- 0%	
D = Golf Budget	-	-	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
E = Golf Bond	-	-	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
F = Utility Budget	50,000	50,000	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
G = Utility Bond	9,250,000	-	2,500,000 17%	6,000,000 25%	250,000 2%	- 0%	500,000 4%	- 0%	- 0%	
H = CDBG	1,848,605	228,605	300,000 2%	220,000 1%	220,000 2%	220,000 4%	220,000 2%	220,000 2%	220,000 1%	
I = Other	3,945,000	495,000	200,000 1%	- 0%	3,250,000 32%	- 0%	- 0%	- 0%	- 0%	
<b>Grand Total</b>	<b>129,168,362</b>	<b>21,507,313</b>	<b>14,422,941</b>	<b>23,630,108</b>	<b>10,016,500</b>	<b>5,886,500</b>	<b>13,682,500</b>	<b>5,572,500</b>	<b>34,450,000</b>	
<b>GRAND TOTAL BY ALLOCATION</b>										
General Government	19,120,486	681,469	5,749,017 40%	10,750,000 45%	275,000 3%	250,000 4%	275,000 2%	300,000 2%	840,000 2%	
Planning and Community Development	1,140,000	245,000	- 0%	- 0%	175,000 2%	- 0%	150,000 1%	- 0%	570,000 2%	
Public Safety	2,620,000	415,000	655,000 5%	230,000 1%	120,000 1%	- 0%	150,000 1%	- 0%	1,050,000 3%	
Library	1,998,500	793,500	165,000 1%	- 0%	412,000 4%	240,000 4%	73,000 1%	315,000 2%	- 0%	
DPW - Transportation	820,000	695,000	- 0%	- 0%	- 0%	125,000 2%	- 0%	- 0%	- 0%	
Engineering/Highway	27,431,376	12,882,344	2,415,924 17%	2,643,108 11%	1,752,500 17%	1,752,500 30%	1,917,500 14%	1,827,500 13%	2,240,000 7%	
Water / Sewer	9,300,000	50,000	2,500,000 17%	6,000,000 25%	250,000 2%	- 0%	500,000 4%	- 0%	- 0%	
Parks & Playgrounds	13,905,000	1,185,000	2,045,000 14%	2,320,000 10%	3,685,000 37%	980,000 17%	1,070,000 8%	980,000 7%	1,640,000 5%	
Conservation/Open Space	3,445,000	1,905,000	130,000 1%	190,000 1%	420,000 4%	130,000 2%	180,000 1%	310,000 2%	180,000 1%	
Recreation	1,630,000	1,175,000	- 0%	30,000 0%	225,000 2%	- 0%	50,000 0%	150,000 1%	- 0%	
Public Schools	47,758,000	1,480,000	763,000 5%	1,467,000 6%	2,702,000 27%	2,409,000 41%	9,317,000 68%	1,690,000 12%	27,930,000 81%	
<b>Grand Total</b>	<b>129,168,362</b>	<b>21,507,313</b>	<b>14,422,941</b>	<b>23,630,108</b>	<b>10,016,500</b>	<b>5,886,500</b>	<b>13,682,500</b>	<b>5,572,500</b>	<b>34,450,000</b>	
<b>GRAND TOTAL BY CATEGORY</b>										

1	New Facility Construction	-	-	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%
2	Facility Renovation / Repair	67,721,500	3,998,500	6,518,000 45%	11,972,000 51%	2,914,000 29%	2,634,000 45%	9,500,000 69%	2,190,000 16%	27,995,000 81%	
3	Parks / Open Space / Playgrounds	19,175,000	5,090,000	2,175,000 15%	2,510,000 11%	4,105,000 41%	1,060,000 18%	1,175,000 9%	1,240,000 9%	1,820,000 5%	
4	Infrastructure	36,691,376	11,872,344	4,915,924 34%	8,643,108 37%	2,177,500 22%	1,877,500 32%	2,567,500 19%	1,827,500 13%	2,810,000 8%	
5	Vehicles	1,575,000	-	375,000 3%	50,000 0%	- 0%	- 0%	100,000 1%	- 0%	1,050,000 3%	
6	Miscellaneous	4,005,486	546,469	439,017 3%	455,000 2%	820,000 8%	315,000 5%	340,000 2%	315,000 2%	775,000 2%	
	<b>Grand Total</b>	<b>129,168,362</b>	<b>21,507,313</b>	<b>14,422,941</b>	<b>23,630,108</b>	<b>10,016,500</b>	<b>5,886,500</b>	<b>13,682,500</b>	<b>5,572,500</b>	<b>34,450,000</b>	



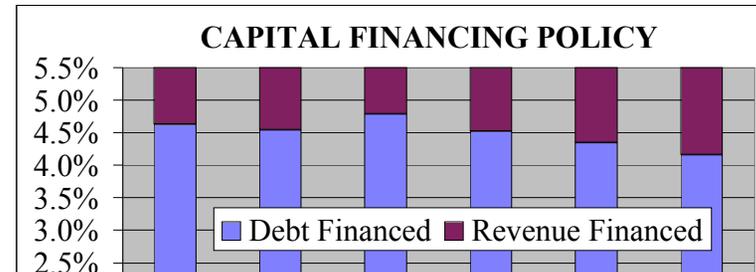
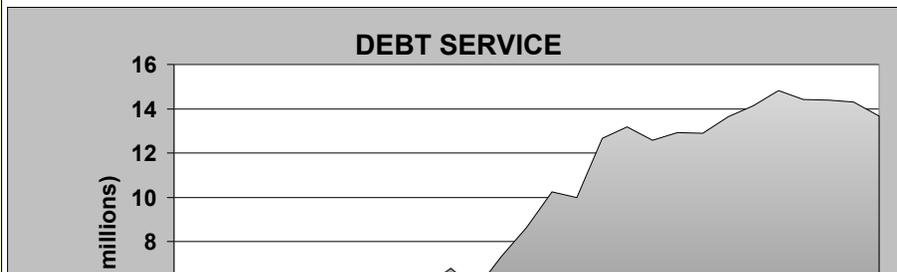
## FY2006 PROGRAM BUDGET

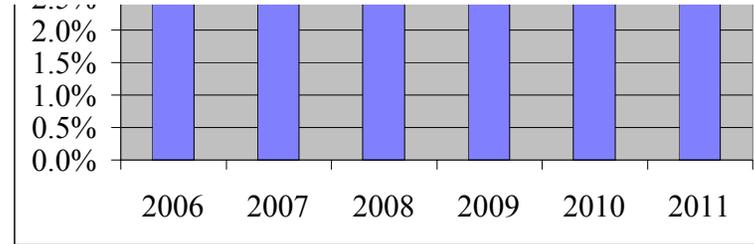
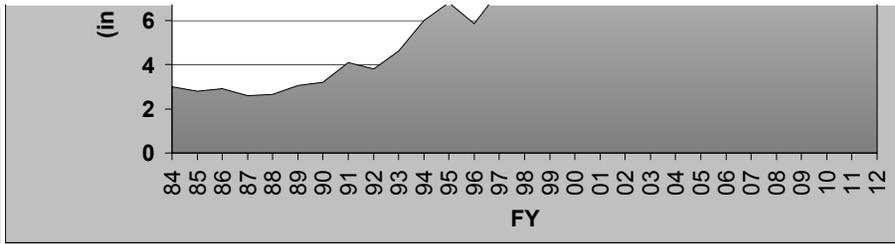
## BUDGET MESSAGE

The immediate challenge in balancing the FY06 – FY11 CIP was incorporating a number of major projects within the Town’s strict financing guidelines. These projects will increase the number of playing fields in town (Newton St. Landfill Closure / Re-Use and the Fisher Hill Reservoir Re-Use), renovate the two Town facilities that serve as the work place for the largest number of town employees (Town Hall and Health Building renovations), renovate two of the Town’s school buildings (Runkle School and Devotion School), and restore a valuable natural resource of the Town (Muddy River Restoration). Another requirement that involves a significant investment is making certain renovations to the Old Lincoln School, work that is necessary so that it can be used as a temporary relocation site for employees of the Health Building and Town Hall and students and employees of the Runkle and Devotion Schools. In addition to these projects, there are a number of smaller, but no less important, projects that continue the Town’s on-going investment in infrastructure (streets, sidewalks, and water and sewer system), in parks and open spaces, in facilities (schools, fire stations, and branch libraries), and in technology.

In order to accommodate these projects, the following approach was formulated, based on the capital financing policies:

- An amount equivalent to 5.5% of the prior year’s net revenue, comprised of debt service and pay-as-you-go financing, is set aside each year of the six-year CIP. In FY06, 4.63% is earmarked for debt service and 0.87% to pay-as-you-go. This fluctuates from year to year, depending on the level of debt service, but never exceeds the 5.5% total.
- Free Cash, after going toward reserve funds per the Town’s Reserve Fund Policies, which can also be found in their entirety in Section VIII, is dedicated to the CIP. In FY06, \$3.78 million of Free Cash is used to support the CIP. The Free Cash estimate for the out-years of the CIP is lowered, resulting in less funding available for projects.





**FY2006 PROGRAM BUDGET**

**BUDGET MESSAGE**

- Grant funds are used to further support the CIP. CDBG funds add \$1.4 million over the six-year CIP, providing much-needed funding for street rehabilitation and tree planting, to name a couple of the projects CDBG supports. State/Federal grants total \$1.8 million over the six-year period, most of which (\$1.6 million) comes from the State's Chapter 90 program (road repairs).
- The other significant funding component of the CIP is "Other" funds, the largest piece being an expected \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that would be used to fund the construction of a playing field on the State-owned site across the street.

While the proposed CIP is fundamentally and financially sound, it is “tight”. As previously stated, there are a number of major projects included in the proposal to be funded via bonding, thereby decreasing the amount of pay-as-you-go available for the CIP. Free Cash continues to play a large role in the CIP: if Free Cash falls below current estimates, smaller projects would have to be delayed. Since Free Cash is projected to decrease, the pressure on the CIP is magnified. This is all evidence of the need to maintain fiscal discipline, avoid adding unscheduled projects, and guard against “scope creep” in any of the proposed projects.

**LONG RANGE FINANCIAL PROJECTION**

The cornerstone of our strategic budgeting process is the Long-Range Financial projection. Based upon an analysis of the internal and external factors impacting the Town’s operations and finances, we have prepared the Long-Range Projection, found on page I-26, covering the period FY2006 through FY2010. The Town is facing an escalating deficit position for FY2007 and beyond. Collective bargaining costs, the continued increase in health insurance costs, and extreme limitations on local aid, coupled with the structural shortfall caused by Proposition 2½, portend a deficit that will grow to \$8.6 million by FY2010.

**Revenues**

Overall, annual revenue increases (exclusive of Free Cash and Overlay Reserve Surpluses) are expected to range between \$4.5 million and \$5.5 million, or 2.9% on average.

- The Tax Levy is projected to increase an average of 3.6% per year. In addition to the standard 2.5% increase allowed under Proposition 2 ½, new growth in the tax levy resulting from building construction and condominium conversions is increased to \$1.75 million for FY2006 and FY2007, and \$1.5 million per year thereafter. An amount equal to debt service overrides less any School Building Assistance aid is also included in

and \$1.5 million per year thereafter. An amount equal to debt service overrides less any School Building Assistance aid is also included in calculation.

- Local Receipts are expected to increase by approximately \$820,000 in FY2006, due to an increase in interest income, building permits, and motor vehicle excise taxes. It is anticipated that local receipts will increase by approximately \$250,000 (1.2%) per year thereafter.



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

- Local Aid is expected to increase by \$543,000 in FY2006, based on the Governor's budget proposal. The phasing-out of the Lottery cap is included in the estimates, resulting in average annual increases of \$190,000. The Police Career Incentive (Quinn Bill) reimbursement is expected to increase based upon a formula of 50% of the previous year's costs. All other Local Aid categories, including Chapter 70 funding and Additional Assistance, are expected to be level-funded in FY07 and throughout the forecast.
- Free Cash, after deducting amounts for strategic reserves, is used exclusively for the Capital Improvement Program (CIP). Free Cash as of 7/1/04 was certified at \$4.6 million, resulting in \$3.8 million augmenting the CIP. The free cash estimate decreases to \$4 million for FY2007 – FY2010.
- Other Available Funds, with the exception of enterprise fund overhead revenue, are expected to remain level throughout the term of this forecast.

### Expenses

Overall, annual expenditure increases (exclusive of CIP supported by Free Cash and Overlay surpluses) are expected to increase \$7.1 million on average, or 3.9%.

- The cost of Municipal Services is projected to increase by \$6.8 million, an average of \$1.7 million per year. Of the total increase, \$5 million is attributable to the cost of collective bargaining and steps. The balance of the increase, or approximately \$500,000 per year, is for inflation and fixed cost increases such as energy, refuse disposal, capital outlays, etc.
- The cost of School Services is projected to increase by \$11 million, or an average of \$2.8 million per year. Collective bargaining and steps account for \$6.6 million of the total. An increase of \$950,000 per year, on average, is included for Special Education Tuition, Elementary World Language, and inflation on transportation and education supplies.
- Personnel Benefits, which include group health and life insurance, pensions, Medicare, workers compensation, and unemployment compensation, are expected to increase by approximately \$2.5 million per year, or 7.6% per year. Group health insurance alone is expected to increase \$8.5 million, an average of \$2.1 million per year.
- Debt Service figures assume full implementation of the FY2006-FY2011 CIP and Debt Management Plan, which includes the Newton St. Landfill Closure / Re-Use, Beacon Street Improvements, Muddy River Project, Fisher Hill Acquisition / Re-Use, Lawrence School, Town Hall/ Health

Department building improvements, the Runkle School and Devotion School renovations, and work at the Old Lincoln School. The debt service amounts comply with the Board's CIP financing policies that require an amount equivalent to no more than 5.5% of the prior year's net revenue, with a goal of 4.25%, be allocated for this purpose. Both Water/Sewer and Golf Debt are included in enterprise revenues paid to the Town in the form of overhead charges.



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

- The CIP Policies require that an amount equivalent to 5.5% of the prior year's net revenue be dedicated to the CIP, with stated goals of 1.25% of Revenue-Financed CIP and 4.25% of debt financed capital funding each year. Debt service levels are predicted to be greater than the 4.25% goal in FY's 2006 – 2010, meaning the level of Revenue-Financed CIP is below the 1.25% goal. However, debt service does decline annually, enabling the Revenue-Financed goal of 1.25% to be reached in FY2011.
- Non-appropriated Expenses include State and County assessments, Cherry Sheet offset items, the tax abatement (Overlay) reserve, and court judgments. The two largest expenses are the MBTA assessment and the Overlay reserve. Beginning in FY2007, the MBTA Assessment will begin to increase annually, per the requirements of the funding schedule approved as part of MBTA Reform, also known as the "forward funding" legislation. Due to declining requests for tax abatements, the tax abatement overlay reserve will be funded at \$1.5 million in FY2006 and FY2007, and increased 2.5% per year thereafter.

### CONCLUSION

While it is far too early to take our focus off FY06, for much could change between mid-February and May/June when Town Meeting and the Legislature conclude their work, our current experience inevitably forces consideration of the long-term. Three factors, in particular, merit particular attention in this regard: the Long-Range Financial Forecast; the current status of the Town's budget reserve; and developments at the State level.

**Long-Range Financial Forecast** – This Budget Message has attempted more than any other to explain how the preparation of the Financial Plan transforms from the financial forecast to a final budget. It is a complex, often tedious, but frequently creative exercise to move from deficit to balance.

It is not too early to note that the forecasted shortfall for FY07 is projected at \$3.1 million, with the Town's share at approximately \$877,000. The total deficit is about 75% greater than the \$1.8 million deficit projected at the beginning of the planning cycle for this FY06 Financial Plan. Even if reality turns out to be more favorable than the assumptions contained in the FY06 Financial Plan, it is virtually impossible that it could improve to the point where FY07 preparation would commence in any better position than our starting point for FY06.

So if the budget could be balanced for FY06 without cuts in core services, why shouldn't the same be expected to be done again for FY07? There are several critical factors working against the Town for FY07. First, there will not be another windfall coming to the Brookline Public Schools under the Special

Education Circuit Breaker. This unanticipated FY05 revenue will be utilized by the Schools for FY06. Even if the State were to fund its maximum commitment under the Circuit Breaker program, the distribution to the Town would nowhere approach the FY05 level, which alleviated enormous pressure on the school budget for FY06.

Second, within the fixed universe of group health insurance, it is difficult to envision a scenario by which the town can have the same degree of success in beating the overall cost trends within the municipal sector. While we expect to expand preventative interventions and to introduce consumer driven programs, Town costs are much more likely to be carried by overall trends in FY07.



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

And finally, collective bargaining budget increases for AFSCME are already set at 3% for FY07. A 2%-1% 'split' has already been negotiated for this large of all Town unions and the .5% carry forward from the 3%-1% 'split' of FY06 must also be accounted for. Of course, until the Police, Fire, and Teacher contracts are settled, there can not be complete certainty as to what final collective bargaining costs will be. When pension increases, utility escalation, and other fixed costs are worked into the mix, the overall balancing exercise becomes all the more difficult.

It is urgently recommended that whatever actions are taken proceeding into FY06 – whether for the budget, collective bargaining, or program initiatives – that the outlook for FY07 be kept fully in mind.

**FY05 Reserve Fund** – The FY05 Reserve Fund is set at \$1.5 million in accordance with the Town's Fiscal Policies. As substantial as this amount seems, it possible that it could be fully consumed due to the extraordinary demands to be placed upon it primarily by this winter's weather conditions and skyrocketing increases in costs for natural gas and petroleum-based fuels.

Recent experience indicates that reserve policies have served the Town extraordinarily well. In these times of fiscal stress, the reserve has insulated the operating budget from the irregularities of weather emergencies or energy spikes. For example, 100% of the reserve fund was used in FY01 and FY04. In FY03, more than 83% of it was used.

On the other hand, this consistent drain on the operating reserve does diminish resources potentially available for capital purposes. In whatever is a more normalized year for reserve usage, the fund balance at the end of the year is closed out to free cash and in that form made potentially available as funding for a subsequent year's CIP. The more of the reserve that is utilized, the less available for future capital needs. In considering future budgets, it is critically important for Town decision-makers not to lose site of these unforeseen pressures that have been persistently intense. Adherence to Town reserve policies going forward should continue to prove vitally important in maintaining overall financial equilibrium.

**State Assistance** - The future of State assistance to cities and towns is as uncertain as it has ever been. The incumbent Governor in his budget message and other communications seems to be suggesting that localities should, for the foreseeable future, expect increases equivalent to no more than economic indices. While this is encouraging to the extent that it does not suggest further local aid cutbacks, it really conveys only a portion of the much larger uncertain picture.

First, for many communities such as Brookline, the Governor's outlook is premised primarily on the potential restoration of Lottery proceeds that the State

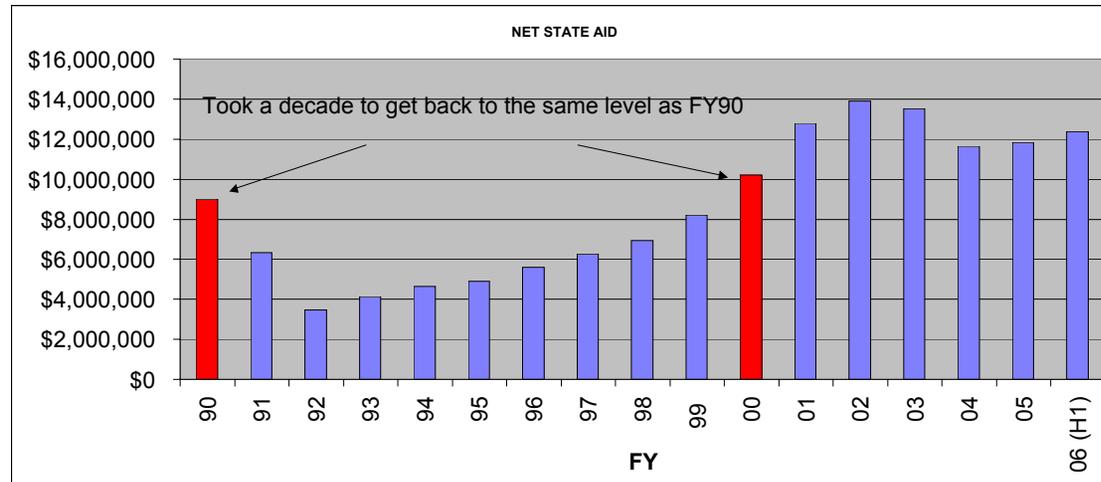
First, for many communities such as Brookline, the Governor's outlook is premised primarily on the potential restoration of Lottery proceeds that the State has already diverted to help balance its own budget since FY02. The Governor is accelerating the Legislature's restoration plan by one year, plus distributing anticipated growth in Lottery proceeds. According to the Governor's pronouncements, the local aid "growth" to be received by most communities is primarily the delayed payout of what was diverted in prior years.



**FY2006 PROGRAM BUDGET**

**BUDGET MESSAGE**

Further, local aid accounts were cut across the board between FY02 and FY04. Brookline's local aid was cut by \$2.8 million during this period. The Governor's perspective suggests that Brookline could not expect to return to FY02 local aid levels until the end of this decade, again relying primarily upon the return of diverted Lottery proceeds to which cities and towns were originally entitled anyway. His budget holds out no expectation for recovering lost Education Aid or Additional Assistance at any point. The bar graph below illustrates how it took a full 10 years to recover the local aid losses suffered in the early 1990's.



Finally, the major uncertainty on the local aid horizon is the future of Ed Reform. As previously noted, the Supreme Judicial Court must decide the Hancock case, which will set the pattern for the State's role in funding local education for at least the next decade. The stakes are very high, not only for equal education opportunity across the Commonwealth, but also for how public education is to be financed.

In the first decade of Ed Reform, which saw Education Aid increase by \$2 billion, Massachusetts' per pupil expenditures stood as the tenth highest in the country. Yet the Commonwealth's share of local education has recently declined. The State's contribution to Required Net School Spending as defined under

Ed Reform actually receded from 40.9% in FY02 to 37.6% in FY04. For further perspective, the Massachusetts Budget and Policy Center contends that Massachusetts state government funding of local public education ranks 43rd nationally as a percentage of average income, despite the infusion of an additional \$2 billion in Chapter 70 Education Aid.

Even if the Governor's relatively optimistic budget scenario is realized, where will the resources come from to increase the State's contribution to local education? A serious concern among municipal leaders is that there will be an inclination among state officials to redirect existing discretionary local aid accounts to support education. The primary concern in this regard is the \$378.5 million Additional Assistance account, from which Brookline receives \$3.5 million. The redistribution of these funds for other purposes would have a debilitating effect on the Town's budget. The Town needs to work vigorously to avoid this outcome.



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

Equally as important, communities like Brookline will have to actively participate in the movement to increase support for education to all communities, not just resist diversion from one local aid account to another. The ability to cope with the demands associated with quality education transcend local property valuations, the levy from which is capped under Proposition 2 ½. Professional development, accountability for performance, diverse student enrollments, special needs all cost money. Further, the State must reduce the funding disparity among like-situated communities. Brookline is the largest Title I town in Norfolk County, yet it is at the near-bottom in Chapter 70 education aid as a percentage of foundation budget.

Much will be done to honor Brookline's Tercentenary as the community proceeds to celebrate the Town's 300th Anniversary over the coming year. The Chairman of the Board of Selectmen began a recent Board meeting by citing actual Town votes from 1705. The similarities 300 years later are striking. The Town still strives to provide public education, maintain its real property, and generally preserve the well-being of those who live, work and pay taxes here.

Our sincere expectation is that the FY06 Financial Plan will be seen as upholding the Town's 300 year tradition of serving the best interests of its citizens. As the Board of Selectmen and Advisory Committee conduct their budget reviews, our hope is that they will receive each FY06 recommendation as a genuine attempt to build on the past in a way that prepares for the future.

I want to thank all who contributed to the preparation of the FY06 Financial Plan. Special thanks are extended to Deputy Town Administrator Sean Cronin whose policy acumen and professional skills are reflected throughout this document. His coordinative efforts with Finance Director Stephen Cirillo, Assistant Town Administrator Jennifer Grams and Selectmen's Office staff have paced a budget process as effective as any in Massachusetts local government. I look forward with them, along with our Department Heads, in presenting this Financial Plan for review and consideration by the Brookline Community.

Richard J. Kelliher  
Town Administrator



**FY2006 PROGRAM BUDGET**

**BUDGET MESSAGE**

**FY2006 FINANCIAL PLAN SUMMARY**

	FY2005	FY2006	INCREASE/DECREASE	
			\$	%
<b>REVENUE</b>				
General Fund Revenue	173,149,274	173,517,567	368,293	0.21%
Water and Sewer Enterprise Fund (less Water & Sewer Overhead included in General Fund Revenue)	20,727,047 (4,750,571)	21,321,379 (4,554,526)	594,332 196,046	2.87% -4.13%
Golf Enterprise Fund (less Golf Overhead included in General Fund Revenue)	1,390,863 (481,684)	1,196,950 (379,554)	(193,913) 102,130	-13.94% -21.20%
Recreation Revolving Fund (less Rec. Revolving Fund Overhead included in General Fund Revenue)	1,013,532 (112,781)	1,102,424 (119,737)	88,892 (6,956)	8.8% 6.2%
<b>TOTAL REVENUE</b>	<b>190,935,679</b>	<b>192,084,503</b>	<b>1,148,823</b>	<b>0.6%</b>
<b>APPROPRIATIONS</b>				
General Fund Operating Budget	153,439,657	159,765,597	6,325,940	4.1%
Non-Appropriated Budget *	8,270,909	7,939,029	(331,880)	-4.0%
<u>Free Cash-Supported / Revenue-Financed CIP Budget</u>	<u>11,438,708</u>	<u>5,812,941</u>	<u>(5,625,767)</u>	<u>-49.2%</u>
General Fund Total	173,149,274	173,517,567	368,293	0.2%
Water and Sewer Enterprise Fund	20,727,047	21,321,379	594,332	2.87%

(less Water & Sewer Overhead included in General Fund Revenue)	(4,750,571)	(4,554,526)	196,046	-4.13%
Golf Enterprise Fund	1,390,863	1,196,950	(193,913)	-13.94%
(less Golf Overhead included in General Fund Revenue)	(481,684)	(379,554)	102,130	-21.20%
Recreation Revolving Fund	1,013,532	1,102,424	88,892	8.8%
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(112,781)	(119,737)	(6,956)	6.2%
<b>TOTAL APPROPRIATIONS</b>	<b>190,935,679</b>	<b>192,084,503</b>	<b>1,148,823</b>	<b>0.6%</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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



## FY2006 PROGRAM BUDGET

## BUDGET MESSAGE

### FY2006 GENERAL FUND SUMMARY

	FY2005	FY2006	INCREASE/DECREASE	
			\$	%
<b>REVENUE</b>				
Property Tax	119,852,045	124,540,213	4,688,168	3.9%
Local Receipts	17,981,628	18,800,300	818,672	4.6%
State Aid	17,094,030	17,636,724	542,694	3.2%
Free Cash	6,966,241	4,606,534	(2,359,707)	-33.9%
Other Available Funds	11,255,330	7,933,796	(3,321,534)	-29.5%
<b>TOTAL REVENUE</b>	<b>173,149,274</b>	<b>173,517,567</b>	<b>368,293</b>	<b>0.2%</b>
<b>(LESS) NON-APPROPRIATED EXPENSES</b>				
State & County Charges	5,262,677	5,251,146	(11,531)	-0.2%
Tax Abatement Overlay	1,800,995	1,500,000	(300,995)	-16.7%
Deficits & Judgments	50,000	25,000	(25,000)	-50.0%
Cherry Sheet Offsets	1,157,237	1,162,883	5,646	0.5%
<b>TOTAL NON-APPROPRIATED EXPENSES</b>	<b>8,270,909</b>	<b>7,939,029</b>	<b>(331,880)</b>	<b>-4.0%</b>
<b>AMOUNT AVAILABLE FOR APPROPRIATION</b>	<b>164,878,365</b>	<b>165,578,538</b>	<b>700,173</b>	<b>0.4%</b>
<b>APPROPRIATIONS</b>				
Town Departments	53,897,274	56,200,090	2,302,816	4.3%
School Department	55,817,215	58,007,124	2,189,909	3.9%
Non-Departmental Total	43,725,167	45,558,383	1,833,216	4.2%
General Fund Non-Departmental	38,380,130	40,504,565	2,124,435	5.5%

Water and Sewer Enterprise Fund Overhead *	4,750,571	4,554,526	(196,046)	-4.1%
Golf Enterprise Fund Overhead *	481,684	379,554	(102,130)	-21.2%
Recreation Revolving Fund Overhead *	112,781	119,737	6,956	6.2%
OPERATING BUDGET SUBTOTAL	153,439,656	159,765,597	6,325,941	4.1%
Revenue-Financed Special Appropriations	11,438,708	5,812,941	(5,625,767)	-49.2%
<b>TOTAL APPROPRIATIONS</b>	<b>164,878,364</b>	<b>165,578,538</b>	<b>700,174</b>	<b>0.4%</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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

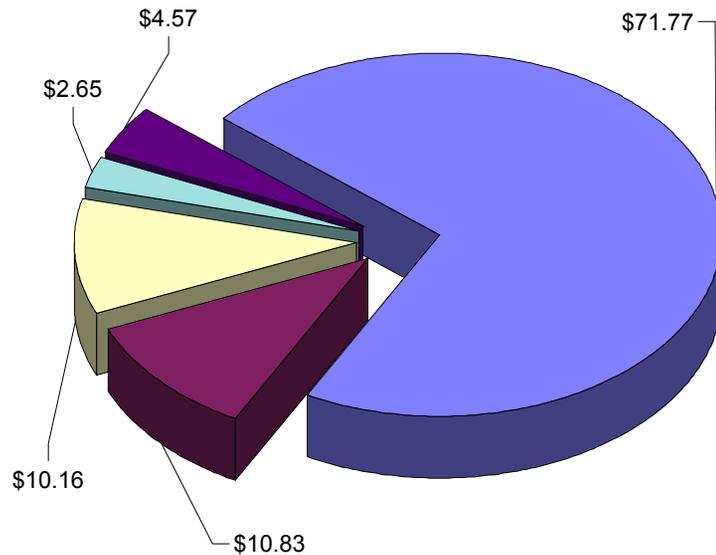


## FY2006 PROGRAM BUDGET

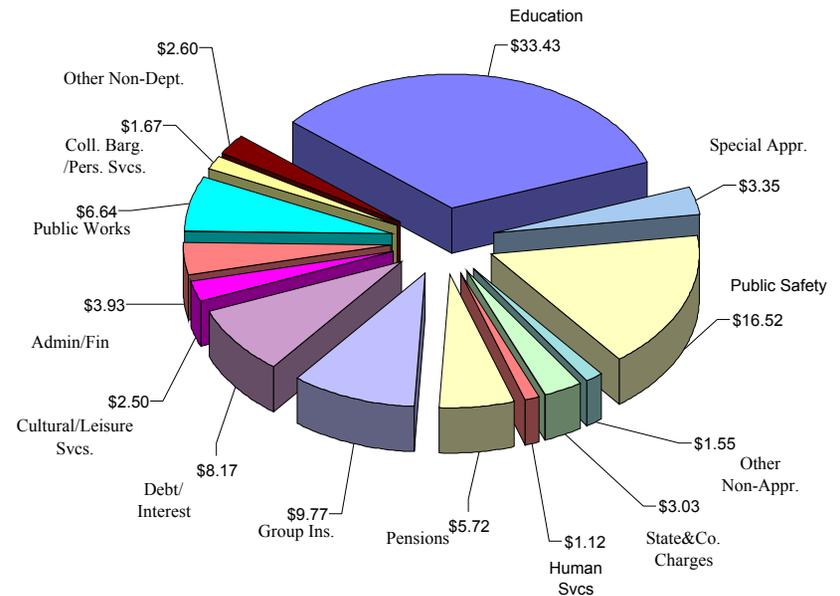
## BUDGET MESSAGE

### FY2006 GENERAL FUND TOTAL BUDGET \$173,517,567

How Each \$100 Will Be Received



How Each \$100 Will Be Appropriated



Property Taxes Local Receipts State Aid Free Cash Other Available Funds

Education Other Non-Appr. Pensions Leisure & Cultural Svcs. Coll Barg/Pers Svcs  
 Special Appr. State & Co. Charges Group Ins. Admin/Fin Other Non-Dept.  
 Public Safety Human Svcs Debt & Interest Public Works

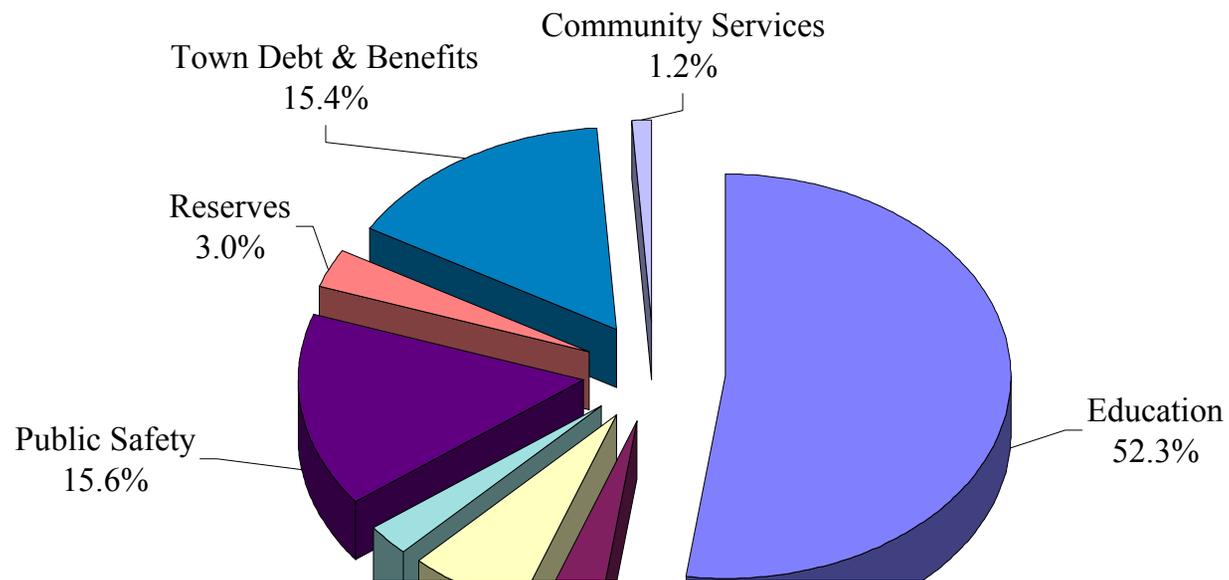


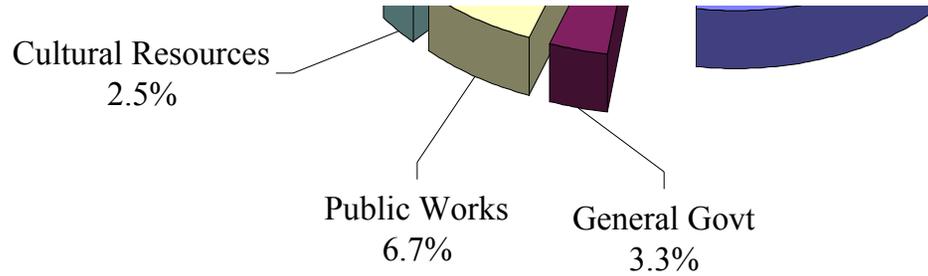
**FY2006 PROGRAM BUDGET**

**BUDGET MESSAGE**

**FY2006 GENERAL FUND OPERATING BUDGET**  
 \$159,765,597

**FULLY ALLOCATED FY2006 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).



### FY2006 PROGRAM BUDGET

### BUDGET MESSAGE

#### LONG RANGE FINANCIAL PROJECTION - GENERAL FUND FY2006-FY2010

	FY2006 EST	FY2007 EST	FY2008 EST	FY2009 EST	FY2010 EST	TOTAL CHANGE
<b>REVENUES</b>						
Property Taxes	\$124,540,213	\$129,328,619	\$133,975,557	\$138,758,915	\$143,663,711	\$19,123,498
Local Receipts	\$18,800,300	\$19,029,126	\$19,264,017	\$19,505,142	\$19,752,676	\$952,376
State Aid	\$17,636,724	\$17,826,873	\$18,017,295	\$18,207,995	\$18,398,979	\$762,255
Other Available Funds	\$7,933,797	\$8,138,372	\$7,561,127	\$7,501,830	\$7,642,171	(\$291,625)
Free Cash	\$4,606,534	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	(\$606,534)
<b>TOTAL REVENUE</b>	<b>\$173,517,567</b>	<b>\$178,322,991</b>	<b>\$182,817,996</b>	<b>\$187,973,882</b>	<b>\$193,457,537</b>	<b>\$19,939,970</b>
<b>EXPENSES</b>						
Municipal Services	\$54,550,090	\$56,721,665	\$58,674,404	\$60,468,461	\$62,008,995	\$7,458,905
School Services	\$56,267,124	\$60,075,874	\$62,862,374	\$65,527,374	\$67,962,374	\$11,695,250
Non-Departmental - Personnel Benefits	\$28,973,687	\$31,359,008	\$33,779,209	\$36,233,855	\$38,886,652	\$9,912,965
Debt Service	\$14,171,495	\$14,293,203	\$15,019,820	\$14,656,981	\$14,635,328	\$463,833
Revenue-Financed CIP	\$5,812,940	\$5,840,235	\$4,686,832	\$5,149,812	\$5,457,715	(\$355,225)
Reserve Fund	\$1,524,420	\$1,586,123	\$1,637,946	\$1,690,266	\$1,740,432	\$216,012
Non-Departmental - General	\$888,781	\$639,432	\$623,660	\$654,204	\$733,187	(\$155,595)
Non-Appropriated Expenses	\$7,939,029	\$8,060,479	\$8,222,465	\$8,388,501	\$8,558,687	\$619,658
<b>TOTAL EXPENSES</b>	<b>\$170,127,567</b>	<b>\$178,576,020</b>	<b>\$185,506,709</b>	<b>\$192,769,453</b>	<b>\$199,983,370</b>	
<b>SURPLUS / (DEFICIT) - BEFORE COLL BARG &amp; STEPS</b>	<b>\$3,390,000</b>	<b>(\$253,029)</b>	<b>(\$2,688,713)</b>	<b>(\$4,795,571)</b>	<b>(\$6,525,833)</b>	

TOWN COLLECTIVE BARGAINING	\$1,650,000	\$1,400,000	\$1,210,000	\$1,000,000	\$1,020,000	
SCHOOL COLL BARGAINING	\$1,740,000	\$1,490,000	\$1,270,000	\$1,040,000	\$1,060,000	
TOTAL COLLECTIVE BARGAINING	\$3,390,000	\$2,890,000	\$2,480,000	\$2,040,000	\$2,080,000	
<b>TOTAL EXPENSES INCLUDING COLLECTIVE BARGAINING</b>	<b>\$173,517,567</b>	<b>\$181,466,020</b>	<b>\$187,986,709</b>	<b>\$194,809,453</b>	<b>\$202,063,370</b>	<b>\$28,545,803</b>
<b>TOTAL DEFICIT AFTER COLL BARG &amp; STEPS</b>	<b>\$0</b>	<b>(\$3,143,029)</b>	<b>(\$5,168,713)</b>	<b>(\$6,835,571)</b>	<b>(\$8,605,833)</b>	<b>(\$8,605,833)</b>



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

OVERALL SUMMARY

**SUB-GROUP**

OVERALL SUMMARY

**OVERALL SUMMARY**

Until the late 1970's, 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, including Proposition 2 1/2, was enacted, making revenue limitations the beginning of the budget process. Projected revenues have now replaced expenditures as the budget base. As a result of this change, a greater amount of care and caution go into the development of revenue forecasts.

FY06 General Fund revenues are projected to increase by \$368,292 (0.2%) from the FY05 budgeted amounts. Exclusive of Free Cash, Overlay Surplus, and Capital Project Surplus, all of which directly support the CIP, the increase is \$5.8 million, or 3.6%. The increase in revenue results from:

<u>SOURCE</u>	<u>(Millions)</u>	<u>% INCR./DECR.</u>
Proposition 2 1/2 annual levy limit increase	\$2.95	2.5%
New growth previously not on the tax rolls	\$1.75	-26.7%
<u>Tax Levy Debt Exclusion</u>	<u>-\$0.01</u>	<u>0.0%</u>
Property Tax Sub-Total	\$4.69	3.9%
State Aid	\$0.54	3.2%
"Free Cash"	-\$2.36	-33.9%
Overlay Reserve Surplus / Capital Project Surplus	-\$3.25	-100.0%
Chapter 90	\$0.14	25.0%
Interest Income	\$0.43	47.8%
Motor Vehicle Excise (MVE)	\$0.20	3.9%
Building Permits	\$0.20	9.6%
Other Misc. Local Receipts	\$0.08	0.4%
Overhead Reimb. (Water & Sewer, Golf, Rec. Revolving)	<u>-\$0.29</u>	<u>-8.4%</u>
	\$0.37	0.2%

Total Financial Plan revenue, which includes revenue from the Town's two Enterprise Funds and the Recreation Revolving Fund, total \$197,138,320. This represents an increase of \$850,780, or 0.4%. The State Aid figures used in this Financial Plan are based on the Governor's FY06 budget proposal, which was submitted on January 26, 2005. For Brookline, House 1 (as the Governor's budget is commonly referred to) resulted in an increase of \$542,694 (3.2%). Since the final State Aid figures could be different by the time a final FY06 state budget is approved, there is the possibility of amendments to the Financial Plan.

A detailed description and analysis of the FY06 revenue items and related changes are found within the pages that follow. The FY03 and FY04 columns represent revenues collected during those respective years. The FY05 Budget column reflects the revenue projections used in setting the FY05 tax rate, while the FY05 Estimate column contains current expectations of revenues for FY05 based upon actual receipts through December 31, 2004 and revised estimates for the remaining six months. The FY06 Budget column is the current estimate for the ensuing fiscal year. The Budget Increase column is the increase (or decrease) expected in FY06 versus the FY05 Budget.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
Property Taxes	108,240,242	114,247,135	119,852,046	119,852,046	124,540,213	4,688,167
Local Receipts	22,956,311	19,033,233	17,981,628	19,173,128	18,800,300	818,672
State Aid	19,071,684	17,298,584	17,094,030	17,094,030	17,636,724	542,694
Free Cash	5,261,797	5,602,961	6,966,241	6,966,241	4,606,534	(2,359,707)
Other Available Funds	8,334,680	7,884,611	11,255,330	11,255,330	7,933,796	(3,321,534)
<b>General Fund Revenues</b>	<b>163,864,715</b>	<b>164,066,523</b>	<b>173,149,275</b>	<b>174,340,775</b>	<b>173,517,567</b>	<b>368,292</b>
Water and Sewer Enterprise	19,222,762	19,848,815	20,727,047	21,220,735	21,321,379	594,332
Golf Enterprise	1,105,482	1,168,977	1,397,686	1,190,000	1,196,950	(200,736)
<u>Recreation Revolving Fund</u>	<u>643,872</u>	<u>720,596</u>	<u>1,013,532</u>	<u>1,013,532</u>	<u>1,102,424</u>	<u>88,892</u>
<b>Total Financial Plan Revenues</b>	<b>184,836,831</b>	<b>185,804,911</b>	<b>196,287,540</b>	<b>197,765,042</b>	<b>197,138,320</b>	<b>850,780</b>



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

**OVERALL SUMMARY**

**SUB-GROUP**

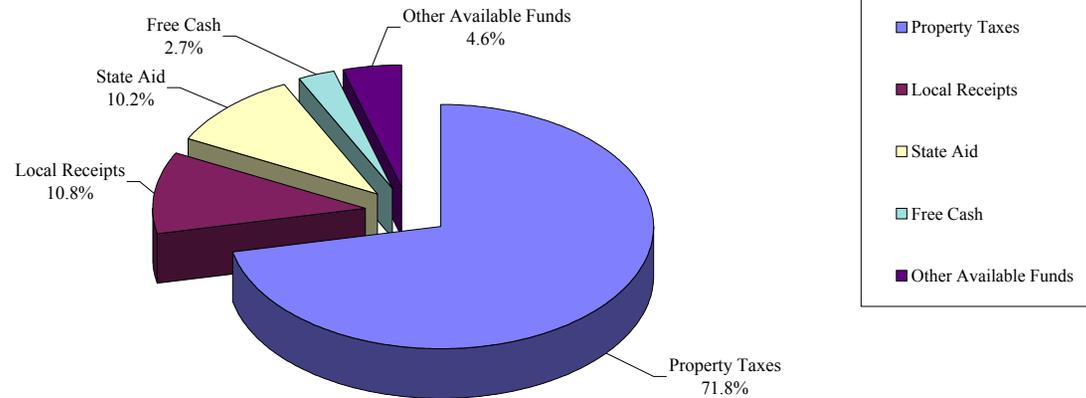
**OVERALL SUMMARY**

**TOTAL REVENUES**

\$ (millions)  
% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY97 ACT.	FY98 ACT.	FY99 ACT.	FY00 ACT.	FY01 ACT.	FY02 ACT.	FY03 ACT.	FY04 ACT.	FY05 BUD.	FY06 BUD.
<b>PROPERTY TAX</b>	\$ 45.8 76.4%	\$ 40.8 71.0%	\$ 84.1 71.9%	\$ 87.7 70.8%	\$ 91.1 70.3%	\$ 96.0 67.5%	\$ 99.5 65.3%	\$ 103.7 64.2%	\$ 108.2 66.1%	\$ 114.2 69.6%	\$ 119.9 69.2%	\$ 124.5 71.8%
<b>LOCAL RECEIPTS</b>	\$ 3.8 6.4%	\$ 5.3 9.2%	\$ 16.6 14.2%	\$ 18.4 14.8%	\$ 18.9 14.6%	\$ 21.7 15.3%	\$ 22.2 14.5%	\$ 19.4 12.0%	\$ 23.0 14.0%	\$ 19.0 11.6%	\$ 18.0 10.4%	\$ 18.8 10.8%
<b>STATE AID</b>	\$ 5.5 9.2%	\$ 7.2 12.5%	\$ 11.7 10.0%	\$ 12.7 10.2%	\$ 13.9 10.7%	\$ 15.5 10.9%	\$ 19.3 12.7%	\$ 20.0 12.4%	\$ 19.1 11.6%	\$ 17.3 10.5%	\$ 17.1 9.9%	\$ 17.6 10.2%
<b>FEDERAL REVENUE SHARING</b>	\$ 1.1 1.8%	\$ 1.0 1.7%	\$ 0.0 0.0%	\$ 0.0 0.0%	\$ 0.0 0.0%	\$ 0.0 0.0%	\$ 0.0 0.0%					
<b>FREE CASH</b>	\$ 3.4 5.7%	\$ 2.7 4.7%	\$ 2.2 1.9%	\$ 2.9 2.4%	\$ 3.6 2.7%	\$ 6.6 4.6%	\$ 4.8 3.2%	\$ 11.5 7.1%	\$ 5.3 3.2%	\$ 5.6 3.4%	\$ 7.0 4.0%	\$ 4.6 2.7%
<b>OTHER</b>	\$ 0.3 0.5%	\$ 0.5 0.9%	\$ 2.3 2.0%	\$ 2.3 1.8%	\$ 2.2 1.7%	\$ 2.3 1.6%	\$ 6.5 4.3%	\$ 6.8 4.2%	\$ 8.3 5.1%	\$ 7.9 4.8%	\$ 11.3 6.5%	\$ 7.9 4.6%
<b>GENERAL FUND BUDGET TOTAL</b>	\$ 59.9	\$ 57.5	\$ 117.0	\$ 123.9	\$ 129.7	\$ 142.2	\$ 152.4	\$ 161.4	\$ 163.9	\$ 164.1	\$ 173.1	\$ 173.5

**FY06 GENERAL FUND REVENUE COMPOSITION**





**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

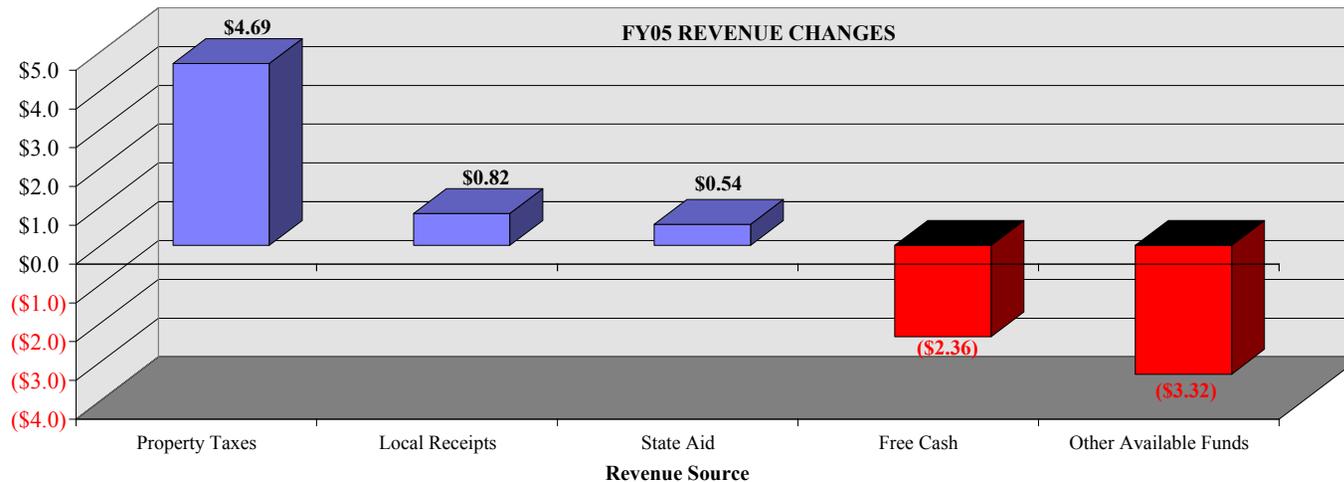
**OVERALL SUMMARY**

**SUB-GROUP**

**OVERALL SUMMARY**

**ANNUAL REVENUE INCREASES BY SOURCE**

REVENUE SOURCE	FY82	FY97 ACTUAL	FY98 ACTUAL	FY99 ACTUAL	FY00 ACTUAL	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 BUDGET
<b>PROPERTY TAX</b>	(\$5,089,439) -11.10%	\$3,256,329 4.03%	\$3,577,642 4.25%	\$3,482,009 3.97%	\$4,844,773 5.32%	\$3,551,759 3.70%	\$4,148,382 4.17%	\$4,549,399 4.39%	\$6,006,892 5.55%	\$5,604,911 4.91%	\$4,688,167 3.91%
<b>LOCAL RECEIPTS</b>	\$1,455,820 39.09%	\$403,510 2.49%	\$1,728,441 10.39%	\$509,098 2.77%	\$2,842,950 15.06%	\$430,328 1.98%	(\$2,761,662) -12.47%	\$3,566,282 18.39%	(\$3,923,078) -17.09%	(\$1,051,605) -5.53%	\$818,672 4.55%
<b>STATE AID</b>	\$1,709,032 31.12%	\$640,047 5.73%	\$865,034 7.33%	\$1,199,324 9.47%	\$1,678,821 12.10%	\$3,794,763 24.41%	\$654,430 3.38%	(\$922,177) -4.61%	(\$1,773,100) -9.30%	(\$204,554) -1.18%	\$542,694 3.17%
<b>FEDERAL REVENUE SHARING</b>	(\$60,000) -5.45%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%	\$0 0.00%
<b>FREE CASH</b>	(\$600,823) -17.94%	\$1,000,000 45.45%	\$729,019 32.84%	\$633,203 21.62%	\$3,027,778 85.00%	(\$1,779,092) -27.00%	\$6,725,942 139.81%	(\$6,275,053) -54.39%	\$341,164 6.48%	\$1,363,280 24.33%	(\$2,359,707) -33.87%
<b>OTHER</b>	\$206,985 70.81%	(\$169,413) -6.84%	(\$46,900) -2.03%	(\$28,905) -1.28%	\$77,016 3.45%	\$4,233,691 183.41%	\$237,885 3.64%	\$1,554,796 22.93%	(\$450,070) -5.40%	\$3,370,719 42.75%	(\$3,321,534) -29.51%
<b>GENERAL FUND BUDGET TOTAL</b>	(\$2,378,425) -2.46%	\$5,130,473 4.36%	\$6,853,236 5.53%	\$5,794,729 4.45%	\$12,471,338 8.68%	\$10,231,448 7.12%	\$9,004,976 6.27%	\$2,473,247 1.72%	\$201,808 0.14%	\$9,082,752 5.56%	\$368,292 0.23%





**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE  
GROUP**

PROPERTY TAX

**SUB-GROUP**

PROPERTY TAX

**PROPERTY TAX**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Brookline, Property taxes represent 72% of annual 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 FY03, with the next one scheduled for FY06.

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 taxes added from any new properties, renovations to existing properties, or condominium conversions added to the tax rolls (known as "new growth"). 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 (SBAB) are similarly subtracted.

Property values and new growth for FY06 are preliminary estimates used to project the levy limit. The FY06 tax levy limit is projected to total \$124,540,213, representing an increase of \$4,688,167 (3.9%) over the FY05 Levy. The figures below detail how the estimated FY06 levy is calculated:

FY05 LEVY LIMIT	\$118,186,808
<u>PROP. 2 1/2 INCREASE</u>	<u>\$2,954,670</u>
SUB-TOTAL	\$121,141,478
<u>NEW GROWTH</u>	<u>\$1,750,000</u>
SUB-TOTAL	\$122,891,478
DEBT EXCLUSIONS	\$4,479,537
<u>STATE SBAB REIMBURSEMENTS</u>	<u>(\$2,830,803)</u>
<u>TOTAL PROPERTY TAX LEVY</u>	<u>\$124,540,213</u>

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Property Tax Levy	108,240,242	114,247,135	119,852,046	119,852,046	124,540,213	4,688,167



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

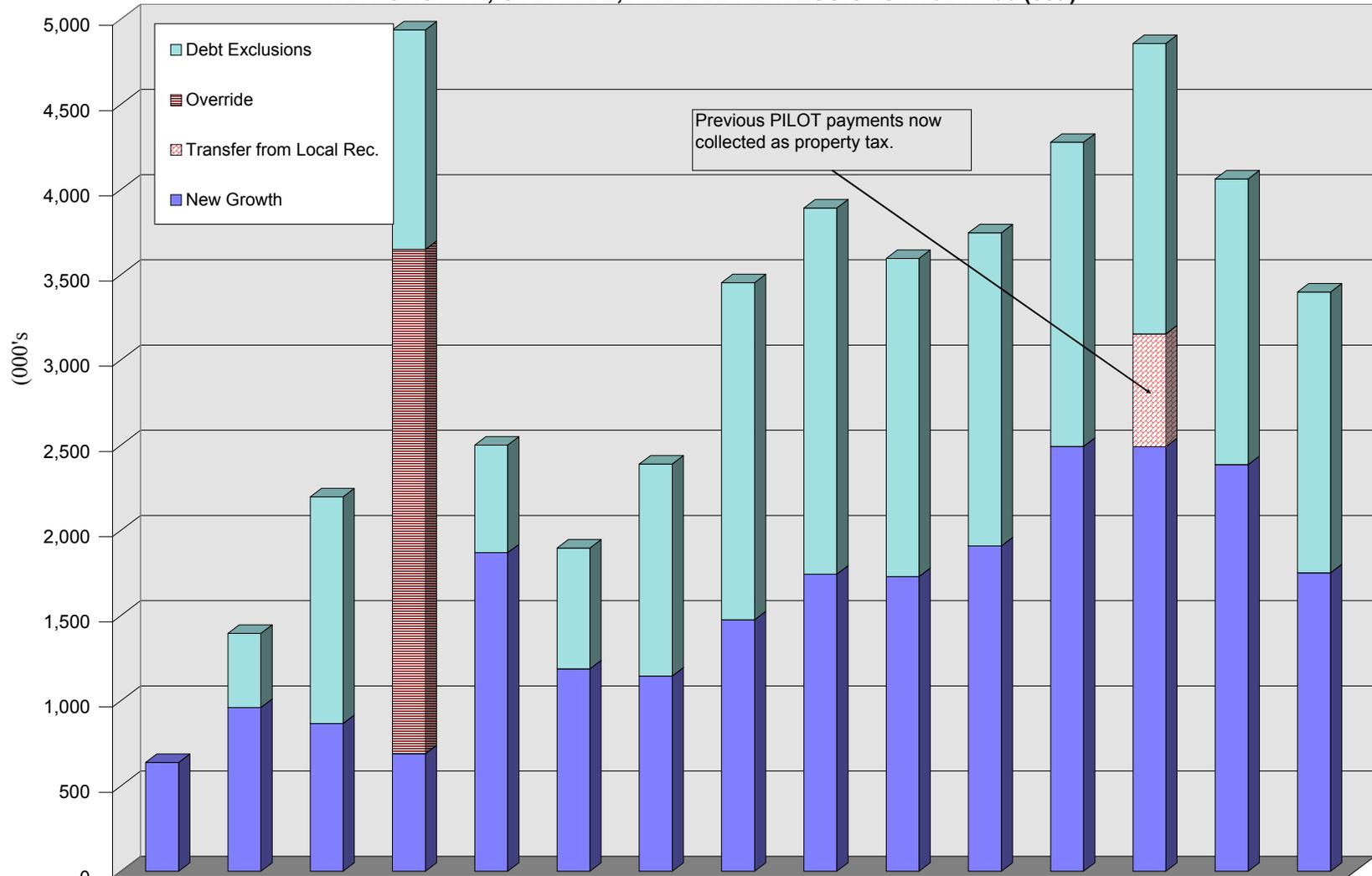
**REVENUE GROUP**

PROPERTY TAX

**SUB-GROUP**

PROPERTY TAX

**NEW GROWTH, OVERRIDE, AND DEBT EXCLUSIONS FY92-FY06 (est.)**



	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06
Debt Exclusions		435	1,329	1,288	631	710	1,244	1,977	2,149	1,868	1,837	1,785	1,705	1,676	1,649
Override				2,960											
Transfer from Local Rec.													661		
New Growth	638	961	867	689	1,869	1,187	1,144	1,476	1,742	1,728	1,909	2,492	2,491	2,386	1,750



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

PROPERTY TAX

**SUB-GROUP**

PROPERTY TAX

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

Fiscal Year	Real Estate and Pers. Property Levy	(1) Collections As Of Base Yr End	% As Of Base Yr End	Uncollected Bal As Of Base Yr End	(2) Cumulative Pr Yr Collections Yr End As Of Dec 31, 2004	Uncollected Real Estate, Pers. Prop., & Tax Title As Of Dec 31, 2004	% Collected As Of Dec 31, 2004	(3) Tax Titles / Foreclosures As of Base Yr
1990	61,374,054	58,410,211	95.2%	2,963,843	2,963,843	0	100%	424,991
1991	63,858,195	58,232,551	91.2%	5,625,644	5,625,644	0	100%	445,450
1992	66,069,188	63,091,733	95.5%	2,977,455	2,977,455	0	100%	1,388,687
1993	68,820,895	67,169,184	97.6%	1,651,711	1,651,711	0	100%	1,521,401
1994	72,293,772	69,529,948	96.2%	2,763,824	2,763,824	0	100%	1,410,950
1995	77,700,314	75,817,926	97.6%	1,882,388	1,881,313	1,075	100%	1,203,962
1996	80,893,488	79,015,942	97.7%	1,877,546	1,873,927	3,619	100%	1,832,383
1997	84,086,279	82,401,669	98.0%	1,684,610	1,684,610	0	100%	861,700
1998	87,880,687	86,352,738	98.3%	1,527,949	1,527,949	0	100%	852,386
1999	92,203,063	91,376,684	99.1%	826,379	774,166	52,213	100%	384,660
2000	96,399,645	95,425,278	99.0%	974,367	930,961	43,406	100%	446,610
2001	100,217,510	99,792,628	99.6%	424,882	393,728	31,154	100%	437,625
2002	104,560,815	104,041,776	99.5%	519,039	386,186	132,853	100%	396,040
2003	109,532,058	108,596,481	99.1%	935,577	675,506	260,071	100%	545,592
2004	114,660,482	113,242,093	98.8%	1,418,389	1,139,008	279,381	100%	0
2005	119,852,046	0	0.0%	119,852,046	61,785,911	58,066,134	52%	0

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. Balance may equal Tax Title balance for that year.
3. Base Year Tax Title Amount



FY2006 PROGRAM BUDGET

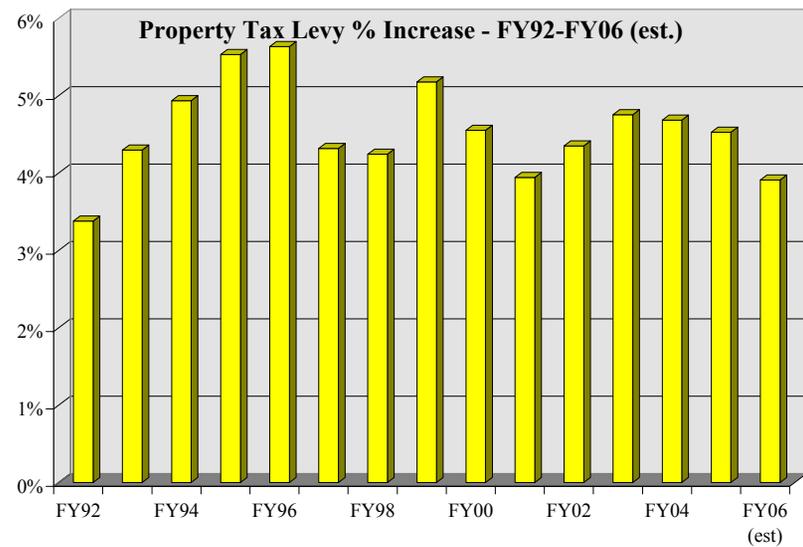
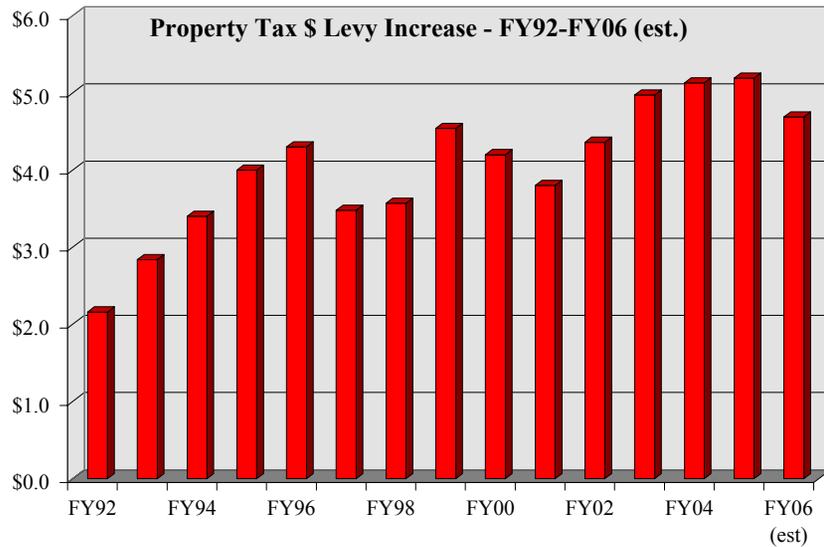
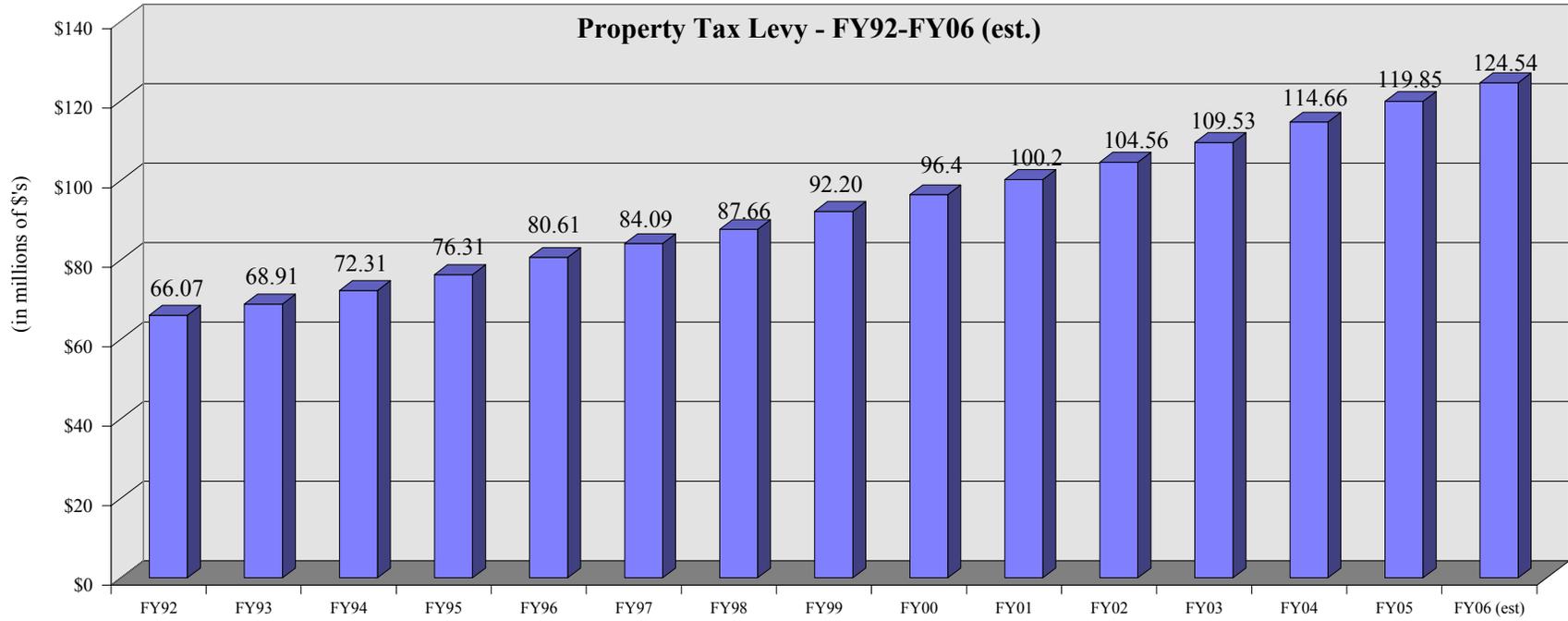
FINANCING PLAN

REVENUE GROUP

PROPERTY TAX

SUB-GROUP

PROPERTY TAX





**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

**SUB-GROUP**

LOCAL RECEIPTS SUMMARY

**LOCAL RECEIPTS SUMMARY**

Local Receipts, estimated to add \$18.8 million to the Town's revenue stream, represent approximately 11% of total General Fund revenues. They include motor vehicle excise, 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. The projected increase of \$818,672 (4.6%) over FY05 is due primarily to the following:

- 1.) **Interest Income** - as a result of 13 cuts in the interest rate between January, 2001 and June, 2003, the amount of interest the Town earned on its investments had been dramatically reduced. Fortunately, this trend is anticipated to change in FY06 due to the Federal Reserve beginning to increase interest rates. Since June, 2004, the Federal Reserve has increased rates five times, from 1% to 2.25%. Therefore, the FY06 estimate is \$1.33 million, an amount that is \$430,000 (47.8%) greater than FY05.
- 2.) **Motor Vehicle Excise** - increases \$197,500 (3.9%) to \$5.25 million based upon the expectation that the upward trend of yearly increases will continue.
- 3.) **General Government** - increases \$196,000 (7.1%) due to Building Permits (\$150,000, 9.1%), Collector's Fees (\$35,000, 23.3%), and Town Clerk Fees (\$17,000, 21.3%).
- 4.) **Departmental and Other** - increases \$64,872 (3.2%) to \$2.07 million because of the Medicaid Reimbursement, which is expected to increase \$35,000 (19.4%) due to the School Department's efforts toward obtaining reimbursement for the administrative costs associated with the Medicaid program, and the Cable Television Franchise Fee, which is expected to increase \$29,872 (9%).
- 5.) **Payment In Lieu of Taxes (PILOT) Payments** - decrease \$111,200 (13.1%) to \$738,800 based on the remaining Ch. 121A agreements.

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

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Motor Vehicle Excise	5,238,211	5,038,714	5,052,500	5,200,000	5,250,000	197,500
Licenses and Permits	676,751	815,868	683,000	747,000	744,500	61,500
Parking and Court Fines	4,646,604	4,113,413	4,000,000	4,000,000	4,000,000	0
General Government	5,361,050	2,531,697	2,045,500	2,630,500	2,241,500	196,000
Recreation	314,837	345,802	350,000	350,000	330,000	(20,000)
Interest Income	1,258,674	1,152,376	900,000	1,260,000	1,330,000	430,000
In Lieu of Tax Payments	1,468,785	1,016,388	850,000	850,000	738,800	(111,200)
Refuse Fees	2,188,462	2,145,678	2,100,000	2,100,000	2,100,000	0
Departmental and Other	<u>1,802,937</u>	<u>1,873,297</u>	<u>2,000,628</u>	<u>2,035,628</u>	<u>2,065,500</u>	<u>64,872</u>
Total	22,956,311	19,033,233	17,981,628	19,173,128	18,800,300	818,672



**FY2006 PROGRAM BUDGET**

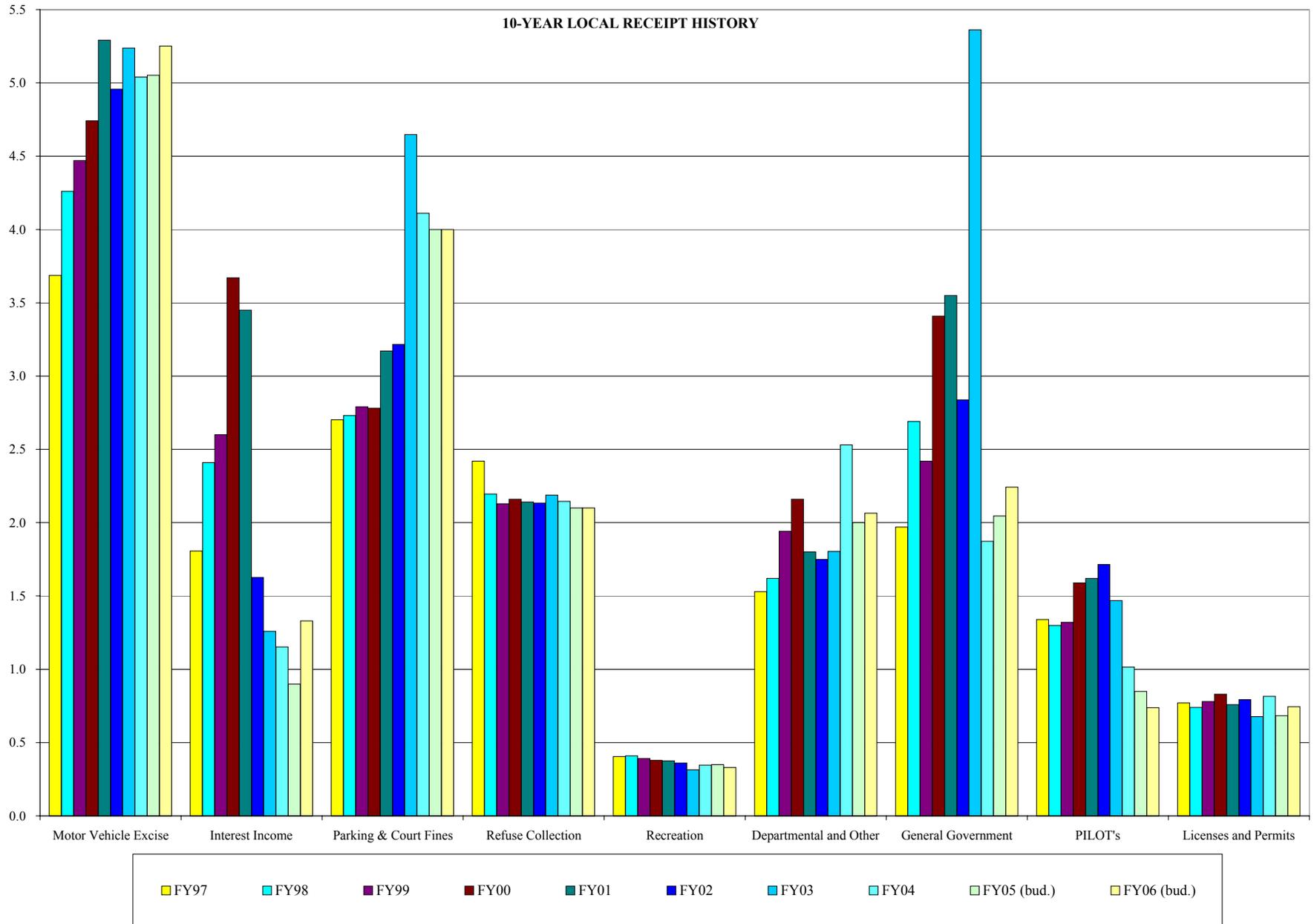
**FINANCING PLAN**

**REVENUE GROUP**

**SUB-GROUP**

LOCAL RECEIPTS

LOCAL RECEIPTS SUMMARY





**FY2006 PRCFY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE REVENUE**  
**GROUP GROUP LOCAL RECEIPTS**

**SUB-GROUP**  
**MOTOR VEHICLE EXCISE**

**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 \$5.25 million in FY06, an increase of \$197,500 (3.9%).

<b>MOTOR VEHICLE EXCISE FISCAL YEAR ACTIVITY YEARS ENDING JUNE 30</b>				
<u>FISCAL YEAR</u>	<u>COMMITMENTS</u>	<u>NET COLLECTIONS</u>	<u>ABATEMENTS</u>	<u>UNPAID AT END OF PERIOD</u>
1990	2,531,815	2,246,013	160,516	1,019,351
1991	2,794,618	2,317,950	204,668	1,291,351
1992	2,283,592	2,295,463	55,417	1,224,063
1993	3,815,436	3,189,223	277,420	1,572,862
1994	2,925,040	2,720,777	105,411	1,671,713
1995	3,766,916	3,604,264	588,041	1,246,324
1996	3,383,261	3,463,739	46,780	1,119,066
1997	4,286,261	3,686,845	196,510	1,522,247
1998	4,595,240	4,260,216	465,681	1,391,663
1999	4,434,554	4,323,921	212,714	1,289,582
2000	5,301,533	4,744,130	237,361	1,609,624
2001	5,979,823	5,289,785	318,843	1,980,819
2002	4,872,899	4,956,946	230,606	1,666,166
2003	5,388,845	5,249,101	268,297	782,190
2004	5,205,135	5,036,147	257,164	694,014
2005*	1,407,699	1,380,363	68,132	653,218

\* FOR THE SIX MONTHS ENDED DECEMBER 31, 2004

<b>MOTOR VEHICLE EXCISE ACTIVITY BY TOTAL LEVY 1990-2004</b>									
<u>YEAR OF LEVY</u>	<u>TOTAL LEVY</u>	<u>NET COLLECTIONS FROM INCEPTION</u>	<u>% TOTAL LEVY</u>	<u>% NET LEVY</u>	<u>ABATEMENTS FROM INCEPTION</u>	<u>%</u>	<u>UNPAID AS OF 12/31/2004</u>	<u>%</u>	
1990	2,783,650	2,590,515	93.1%	100.0%	193,135	6.9%	0	0.0%	
1991	2,663,638	2,520,350	94.6%	100.0%	143,288	5.4%	0	0.0%	
1992	2,685,106	2,567,294	95.6%	100.0%	117,812	4.4%	0	0.0%	
1993	2,828,749	2,722,276	96.2%	100.0%	106,473	3.9%	0	0.0%	
1994	3,175,876	3,067,137	96.6%	100.0%	108,739	3.4%	0	0.0%	
1995	3,551,657	3,442,576	96.9%	100.0%	109,081	3.1%	0	0.0%	
1996	3,673,602	3,547,385	96.6%	100.0%	126,217	3.4%	0	0.0%	
1997	4,091,156	3,899,585	95.3%	100.0%	191,571	4.7%	0	0.0%	
1998	4,563,118	4,067,912	89.1%	98.4%	423,286	9.3%	71,920	1.6%	
1999	4,978,382	4,609,806	92.6%	98.5%	295,553	5.9%	73,023	1.5%	
2000	5,344,816	5,060,339	94.7%	98.7%	214,243	4.0%	70,234	1.3%	
2001	5,362,112	4,958,975	92.5%	98.5%	321,963	6.0%	81,174	1.5%	
2002	4,811,029	4,291,350	89.2%	98.0%	424,259	8.8%	95,420	2.0%	
2003	5,345,021	5,086,095	95.2%	98.5%	178,879	3.3%	80,048	1.5%	
2004	4,895,253	4,574,917	93.5%	96.3%	139,037	2.8%	181,299	3.7%	

<u>REVENUE SOURCE</u>	<u>FY2003 ACTUAL</u>	<u>FY2004 ACTUAL</u>	<u>FY2005 BUDGET</u>	<u>FY2005 ESTIMATE</u>	<u>FY2006 BUDGET</u>	<u>BUDGET INCREASE</u>
Motor Vehicle Excise	5,238,211	5,038,714	5,052,500	5,200,000	5,250,000	197,500



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

**SUB-GROUP**

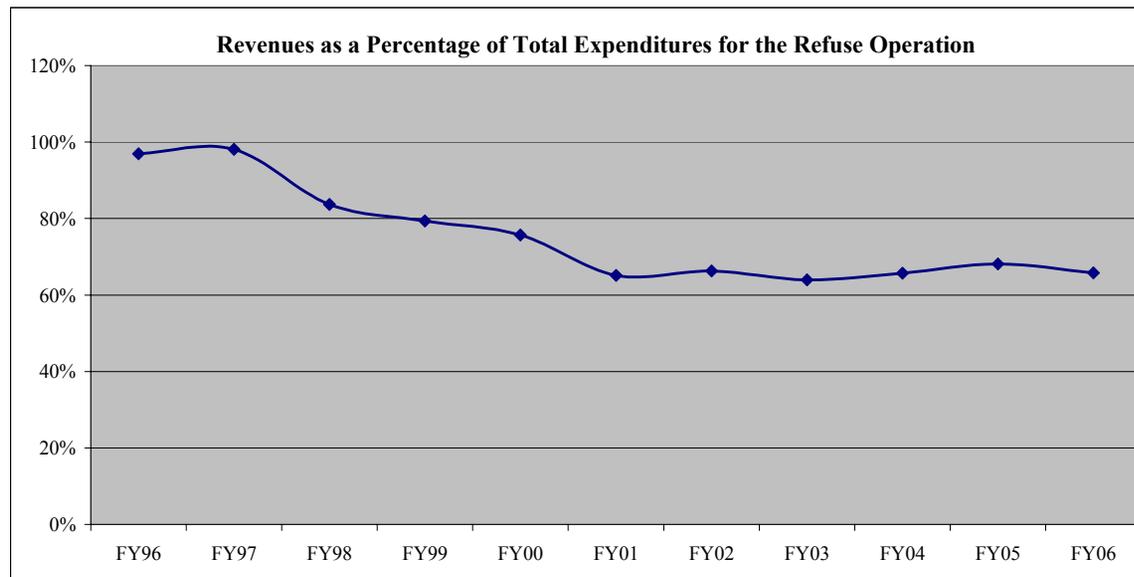
REFUSE FEE

**REFUSE FEE**

For FY06, the Refuse Fee is proposed to remain level at \$165 per annum. This should generate \$2,065,000 from residential collections and \$35,000 from commercial collections, for a total of \$2.1 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-FY05	FY06 est.
\$150	\$175	\$200	\$165	\$165

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 revenue covers approximately 66% of the service costs. The graph below shows how the property tax subsidy has increased since 1996.



REVENUE SOURCE	FY2003 ACTUAL	FY2004 ACTUAL	FY2005 BUDGET	FY2005 ESTIMATE	FY2006 BUDGET	BUDGET INCREASE
Refuse Fee	2,188,462	2,145,678	2,100,000	2,100,000	2,100,000	0



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

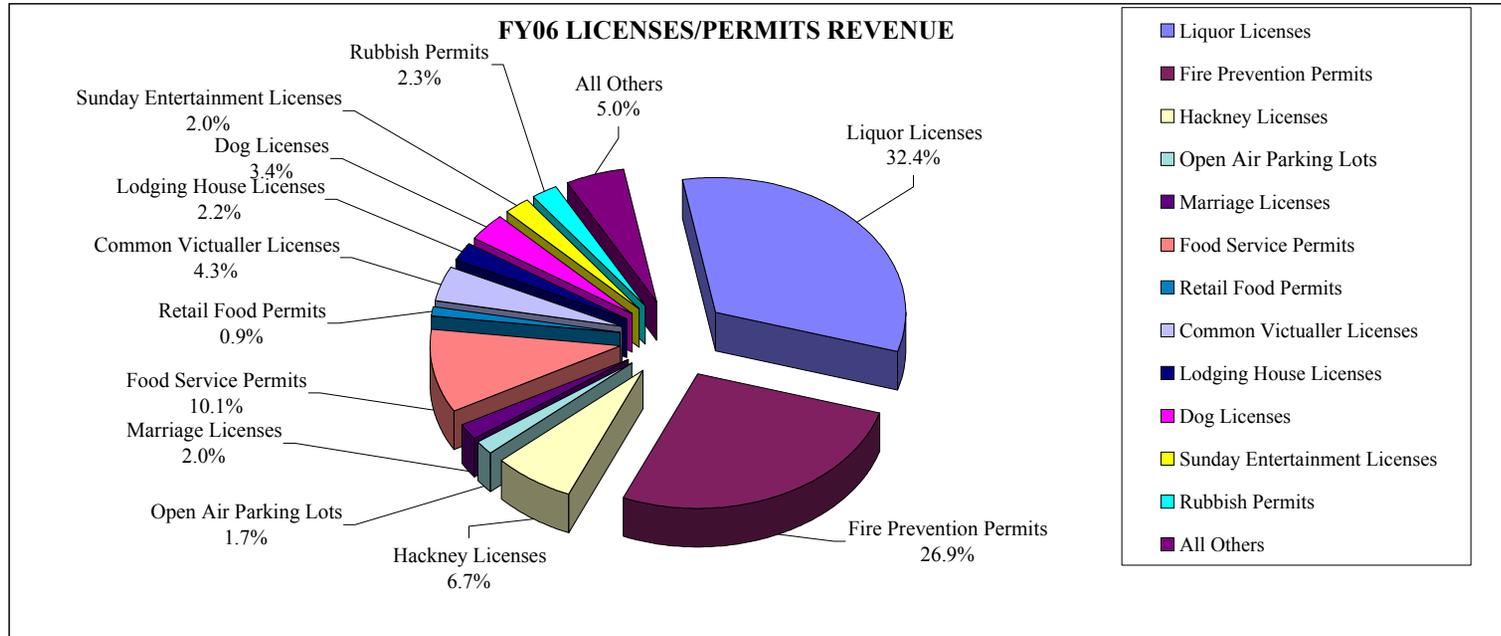
LOCAL RECEIPTS

**SUB-GROUP**

LICENSES AND PERMITS

**LICENSES AND PERMITS**

The majority of the revenue from Licenses and Permits is derived from liquor licenses, fire prevention permits, and licenses from a variety of food establishments. For FY06, revenues from this category are expected to increase \$61,500 (9%) from FY05 levels, due to the increase Fire Prevention Permits (\$63,000, 46%). This increase is the result of a change to the fee schedule for certain fire fees, as adopted by Town Meeting and signed into law by the Governor, and the updating of the database that stores the Fire Department's billing information.



REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Liquor Licenses	260,015	255,005	241,500	241,500	241,500	0
Fire Prevention Permits	144,472	206,141	137,000	200,000	200,000	63,000
Hackney Licenses	10,127	62,103	50,000	50,000	50,000	0
Open Air Parking Lots	14,730	12,720	15,000	15,000	12,500	(2,500)
Marriage Licenses	11,329	20,045	15,000	15,000	15,000	0
Food Service Permits	88,349	86,228	75,000	75,000	75,000	0
Retail Food Permits	218	446	7,000	7,000	7,000	0
Common Victualler Licenses	33,275	33,975	31,000	32,000	32,000	1,000
Lodging House Licenses	16,331	16,681	16,500	16,500	16,500	0
Dog Licenses	15,545	28,162	25,500	25,500	25,500	0
Sunday Entertainment Licenses	16,150	17,675	15,000	15,000	15,000	0
Rubbish Permits	17,340	17,995	17,100	17,100	17,100	0
All Others	48,871	58,691	37,400	37,400	37,400	0
Totals	676,751	815,868	683,000	747,000	744,500	61,500



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

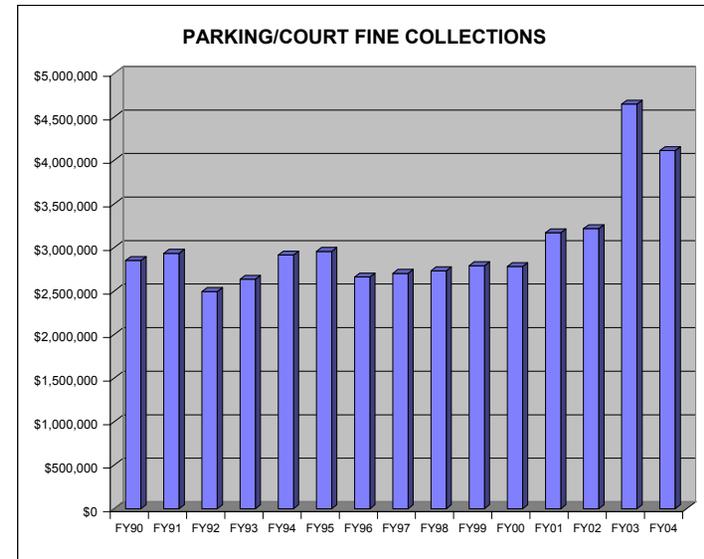
**SUB-GROUP**

PARKING AND COURT FINES

**PARKING AND COURT FINES**

In September of 2002, the Board of Selectmen increased the fines for certain parking violations. 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 after approval by the Legislature and Governor. This legislation allowed the Board of Selectmen to raise parking violations to a maximum of \$50. The adopted fine schedule is found below.

<u>FINE</u>	<u>OLD FINE</u>	<u>AS OF SEPT. 2002</u>	<u>CHANGE</u>
Overnight Permit Parking Violation	\$25	\$30	\$5
Parking Within an Intersection	\$15	\$25	\$10
Stopping Violation	\$15	\$25	\$10
Bus or Trolley Stop	\$15	\$25	\$10
Loading Zone	\$15	\$25	\$10
No Parking/Restricted Area	\$15	\$25	\$10
Upon a Sidewalk	\$15	\$25	\$10
Crosswalk	\$15	\$25	\$10
On-Street Overnight Parking Violation	\$15	\$30	\$15
Off-Street Overnight Parking Violation	\$15	\$30	\$15
Taxi Cab Stand	\$15	\$25	\$10
Meter Overtime	\$15	\$25	\$10
Within 20 Feet of an Intersection	\$15	\$25	\$10
In Excess of Posted Time Limit	\$15	\$25	\$10
Standing Violation	\$15	\$25	\$10
Meter Fee Unpaid (5 or 10 Hour Meter)	\$15	\$25	\$10
Meter Space Violation	\$15	\$25	\$10
Meter Fee Unpaid (1, 2, or 3 Hour Meter)	\$15	\$25	\$10



While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increase (the \$4 million estimate is \$1.3 million, or 48%, higher than the average annual collections prior to the fine increase), 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. The graph above shows fine revenue since FY90.

The FY06 revenue estimate is \$4 million, an amount that represents level-funding from the current fiscal year's budget.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
Parking and Court Fines	4,646,604	4,113,413	4,000,000	4,000,000	4,000,000	0



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

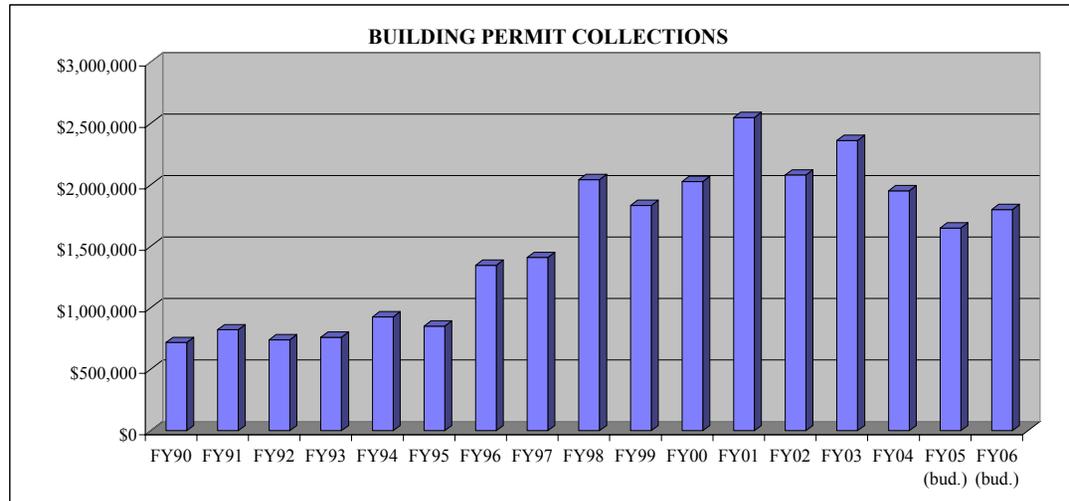
LOCAL RECEIPTS

**SUB-GROUP**

GENERAL GOVERNMENT

**GENERAL GOVERNMENT**

Revenues derived from this category are expected to increase over the amount budgeted for FY05 by \$196,000 (9.6%) due primarily to Building Permit revenues, which are estimated to increase \$150,000 (9.1%). Building Permit collections remained relatively flat between FY90 and FY95 due to the economic climate. A sharp increase was realized in FY96, and construction demand continued to escalate from FY97 through FY01; therefore, the collections from this revenue source well exceeded the budgeted amounts. In FY02, a sizeable decrease was realized (\$467,000, 18%), an indication of the weakened economy. While there was an increase in FY03 (\$280,000, 14%), it proved to be a one-year blip, as the amount collected during FY04 was significantly less than in FY03 (\$410,000 less, or 17%).



Other increases include Collector's Fees, which are estimated to increase \$35,000 (23.3%), and Town Clerk Fees, which are estimated to increase \$17,000 (21.3%).

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. The All Others category is comprised of Benefits reimbursements, Board of Appeals fees, fees for copying documents of various departments, and many one-time reimbursements for miscellaneous expenditures. This group of revenue accounts is level-funded for FY06.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET INCREASE
Building Permits and Inspections	2,361,588	1,951,255	1,650,000	2,200,000	1,800,000	150,000
Legal Damage Recovery	11,222	0	11,000	11,000	5,000	(6,000)
Town Clerk's Fees	101,175	109,092	80,000	90,000	97,000	17,000
Collector's Fees	197,966	191,752	150,000	175,000	185,000	35,000
Plan Design Review	44,450	68,175	45,000	45,000	45,000	0
Property Rental Payments	20,900	40,000	20,900	30,000	30,000	0
All Others	<u>2,623,748</u>	<u>171,424</u>	<u>79,500</u>	<u>79,500</u>	<u>79,500</u>	<u>0</u>
Totals	5,361,050	2,531,697	2,045,500	2,630,500	2,241,500	196,000



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

**SUB-GROUP**

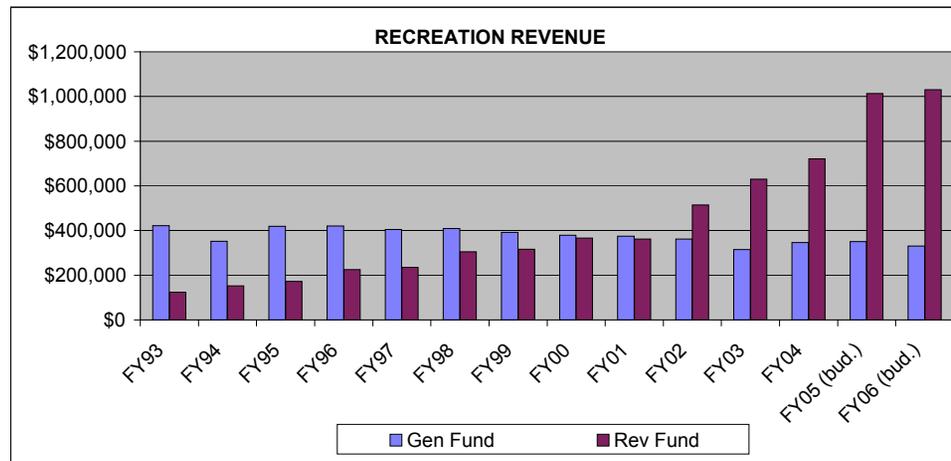
RECREATION

**RECREATION**

The Recreation Department charges user fees for its programs in order to generate revenue. The total revenue collected is either deposited in the General Fund or in the Recreation Revolving Fund. Some of the major programs generating revenue include summer day camps, swimming, tennis, and skating. Recreation revenues for FY06 are reduced \$20,000 (5.7%) to \$330,000 due to the swimming pool being closed for a portion of FY06 for major renovations approved by Town Meeting at the 2004 Annual Town Meeting. This will cause the revenue derived from the swimming category to decline.

In addition to the revenue deposited in the General Fund, the Recreation Department also collects fees for other programs that they sponsor and deposits are made into the Recreation Revolving Fund. Please see the Revolving Fund piece of this Revenue Section (page II-32), as well as the expenditure breakdown of this Fund in the Recreation Department's budget in Section IV of this Financial Plan.

Lastly, the Recreation Department is responsible for the operation of the Town-owned "Brookline Golf Club at Putterham" municipal golf course. Please see the Enterprise Fund piece of this Revenue Section (page II-31), as well as the expenditure breakdown of this Fund in the Recreation Department's budget in Section IV of this Financial Plan.



REVENUE SOURCE	FY2003 ACTUAL	FY2004 ACTUAL	FY2005 BUDGET	FY2005 ESTIMATE	FY2006 BUDGET	BUDGET INCREASE
Swimming	70,228	76,796	75,000	75,000	55,000	(20,000)
Summer Day Camps	173,114	195,869	198,000	198,000	198,000	0
Day Care and After School	2,688	0	0	0	0	0
Tennis	25,370	19,712	28,000	28,000	28,000	0
Physical Education Facility	3,274	2,972	2,000	2,000	2,000	0
Skating	18,878	26,060	26,060	26,060	26,060	0
Picnic Charges	15,675	18,563	4,000	4,000	14,640	10,640
Other	5,610	5,830	16,940	16,940	6,300	(10,640)
Totals	314,837	345,802	350,000	350,000	330,000	(20,000)



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

**SUB-GROUP**

INTEREST INCOME

**INTEREST INCOME**

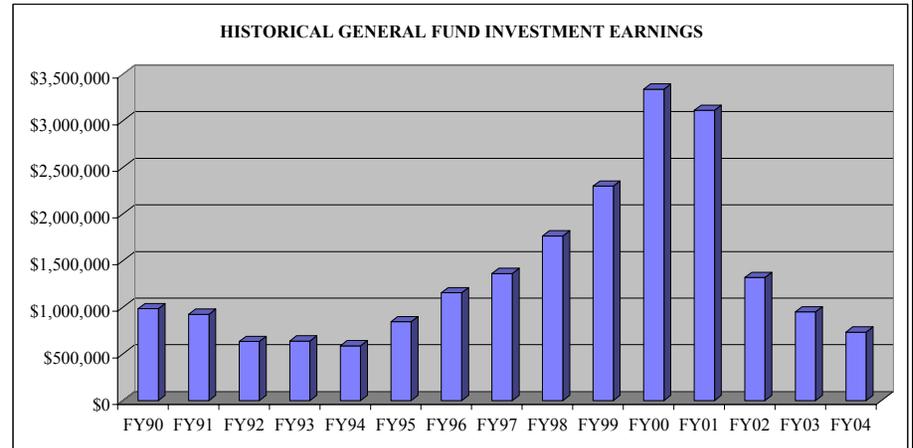
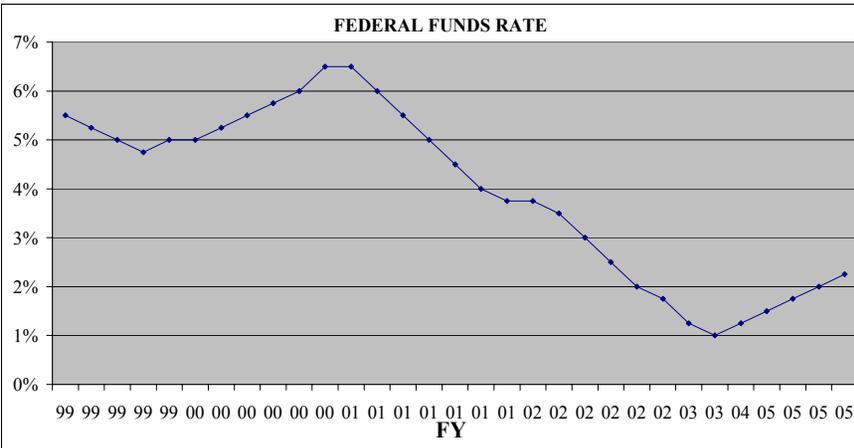
The Town Treasurer regularly invests any cash not required for current disbursements. The interest earned from these investments is credited to the Interest Income account. The amount of investment income earned in any given year is dependent upon a number of variables, the most important of which are:

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

Investment income accounted for three-quarters of the interest income earned in FY04. The other significant source of interest is from payments made by delinquent taxpayers.

The estimate for interest earned on investments for FY06 is \$1,020,000, which represents an increase of \$320,000 (45.7%). 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 approximately 1% (compared to 5% - 6.5% in FY00; 3.75% - 6.5% in FY01; 1.75% - 3.75% in FY02; and 1% - 1.25% in FY03), actual earnings were well below the levels realized during FY's 00-02. From FY00 to FY04, there was a drop of \$2.6 million, or 78%.

Since June, 2004, the Federal Reserve has increased rates five times, bringing the rate 2.25%. Therefore, the estimate for interest on investments for FY06 can be increased. The budget represents an increase of \$320,000, or 45.7%. The two graphs below show the drop and subsequent increase in the Federal Funds rate (left) and the historical Investment Income earnings (right).



Based upon prior experience, the amount budgeted for interest earned from delinquent taxpayers is being increased by \$110,000 (55%) to \$310,000 for FY06.

REVENUE SOURCE	FY2003 ACTUAL	FY2004 ACTUAL	FY2005 BUDGET	FY2005 ESTIMATE	FY2006 BUDGET	BUDGET INCREASE
Interest Income	951,469	733,480	700,000	960,000	1,020,000	320,000
Delinquent Tax Interest	307,205	418,896	200,000	300,000	310,000	110,000
Totals	1,258,674	1,152,376	900,000	1,260,000	1,330,000	430,000



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

**SUB-GROUP**

IN LIEU OF TAX PAYMENTS

**IN LIEU OF TAX PAYMENTS**

In lieu of tax payments (PILOTs) are made to the Town by the Brookline Housing Authority and corporations that have entered into a State authorized agreement, known as Chapter 121A agreements. 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.

Total in lieu of tax payments are estimated to yield \$738,800 for FY06, a decrease of \$111,200 (13.1%). The decline between FY06 and FY05 is due to the change in the 121A agreement with the Beacon Park Associates property located at 1371 Beacon St. A new payment schedule was negotiated between the Town and the owner that provides for a new affordable housing restriction which preserves 80 units until 2018 and 30 affordable units to 2028. (The large decrease from the FY03 actual is the result of a re-classification of previously collected Ch. 121A payments that are now collected as part of the property tax levy.)

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 FY06 PILOT payment are as follows:

<u>ADDRESS</u>	<u>PROPERTY</u>	<u>EST. STATE AML.</u>	<u>EST. TOWN AML.</u>	<u>EST. TOTAL PAYMENT</u>
1371 Beacon St.	Beacon Park Assoc.	114,000	0	114,000
55 Village Way	Brookline Village (Winn Prop.)	213,000	218,000	431,000
<b>TOTAL</b>		<b>327,000</b>	<b>218,000</b>	<b>545,000</b>

Based upon a longstanding agreement, the method for determining a major portion of the Housing Authority's payment is based upon a percentage of its expenses.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Chapter 121A Projects	1,276,292	830,599	660,000	660,000	545,000	(115,000)
Brookline Housing Authority	192,493	185,789	190,000	190,000	193,800	3,800
Totals	1,468,785	1,016,388	850,000	850,000	738,800	(111,200)



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

LOCAL RECEIPTS

**SUB-GROUP**

DEPARTMENTAL AND OTHER

**DEPARTMENTAL AND OTHER**

All other local receipt sources combined are expected to total \$2.07 million, an amount that is \$64,872 (3.2%) above the FY05 budgeted amount. This is due to two revenue sources:

1. Schools (Medicaid Reimbursement) - this is the Federal Medicaid reimbursement for medical services provided to qualified Brookline special education students. It is increasing \$35,000 (19.4%) as a result of the work of the School Department. They worked with a consultant to determine how to receive additional revenue from this program. The increase is specifically tied to the increased reimbursement they now stand to gain from having certain administrative expenses reimbursed.
2. Cable Television Franchise Fee - this is a 3% tax on the gross receipts of the local cable television companies. It is estimated to increase \$29,872 (9%) to \$360,000 because of previous experience and the fact that the fee is based upon gross receipts of the companies.

The remaining revenue sources in this category include:

- Public Safety fees - these include Towing Fees and Firearms licenses and are level-funded at \$95,000.
- Health and Sanitation - these fees, which include Tobacco and Asbestos fees, are collected by the Health Department. They are level-funded at \$50,000.
- Public Works - these consist primarily of street cutting permits and are level-funded at \$82,000.
- Parking Fees - these fees include revenues from overnight parking permits, municipal parking space rentals, and rental vehicle lease surcharges. They are level-funded at \$329,500.
- Credit Card Convenience Fee - this is derived from the \$2 convenience fee charged to users of the On-Line Parking Ticket Payment application. (The \$2 fee is added to the fine amount in an effort to fully recover the costs of the application.) It is estimated to remain level-funded at \$54,000.
- Library revenues - these consist of overdue fines and miscellaneous fees and are level-funded at \$95,000.
- 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 \$135,000.
- Hotel/Motel Excise - this revenue source is a 4% tax on gross receipts from room rentals of hotels and motels. It is estimated to remain level-funded at \$650,000, which includes the excise taxes from both hotels in town.
- Pension Reimbursement - this includes the annual reimbursement from the State for cost of living increases (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. As the number of non-contributory retirees declines, so too will the reimbursement. An overpayment by the State for the past several years will result in this category being reduced to \$0 for the next few years.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
Public Safety	124,881	93,368	95,000	95,000	95,000	0
Health and Sanitation	46,268	43,997	50,000	50,000	50,000	0
Public Works	119,995	99,705	82,000	82,000	82,000	0
Parking Fees	360,071	321,881	329,500	329,500	329,500	0
Credit Card Convenience Fees	17,386	25,004	54,000	54,000	54,000	0
Schools (Medicaid Reimbursement)	89,386	93,024	180,000	215,000	215,000	35,000
Library	98,661	101,902	95,000	95,000	95,000	0
Detail Surcharges	167,696	118,311	135,000	135,000	135,000	0
Hotel/Motel Excise	424,386	603,576	650,000	650,000	650,000	0
Cable TV Franchise	326,866	361,366	330,128	330,128	360,000	29,872
Pension Reimbursement	<u>27,343</u>	<u>11,162</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Totals	1,802,937	1,873,297	2,000,628	2,035,628	2,065,500	64,872



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

STATE AID

**SUB-GROUP**

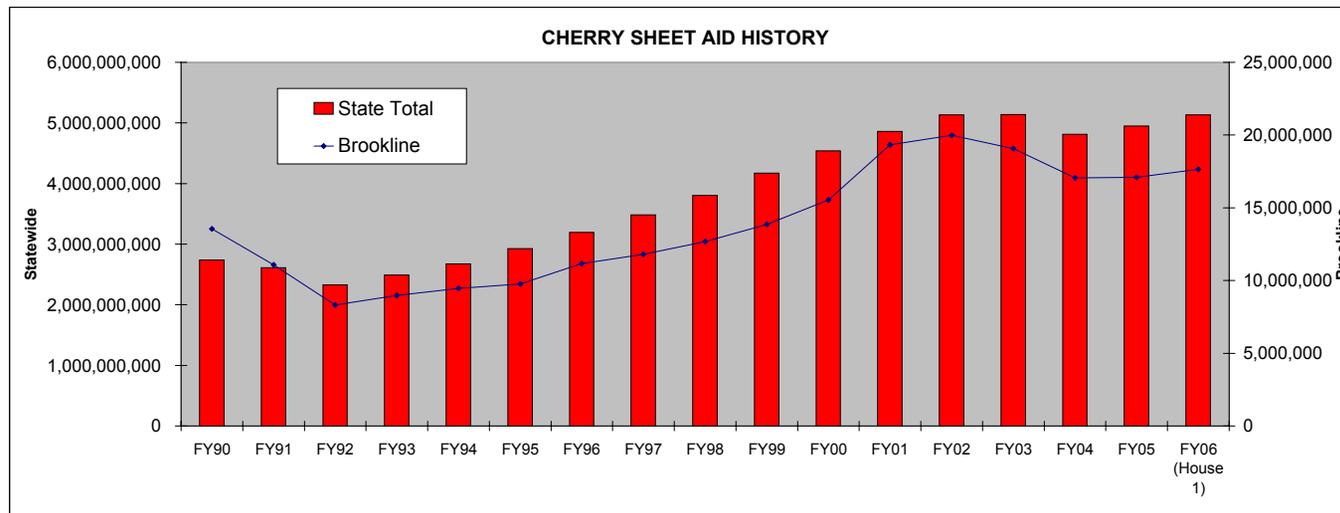
STATE AID SUMMARY

**STATE AID SUMMARY**

Since the 1982 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 local aid inevitably leads 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 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. This began in FY93 when the cap on disbursements back to municipalities, which was put into effect in the early-1990's to help balance the State budget, was phased out. Two other significant sources of increased revenue for cities and towns via the State have been School Building Assistance (SBA) reimbursements for eligible school building projects and the Police Education Incentive (Quinn Bill) reimbursement.

Unfortunately, local aid started being reduced in FY03, both for Cherry Sheet programs (e.g., Education Aid, Additional Assistance, Lottery) and discretionary grant programs (e.g., Kindergarten Grants, MCAS Assistance, Early Literacy Grants, MWRA Debt Assistance, DARE). 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%). Unfortunately, Brookline's state aid increased by less than one-half of 1% (\$44,000). These figures are reflected in the graph below. The table on the following page shows, in millions of dollars, the annual increase or decrease in gross Cherry Sheet aid since FY90.



REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
General Government Aid	7,913,643	7,546,422	7,543,492	7,543,492	8,005,712	462,220
School Aid	6,370,240	5,139,728	4,922,047	4,922,047	4,998,257	76,210
School Construction Aid	3,606,860	3,570,791	3,442,794	3,442,794	3,442,794	0
Tax Exemptions	32,422	28,082	28,460	28,460	27,078	(1,382)
Education Offset Items	1,148,519	1,013,561	1,157,237	1,157,237	1,162,883	5,646
Totals	19,071,684	17,298,584	17,094,030	17,094,030	17,636,724	542,694



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE  
GROUP**

STATE AID

**SUB-GROUP**

STATE AID SUMMARY

**GROSS CHERRY SHEET AID CHANGES (in millions of \$)**

	<u>FY90</u>	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06 (H1)</u>
All Municipalities	(\$202.9)	(\$127.6)	(\$282.4)	\$160.6	\$184.4	\$251.8	\$267.8	\$290.3	\$323.3	\$367.9	\$364.8	\$319.6	\$276.9	\$5.4	(\$329.5)	\$138.6	\$185.1
	-6.9%	-4.7%	-10.8%	6.9%	7.4%	9.4%	9.2%	9.1%	9.3%	9.7%	8.7%	7.0%	5.7%	0.1%	-6.4%	2.9%	3.7%
Brookline	(\$2.1)	(\$2.5)	(\$2.8)	\$0.7	\$0.5	\$0.3	\$1.2	\$0.6	\$0.9	\$1.2	\$1.7	\$3.8	\$0.8	(\$1.0)	(\$2.0)	\$0.0	\$0.5
	-15.3%	-18.3%	-24.8%	7.9%	5.2%	3.4%	14.2%	5.7%	7.3%	9.5%	12.1%	24.4%	3.2%	-4.6%	-10.6%	0.3%	2.3%

As previously stated, the State began to cut back its allocations to municipalities due to its own budget crises, placing an added burden on municipalities and the property tax in these tight financial times. Between FY02 and FY05, the following cuts were made:

- **Lottery proceeds** - - \$116.7 million (15%)
- **Additional Assistance** - - \$97.8 million (20.5%)
- **School Transportation** - - \$57.5 million (100%)
- **Ch. 70 Education Aid** - - \$29.5 million (0.9%)
- **Regional School Transportation** - - \$14 million (29.8%)
- **Class Size Reduction** - - \$18 million (100%)
- **Ch. 81 Highway Fund** - - \$10.9 million (100%). In FY01, this account totaled \$43.5 million.

In addition to these Cherry Sheet accounts, other local aid accounts that are not found on the Cherry Sheet (i.e., grants) realized large cuts, including tobacco tax funded programs (e.g., health education and school nurses), MCAS Support grants, Early Childhood grants, Educational Technology grants, Kindergarten Expansion grants, Early Literacy grants, Community Partnership grants, the DARE and SAFE programs, Arts Council grants, and Recycling Coordination grants. Another large cut that had an immediate and dramatic impact on those municipalities served by the MWRA, of which Brookline is one, was the nearly \$50 million reduction in Debt Assistance for the MWRA, which provided rate relief for ratepayers.

The Governor's FY06 budget proposal, referred to as House 1, increases total Cherry Sheet aid by \$185 million (3.7%). For Brookline, this translates into a \$542,694 (3.2%) increase. The majority of the growth comes from Chapter 70 Education Aid (\$74 million) and Lottery (\$100 million). Brookline does not benefit from any of the Chapter 70 growth, as the aid is only for "below foundation" communities. The increase in Lottery results from the Governor beginning the phase-out of the diversion of Lottery revenue from cities and towns to the state budget, currently estimated at more than \$200 million, one year earlier than the current plan, which calls for an end to the diversion over a five-year period commencing July 1, 2006. Brookline realizes an additional \$375,578 under this proposal.

The chart on the next page shows Brookline's total state aid amounts since FY90, as well as state assessments and net state aid for the same period.



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

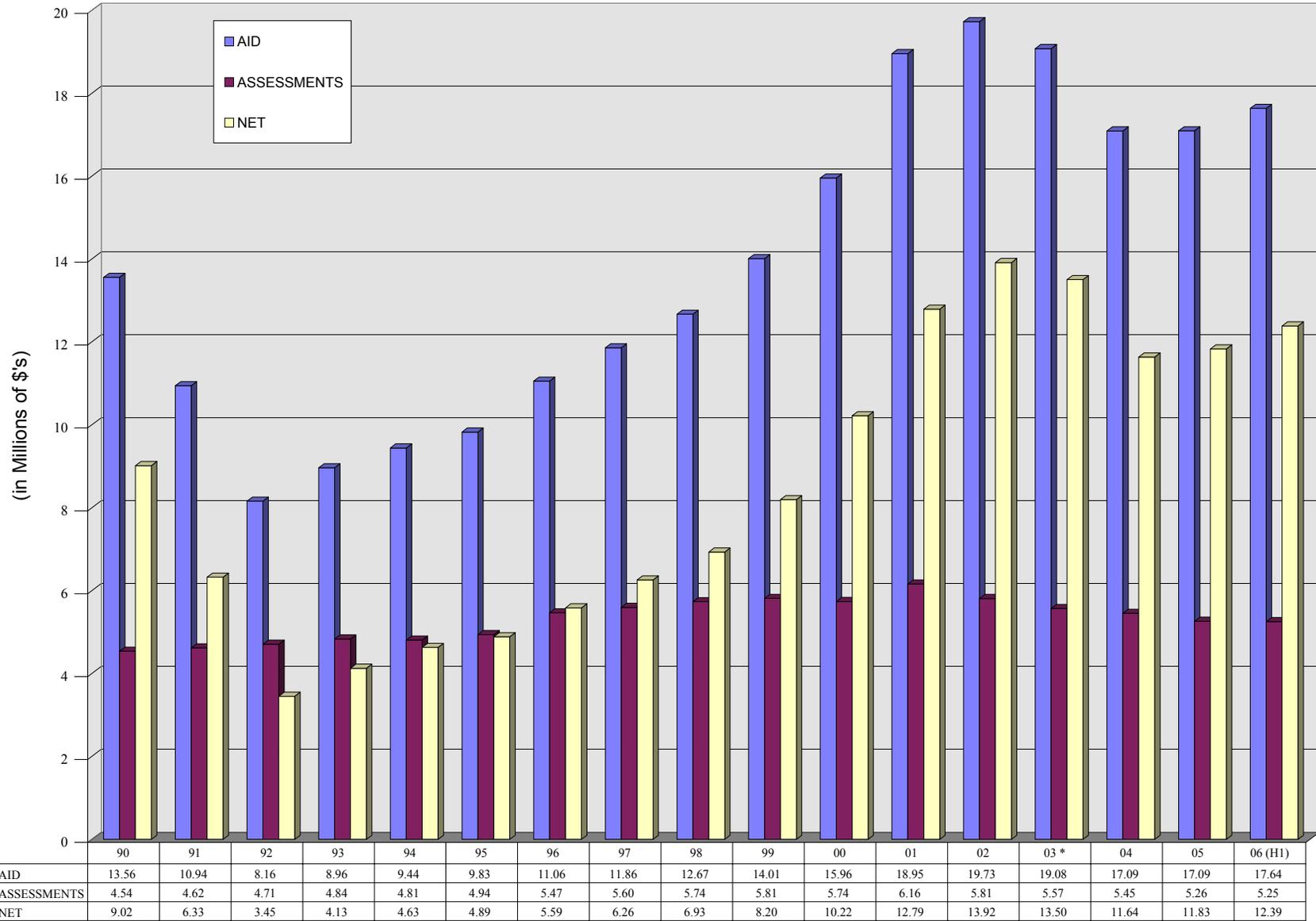
**REVENUE GROUP**

STATE AID

**SUB-GROUP**

STATE AID SUMMARY

**BROOKLINE STATE AID AND ASSESSMENTS**



\* The FY03 State Aid figure reflects the \$756,647 mid-year cut announced by Governor on January 30, 2003.



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

STATE AID

**SUB-GROUP**

GENERAL GOVERNMENT

**ADDITIONAL ASSISTANCE**

Additional Assistance is 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 School Chapter 70 aid and the needs-based Resolution Aid. After the Education Reform Act of 1993 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 FY's 89 and 90, Additional Assistance was funded statewide at \$765 million. For Brookline, this meant \$6.9 million. Between FY90 and FY92, the State cut this account by \$288.7 million (37.7%) to \$476.3 million. For Brookline, the result was a reduction of \$2.5 million to \$4.4 million (36.2%). For FY's 93-02, additional assistance was level-funded at the FY92 level. This changed in FY03, when the final state budget cut Additional Assistance by \$31 million (6.5%), resulting in a loss of \$286,459 for Brookline. The mid-year state aid cuts imposed by the Governor on January 30, 2003 resulted in a further reduction in Additional Assistance of \$41.6 million statewide, resulting in an additional loss of \$384,751 for Brookline. The FY04 appropriation was further reduced by \$25.2 million statewide, or \$232,497 for Brookline. When taken together, the cuts since FY02 total \$97.8M statewide and \$903,707 for Brookline.

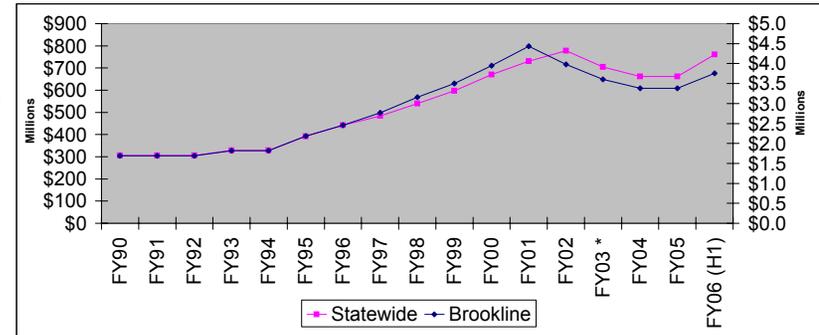
The Governor's FY06 budget proposal level-funds Additional Assistance at \$378.5 million statewide. Therefore, \$3.5 million is budgeted.

**LOTTERY**

Proceeds from the State Lottery, net of prizes and expenses, are supposed to be distributed to cities and towns through a formula that is meant to be "equalizing", which means that communities with lower property values receive proportionately more aid than communities with higher values. The formula is based on population and Equalized Property Valuations (EQV), shown below:

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

In 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 pressures 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 next four years to restore the previously diverted growth proceeds. This commitment expired with the FY00 distribution, which totaled \$670 million. In FY01, the amount increased to \$730 million and in FY02 it further increased to \$778 million, 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 million was \$116.7 million (15%) below the original FY03 budgeted amount. For Brookline, the 15% cut translated into \$596,624. The Governor's FY06 budget proposal does increase Lottery distributions by \$100 million (15.1%) to \$761.4 million. For Brookline, this translates into an increase of \$375,578 (11.1%). (The Governor was able to increase Lottery distributions by \$100 million because he began the phase-out of the diversion of Lottery revenue from cities and towns to the state budget, currently estimated at more than \$200 million, one year earlier than the current plan, which calls for an end to the diversion over a five-year period commencing July 1, 2006.) These changes are shown in the above graph.

REVENUE SOURCE	FY2003 ACTUAL	FY2004 ACTUAL	FY2005 BUDGET	FY2005 ESTIMATE	FY2006 BUDGET	BUDGET INCREASE
Additional Assistance	3,730,238	3,497,741	3,497,741	3,497,741	3,497,741	0
Lottery	3,605,599	3,380,871	3,380,871	3,380,871	3,756,449	375,578
Veteran's Benefits	41,145	64,999	54,499	54,499	70,151	15,652
Police Career Incentive	<u>536,661</u>	<u>602,812</u>	<u>610,381</u>	<u>610,381</u>	<u>681,371</u>	<u>70,990</u>
Totals	7,913,643	7,546,422	7,543,492	7,543,492	8,005,712	462,220



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

STATE AID

**SUB-GROUP**

GENERAL GOVERNMENT

**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 FY05 was \$11.3 million, an increase of \$3.2 million, or 40.4%. Brookline's FY05 reimbursement was \$54,499. The Governor's FY06 budget proposal increases funding by \$2.5 million (22.4%). Based on the Preliminary Cherry Sheets, Brookline will receive \$70,151, an increase of \$15,652 (28.7%).

**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. The Governor's FY06 budget proposal funds the program statewide at \$46.1 million, an amount that represent level-funding from FY05. Based on the Preliminary Cherry Sheets, Brookline will receive \$681,371, an increase of \$70,990 (11.6%).

**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 education 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.

Education reform legislation completely revised the previous Chapter 70 formula. The formula is quite complex, comprised primarily of the following components:

- |                                    |                               |                       |                                    |
|------------------------------------|-------------------------------|-----------------------|------------------------------------|
| 1. Foundation Budget               | 2. Net School Spending        | 3. Local Contribution | 4. Standard of Effort              |
| 5. Municipal Revenue Growth Factor | 6. Minimum Local Contribution | 7. Aid Calculations   | 8. Net School Spending Requirement |

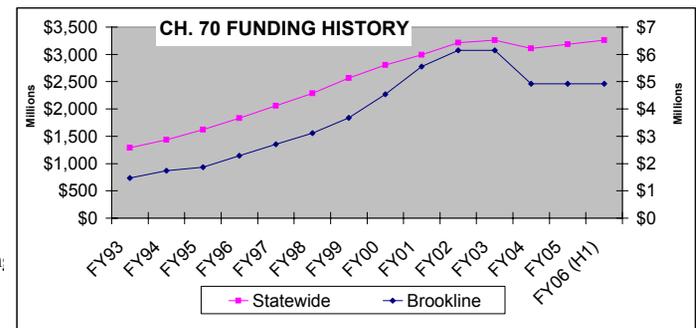
Under the provisions of the Act, every school system must meet certain minimum levels of spending. Two key factors are the Standard of Effort, which measures the local contribution toward education, and the Foundation Budget, which measures the minimum amount necessary to provide a quality education 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. Communities such as Brookline are considered to be relatively affluent and therefore, not as needy. 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. While the original formula expired after FY00 and a successor formula was supposed to be developed, no changes have been made to the formula since it expired. Currently, there is a court case pending (the Hancock case) that could dramatically effect Ch. 70 funding.

Between FY93 and FY03, the amount of Ch. 70 aid appropriated by the State increased significantly, as the chart below 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 \$1.48M to more than \$6 million.

In FY03, statewide Ch. 70 funding increased \$45.8 million (1.4%), but only 260 of 361 school districts received any increase. The additional amount was to ensure that spending in all municipal and regional school districts at least reached the "foundation budget" amount and that no school district received less aid in FY03 than it did in FY02. In FY04, total statewide funding was reduced \$147.4 million (4.5%) and was allocated in a manner such that no community fell below "foundation" and no community was cut more than 20%. Brookline's aid was cut the maximum 20% (\$1.2 million). In FY05, it was increased \$72.2 million statewide, the amount needed to keep all communities at foundation. Brookline received no increase.

The Governor's FY06 budget proposal increases Chapter 70 aid by \$74.1 million (2.3%) to \$3.26 billion, the amount necessary to keep all communities at foundation. Brookline receives no increase. Under this proposal, Brookline's funding level will be the same as FY04's. Stated another way, there would be no funding increase over a three-year period -- and still \$1.2 million (20%) below the FY03 level.





**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE  
GROUP**

STATE AID

**SUB-GROUP**

SCHOOL AID

**SCHOOL TRANSPORTATION**

Chapter 71, Section 7A, provides for reimbursement of the previous year's costs of transporting students who live more than 1.5 miles from school. Reimbursement is subject to a \$5 deductible per student and is usually pro-rated due to short funding by the State. Section 37D provides for reimbursement of the transportation costs associated with the program for eliminating racial isolation without the 1.5 miles minimum requirement. Chapter 71A, Section 8, and Chapter 71B, Sections 13 and 14, provide for reimbursement of the incremental costs of transportation for bilingual and special needs students without the 1.5 miles minimum requirement. Total municipal statewide funding was \$51.8 million for FY03, a 10% (\$5.76 million) reduction from FY02. In FY04, all funding was eliminated, resulting in a loss of \$217,681 for the Town. The Governor's budget proposal for FY06 continues to include no funding for this account.

**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 that involve the renovation or replacement of unsound or unsafe buildings. By the late-1990's, the program began to outstrip the State's ability to finance the program. By FY2004, 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 waiting list would be funded (one of which is the Lawrence School) and b.) no new projects could be added to the waiting list.

Using mainly a combination of long-term state-level borrowing and a dedicated portion of the sales tax, the revitalized SBA program will meet its obligations in full for projects already receiving payments and current waiting list projects. The new law provides an "off budget" revenue stream for future projects after the new project moratorium expires in July, 2007. Roughly 20% of the sales tax revenues are deducted to a new special trust fund to finance the State's share of projects. Also, \$150 million from surplus FY04 state revenues was transferred to the new fund. Lastly, \$1 billion in state bonds is authorized to help finance the new SBA program. For post-moratorium projects, the state's reimbursement rate has been reduced by 10 points. This change will result in an average increase in the local contribution to future school projects of more than 30%. An independent state authority was created to operate the new SBA program, which is governed by a seven-member board led by the State Treasurer. An 18-member advisory board has been established, including municipal officials, to provide advice to the new authority.

The new law pays in full the State's share of projects already receiving payments and projects on the current waiting list. Projects already receiving payments will continue 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, will receive up-front payment of the full state share of principal and interest on temporary borrowing. Municipalities and school districts will borrow only for the local share of any project. Special rules will apply to the few waiting list projects for which permanent borrowing has already occurred and to other unusual situations.

The new law also keeps in place the current moratorium that prohibits review or approval of new projects by the new SBA authority until after July 1, 2007. Reimbursement rates for all post-2007 major construction projects have been reduced by 10 percentage points. The reform legislation cuts the "base rate" for all projects by 8 points and eliminates the two incentive points that now apply to projects when a project manager is hired. Separate construction reform legislation signed by the Governor 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 is reduced from 90 % to 80 %, and the maximum local contribution is increased from 50% to 60%.

The law forbids the new SBA authority from approving new school building cost and size standards needed to design and determine the cost of a project or approve any new regulations before January 1, 2006. The authority is required to have new regulations in place by July 1, 2006.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
School Aid Chapter 70	6,152,559	4,922,047	4,922,047	4,922,047	4,922,047	0
School Transportation	217,681	217,681	0	0	0	0
School Construction Aid	3,606,860	3,570,791	3,442,794	3,442,794	3,442,794	0
Charter Tuition Assessment Reimbursement	0	0	0	0	70,490	70,490
Charter School Capital Facility Reimbursement	0	0	0	0	5,720	5,720
Totals	9,977,100	8,710,519	8,364,841	8,364,841	8,441,051	76,210



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE**

**SUB-GROUP**

**GROUP** STATE AID

SCHOOL AID

**SCHOOL CONSTRUCTION AID (con't.)**

While there is much to be desired in the restructured SBA program, including the elimination of the waiting list in 3 1/2 years versus the current 10 - 12 year time frame (which means the Town will receive its reimbursement for the Lawrence School in FY06), a dedicated funding stream, and no cuts in subsidy levels for current projects and current waitlist projects, the fact that there will be a reduction in reimbursement rates for future projects means that an outcome of the new law is that municipalities will have to pay more for a school project.

Under the new program, the Town will continue to receive payments under the existing schedule, which totals \$3.44 million. That funding supports the following four projects:

1. Lincoln School - beginning in FY96, the Town received the first of 20 annual \$616,287 payments for the State's 61% share of the Lincoln School construction costs.
2. Heath School - beginning in FY00, the Town received the first of 20 annual \$286,161 payments for the State's 61% share of the Heath School project. There has been a change to the reimbursement schedule. For years FY05-FY19, the Town will receive \$122,095 per year. When added to the first five annual payments (FY00-FY04) of \$286,161, the total reflects the State's 61% share of the project.
3. High School - beginning in FY00, the Town received the first of 20 annual \$2,214,516 payments for the State's 61% share of the remodeling of the High School.
4. Baker School - beginning in FY03, the Town received the first of 20 annual \$489,896 payments for the State's 61% share of the Baker School project.

**CHARTER TUITION ASSESSMENT REIMBURSEMENT**

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimbursing districts for the tuition they pay to Commonwealth charter schools. 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. This reimbursement is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated.

Based on the Preliminary Cherry Sheets, which are predicated upon the Governor's FY06 budget proposal, the Town will receive \$70,490 in revenue to offset the costs of the Charter School Assessment. However, the funding level does not allow for a full 100% reimbursement (i.e., the \$100,640 is not 100% reimbursed as it should be in year one of the assessment.) Although the appropriation for charter reimbursements totals \$50.1 million, \$12.4 million of this appropriation is contingent on the passage of outside section 60, which eliminates the cap on charter school assessments as a percent of net school spending when the board of education determines that the district's scores on MCAS tests are in the lowest 10% statewide for two consecutive years. Since \$12.4 million of the appropriation is contingent on amending the General Laws, the Preliminary Cherry Sheet estimate reflects only \$37.7 million for charter reimbursements.

**CHARTER SCHOOL CAPITAL FACILITY REIMBURSEMENT**

This revenue source is another component of the above detailed Charter School Tuition Reimbursement. This portion is to reimburse sending districts for the capital facilities tuition component they pay to Commonwealth charter schools for interest and principal payments on school buildings and land. The statewide average of what districts paid in the prior year (currently \$715 per pupil) for both principal and interest on land and buildings is applied to each pupil's tuition rate. For FY06, Brookline will receive \$5,720.



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

STATE AID

**SUB-GROUP**

TAX EXEMPTION AID

**VETERANS**

Chapter 59, Section 5, Clauses 22A-22E provide for tax exemptions for veterans meeting certain criteria. The amount of the exemption is no less than \$250. 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.

**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 as determined by the Commissioner of the Department of Revenue (DOR). The State partially reimburses the Town for this exemption.

**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. Total FY05 statewide funding for the above three reimbursements was \$8.4 million. For Brookline, the total was \$25,448. In the Governor's FY06 budget proposal, total statewide funding for the above three reimbursements is level-funded at \$8.4 million. Therefore, \$25,070 is estimated.

**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).

The State determines its reimbursement by dividing the total number of exemptions throughout the State into the total appropriation, which was \$9.9 million in FY05. Brookline's reimbursement entitlement is calculated by multiplying the statewide unit reimbursement by the number of exemptions granted by the Town. In FY05, the reimbursement was \$3,012. In the Governor's FY06 budget proposal, total statewide funding is level-funded at \$9.9 million. Therefore, the reimbursement is estimated at \$2,008.

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	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
Veterans	19,696	10,275	20,587	20,587	20,209	(378)
Surviving Spouses and Others	1,464	1,464	2,296	2,296	2,296	0
Blind Taxpayer	4,288	4,200	2,565	2,565	2,565	0
Elderly Taxpayer	<u>6,974</u>	<u>12,143</u>	<u>3,012</u>	<u>3,012</u>	<u>2,008</u>	<u>(1,004)</u>
Totals	32,422	28,082	28,460	28,460	27,078	(1,382)



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

STATE AID

**SUB-GROUP**

CHERRY SHEET OFFSETS

**CHERRY SHEET OFFSETS**

Cherry Sheet Offsets are amounts that constitute categorical aid and must be spent for specific municipal and regional school district programs. Funds received under programs designated as Offset items may be spent without appropriation in the local budget. The School Department reserves the Racial Imbalance (METCO) and Lunch Program funds for direct expenditure. The Library does the same with the Public Libraries appropriation. They are not included in the Town's general revenues available for appropriation. The School Department expends the METCO and Lunch Programs monies above and beyond the appropriated budget while the Library uses the funds to augment the Town's appropriation. Statewide FY05 funding totaled \$29.6 million. The Governor's FY06 budget proposal level-funds these accounts. For Brookline, the FY06 funding is estimated at \$1.16 million.

RACIAL IMBALANCE (METCO)

Chapter 76, Section 12A, provides financial assistance to communities that educate children who reside in other towns where a racial imbalance exists. Each school system must submit a plan to the Board of Education that shall include an estimate of the costs associated with its implementation. If the plan is approved by the Board of Education, it enters into an agreement for reimbursement with the school system. Statewide FY05 funding totaled \$15.6 million. The Governor's FY06 budget proposal level-funds the account at \$15.6 million. For Brookline, funding is estimated at \$1.06 million.

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 FY05 funding totaled \$5.4 million. The Governor's FY06 budget proposal level-funds the account at \$5.4 million. For Brookline, funding is estimated at \$20,830.

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 \$.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 II-22. 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 FY05 funding totaled \$8.5 million. The Governor's FY06 budget proposal level-funds the account at \$8.5 million. For Brookline, funding is estimated at \$85,646.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Racial Imbalance	1,049,446	921,103	1,056,407	1,056,407	1,056,407	0
Lunch Programs	20,950	21,358	17,721	17,721	20,830	3,109
Public Libraries	<u>78,123</u>	<u>71,100</u>	<u>83,109</u>	<u>83,109</u>	<u>85,646</u>	<u>2,537</u>
Totals	1,148,519	1,013,561	1,157,237	1,157,237	1,162,883	5,646



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

FREE CASH

**SUB-GROUP**

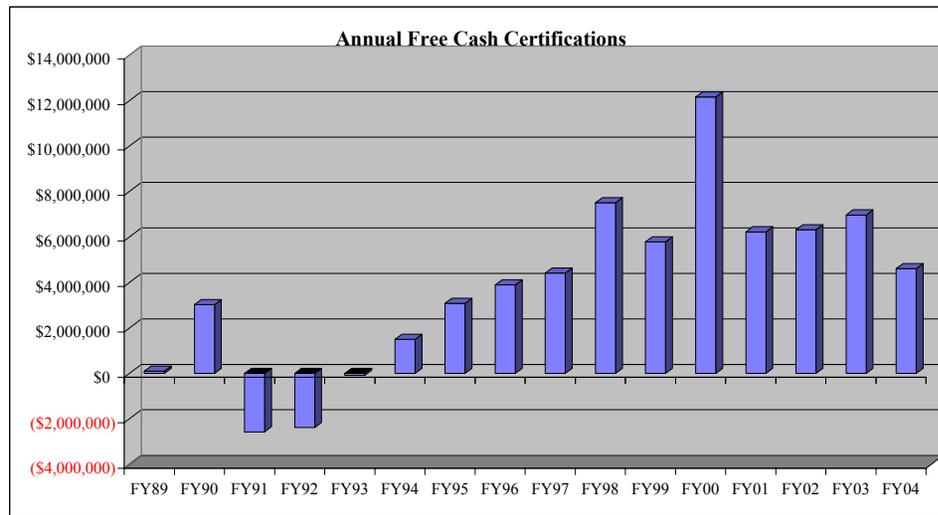
FREE CASH

**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 Section VIII 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, such as snow removal overdrafts. 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 3 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 the strong economy of the late-1990's have contributed to the favorable levels of Free Cash. However, the Free Cash certification for funds available for use in FY06 (i.e., Free Cash as of 7/1/04) declined 34% to \$4.6 million. The primary cause of the decline was a reduction in surplus revenue in FY04.



Due to the difficulty in predicting Free Cash and the need to provide some reserve for potential unforeseen or extraordinary expenses, especially in a tight budgeting environment, the Selectmen have adopted a formal Free Cash appropriation policy. An amount equivalent to 0.25% of the prior year's net revenue (approximately \$380,000) is appropriated for use as part of the Town's operating budget. When combined with the tax supported portion of the budget reserve, which is an amount equivalent to 0.75% of the prior year's net revenue, the result is a total budget reserve equivalent to 1% of the prior year's net revenue.

The Free Cash balance as of the close of FY04 has been certified at \$4,606,534. After making the following appropriations, \$3.78 million is available for capital improvements:

- \$381,105 to the Operating Budget Reserve Fund
- \$39,005 to the Stabilization Fund ("Rainy Day" fund)
- \$406,616 to the Liability/Catastrophe Fund

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Free Cash appropriated for:						
Capital Improvements	4,548,983	4,929,348	5,675,360	5,675,360	3,779,809	(1,895,552)
Operating Budget Reserve Fund	0	0	369,076	369,076	381,105	12,029
Stabilization Fund	0	0	246,892	246,892	39,005	(207,887)
Affordable Housing Trust Fund	311,225	316,455	348,312	348,312	0	(348,312)
Retiree Group Health Trust Fund	0	357,158	0	0	0	0
Worker's Compensation Trust Fund	0	0	153,704	153,704	0	(153,704)
Liability Reserve	<u>401,589</u>	<u>0</u>	<u>172,896</u>	<u>172,896</u>	<u>406,616</u>	<u>233,720</u>
Totals	5,261,797	5,602,961	6,966,241	6,966,241	4,606,534	(2,359,707)



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

OTHER AVAILABLE FUNDS

**SUB-GROUP**

OTHER AVAILABLE FUNDS

**OTHER AVAILABLE FUNDS**

Other Available Funds are derived from legally restricted funds or grants and can only be used to offset related appropriations. The anticipated amount available to defray FY06 appropriations is \$7,933,796, a decrease of \$3,321,534 (29.5%) from the amount available in FY05. The decrease is the result of the following changes:

1. **Tax Abatement Reserve Surplus** - also known as the Overlay Reserve Surplus, the \$3,000,000 reduction is due to the fact that in FY05, \$3 million was declared surplus by the Board of Assessors for use as part of the FY05 Capital Improvement Program (CIP), and there is no such surplus for use in the FY06 CIP.
2. **Capital Project Surplus** - similar to the FY05 use of the Overlay to support the CIP, \$225,000 of a Capital Project Surplus was used in the FY05 CIP. There is no such surplus for use in the FY06 CIP.
3. **Chapter 90** - Chapter 90 is a State reimbursement-type grant for eligible road repairs and maintenance. These funds are earmarked for approved road and related State Highway Department approved projects. They are reimbursed to the Town after local funds are expended. The projects covered by this grant are included within the annual CIP and the level of appropriation is limited to the amount authorized by the State. In August, the State passed a bond bill that included \$450 million statewide to be distributed over a three-year period (FY05 - FY07). The Governor approved \$120 million for FY05, which resulted in Brookline getting \$568,739. For FY06, it is anticipated that \$150 million will be approved, resulting in \$710,924 for Brookline.
4. **Parking Meter Receipts** - an increase of \$52,500 (2.7%) is anticipated.
5. **Water and Sewer Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of debt service, fringe benefits, and interdepartmental expenses. The 4.1% (\$196,045) decrease is due primarily to a reduction in debt service.
6. **Golf Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of debt service, 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, and property insurance. The \$102,130 (21.2%) decrease in the FY06 reimbursement is due to a reduction in the Town Fee, partially offset by an increase in the reimbursement for fringe benefits. Fringe benefits increase due to taking the grounds maintenance operation in-house, which requires two full-time employees and 10 part-time seasonal employees.
7. **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 FY06 reimbursement increases \$6,956 (6.2%).

The Walnut Hills Cemetery Fund includes receipts from the sale of lots, as well as income from the perpetual care fund. Due to increasing space needs, the Trustees have begun to expend a portion of these revenues directly. Therefore, the Town's share of the revenue was reduced to \$50,000 in FY99. FY06 will remain at this reduced level in order to permit the Trustees to continue with their much needed expansion project. The State Aid for Libraries account 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 in FY06. The School Special Funds Reimbursement which is to support the General Fund for the costs of benefits associated with the employees paid from special school funds, is level-funded at \$100,000.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Parking Meter Receipts	1,900,000	1,900,000	1,925,000	1,925,000	1,977,500	52,500
Walnut Hill Cemetery Fund	50,000	50,000	50,000	50,000	50,000	0
Chapter 90	484,117	484,117	568,739	568,739	710,924	142,185
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555	0
Golf Enterprise Fund Reimbursement	473,314	376,581	481,684	481,684	379,554	(102,130)
Recreation Revolving Fund Reimbursement	50,225	82,886	112,781	112,781	119,737	6,956
Water and Sewer Enterprise Fund Reimb.	5,125,469	4,849,472	4,750,571	4,750,571	4,554,526	(196,045)
School Special Funds Reimbursement	0	100,000	100,000	100,000	100,000	0
Tax Abatement Reserve Surplus	210,000	0	3,000,000	3,000,000	0	(3,000,000)
Capital Project Surplus	0	0	225,000	225,000	0	(225,000)
Totals	8,334,680	7,884,611	11,255,330	11,255,330	7,933,796	(3,321,534)



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

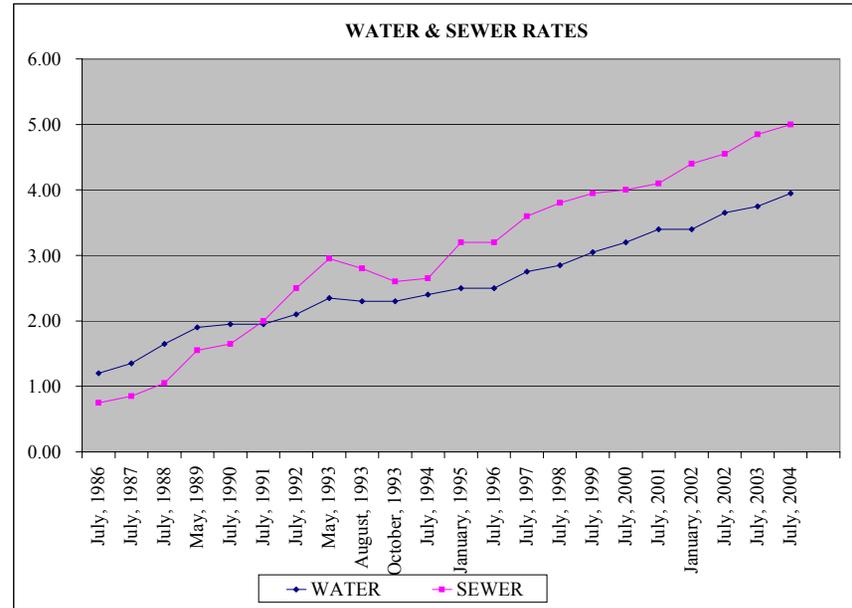
ENTERPRISE FUND

**SUB-GROUP**

WATER AND SEWER ENTERPRISE

**WATER AND SEWER ENTERPRISE**

<u>DATE</u>	<u>WATER</u>	<u>SEWER</u>
July, 1986	1.20	0.75
July, 1987	1.35	0.85
July, 1988	1.65	1.05
May, 1989	1.90	1.55
July, 1990	1.95	1.65
July, 1991	1.95	2.00
July, 1992	2.10	2.50
May, 1993	2.35	2.95
August, 1993	2.30	2.80
October, 1993	2.30	2.60
July, 1994	2.40	2.65
January, 1995	2.50	3.20
July, 1996	2.50	3.20
July, 1997	2.75	3.60
July, 1998	2.85	3.80
July, 1999	3.05	3.95
July, 2000	3.20	4.00
July, 2001	3.40	4.10
January, 2002	3.40	4.40
July, 2002	3.65	4.55
July, 2003	3.75	4.85
July, 2004	3.95	5.00



Early indications are that the costs for water and sewer services for FY06 will increase by approximately \$594,332 (2.9%) over FY05. The increase is driven by increases in the MWRA Assessment (\$591,560, 4.5%), Personnel (\$101,017, 4.3%), Supplies (\$52,281, 50.6%), and Capital (\$48,900, 16.5%), partially offset by a decrease in the Intragovernmental (Overhead) Reimbursement (\$196,046, 4.1%). The decrease in the Overhead Reimbursement comes mainly from debt service.

REVENUE SOURCE	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
Water and Sewer Charges	19,112,895	19,723,745	20,607,047	21,100,735	21,201,379	594,332
Service Fees	109,867	125,070	120,000	120,000	120,000	0
Totals	19,222,762	19,848,815	20,727,047	21,220,735	21,321,379	594,332



**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

ENTERPRISE FUND

**SUB-GROUP**

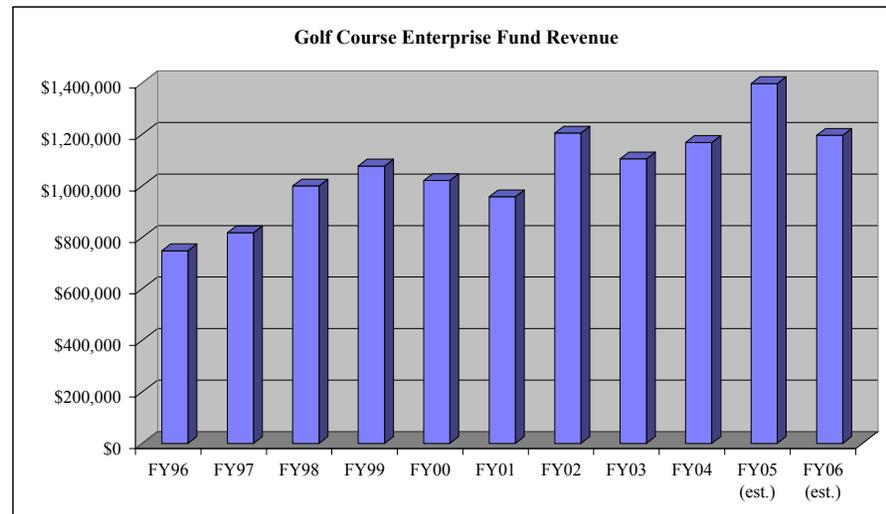
GOLF COURSE ENTERPRISE FUND

**GOLF COURSE ENTERPRISE**

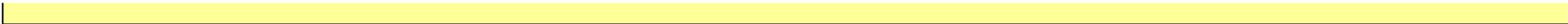
The Recreation Department is responsible for the operation of the Town-owned "Brookline Golf Club at Putterham" municipal golf course. In doing so, the Department collects golf course-related revenues for green fees, season passes, golf cart rentals, and Pro Shop sales that are deposited into the Golf Course Enterprise Fund. In FY06, these collections are estimated to total \$1.2 million, a decrease of approximately \$200,000 (14.4%) from the budgeted FY05 figure.

The FY06 estimate is based on recent "rounds" experience. Due to a combination of weather-related events, the economic downturn, and the overall decline in the golf industry, the estimate for the number of rounds played needs to be reduced. Doing so reduces the revenue, as greens fees account for more than 80% of all golf course revenue.

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.



REVENUE SOURCE	FY2003 ACTUAL	FY2004 ACTUAL	FY2005 BUDGET	FY2005 ESTIMATE	FY2006 BUDGET	BUDGET INCREASE
Green Fees / Permits	911,113	964,554	1,182,686	990,000	981,950	(200,736)
Cart Rentals	117,965	110,126	125,000	110,000	110,000	(15,000)
Pro Shop	76,153	92,742	90,000	90,000	90,000	0
Concessions	0	0	0	0	15,000	15,000
Other	251	1,555	0	0	0	0
Totals	1,105,482	1,168,977	1,397,686	1,190,000	1,196,950	(200,736)





**FY2006 PROGRAM BUDGET**

**FINANCING PLAN**

**REVENUE GROUP**

REVOLVING FUND

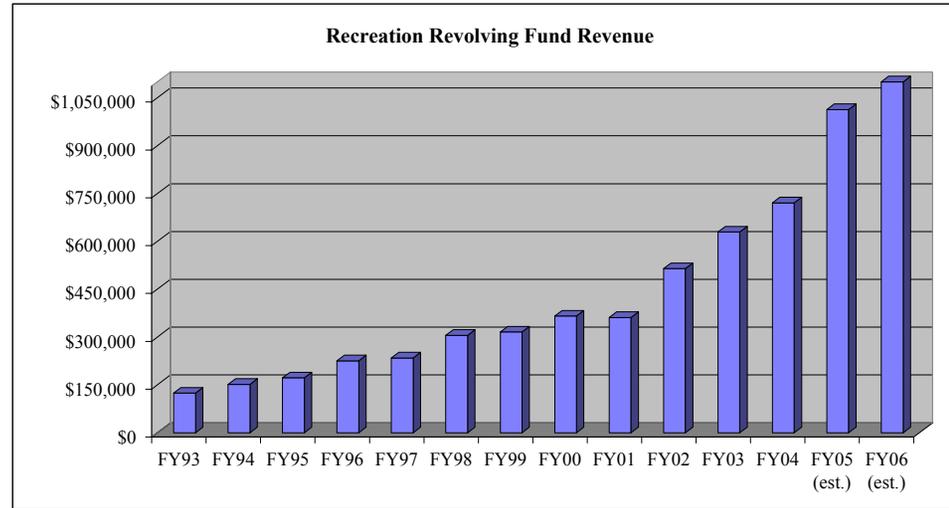
**SUB-GROUP**

RECREATION REVOLVING FUND

**RECREATION REVOLVING FUND**

In addition to the General Fund revenue included in the Recreation category of Local Receipts (see page II-15), the Recreation Department collects fees for the remainder of the programs they sponsor and deposits them into the Recreation Revolving Fund. Approved every year by Town Meeting as part of the annual appropriations article, the FY06 estimate for the Revolving Fund is approximately \$1.1 million, an increase of \$88,892 (8.8%). Of the increase, \$17,118 comes from two new revenue sources. The first is associated with a new Assistant Recreation Leader / Environmental position. This position will run classes that will generate \$5,000 from environmental education programs. The second is a reimbursement from the School Department for the shared Bus Driver position (\$12,118).

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	FY2003 <u>ACTUAL</u>	FY2004 <u>ACTUAL</u>	FY2005 <u>BUDGET</u>	FY2005 <u>ESTIMATE</u>	FY2006 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
After School Activities	125,573	212,854	502,260	502,260	418,248	(84,012)
Aquatic	48,423	194,338	164,065	164,065	220,450	56,385
Tap and Bullet	10,868	8,910	11,880	11,880	11,950	70
Facility Program	16,225	34,549	32,200	32,200	42,336	10,136
Ice Skating	31,860	40,857	29,639	29,639	53,697	24,058
Ski Programs and Trips	16,560	11,405	15,748	15,748	20,015	4,267
Teen Programs	17,037	17,962	36,540	36,540	38,907	2,367
Various Lessons	193,297	9,668	200	200	22,800	22,600
Youth Sports Leagues	50,023	71,397	71,000	71,000	85,903	14,903
Youth Soccer	123,379	118,383	150,000	150,000	171,000	21,000
Environmental Programs	0	0	0	0	5,000	5,000
Reimb. from Schools	0	0	0	0	12,118	12,118
Misc.	10,627	273	0	0	0	0
Totals	643,872	720,596	1,013,532	1,013,532	1,102,424	88,892



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**FY2006 RECOMMENDED OPERATING BUDGET SUMMARY**

<b>SERVICE PROGRAMS</b>	<b>FY2005 BUDGET</b>	<b>FY2006 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b><u>ADMINISTRATION AND FINANCE</u></b>				
Selectmen	557,187	562,190	5,003	0.9%
Human Resources Department	378,587	449,445	70,858	18.7%
Information Technology Department	1,548,978	1,358,761	(190,217)	-12.3%
Finance Department	2,540,298	2,866,097	325,798	12.8%
<i>Comptroller</i>	339,211	430,047	90,835	26.8%
<i>Purchasing</i>	1,016,526	1,022,685	6,159	0.6%
<i>Assessing</i>	651,712	653,113	1,401	0.2%
<i>Treasurer</i>	532,849	760,252	227,403	42.7%
Legal Services	549,453	573,196	23,743	4.3%
Advisory Committee	20,884	21,449	565	2.7%
Town Clerk	512,265	444,333	(67,933)	-13.3%
Dept. of Planning and Community Development	372,005	360,667	(11,338)	-3.0%
<i>Planning</i>	226,401	229,343	2,941	1.3%
<i>Housing</i>	101,734	92,069	(9,665)	-9.5%
<i>Preservation Commission</i>	43,870	39,255	(4,615)	-10.5%
Economic Development	175,124	178,142	3,018	1.7%
<i>ADMINISTRATION AND FINANCE</i>	6,654,782	6,814,280	159,498	2.4%
<b><u>PUBLIC SAFETY</u></b>				
Police Department	13,027,695	13,079,369	51,674	0.4%
Fire Department	10,515,297	10,542,657	27,360	0.3%
Building Department	4,922,153	5,050,516	128,362	2.6%
<i>PUBLIC SAFETY</i>	28,465,146	28,672,542	207,396	0.7%
<b><u>PUBLIC FACILITIES</u></b>				
Department of Public Works	11,426,874	11,528,199	101,325	0.9%
<i>Administration</i>	769,372	774,919	5,547	0.7%
<i>Engineering/Transportation</i>	781,079	793,296	12,217	1.6%
<i>Highway</i>	4,446,483	4,450,213	3,730	0.1%
<i>Sanitation</i>	2,893,594	2,912,322	18,728	0.6%
<i>Parks and Open Space (incl. Forestry/Cemetery)</i>	2,536,345	2,597,449	61,103	2.4%
<b><u>CULTURAL SERVICES</u></b>				
Library	2,977,439	3,037,290	59,851	2.0%



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**FY2006 RECOMMENDED OPERATING BUDGET SUMMARY**

<b>SERVICE PROGRAMS</b>	<b>FY2005 BUDGET</b>	<b>FY2006 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b><u>HUMAN SERVICES</u></b>				
Health Department	934,983	963,312	28,329	3.0%
Veterans Services	192,398	192,829	431	0.2%
Council on Aging	682,010	662,283	(19,727)	-2.9%
Human Relations-Youth Resources	131,174	132,529	1,355	1.0%
<i>HUMAN SERVICES</i>	1,940,564	1,950,953	10,388	0.5%
<b><u>LEISURE SERVICES</u></b>				
Recreation Department	1,252,114	1,296,827	44,713	3.6%
Personal Services Reserve	1,180,357	750,000	(430,357)	-36.5%
Collective Bargaining Reserve *	0	2,150,000	2,150,000	
<b>DEPARTMENTAL SUB-TOTAL</b>	<b>53,897,275</b>	<b>56,200,090</b>	<b>2,302,815</b>	<b>4.3%</b>
<b>SCHOOLS</b>	55,817,215	58,007,124	2,189,909	3.9%
<b><u>NON-DEPARTMENTAL</u></b>				
Personnel Benefits	27,400,704	28,973,687	1,572,983	5.7%
Debt and Interest	13,605,246	14,171,495	566,249	4.2%
Unclassified	2,719,217	2,413,201	(306,016)	-11.3%
<i>NON-DEPARTMENTAL</i>	43,725,167	45,558,383	1,833,216	4.2%
<b>GRAND TOTAL</b>	<b>153,439,657</b>	<b>159,765,597</b>	<b>6,325,940</b>	<b>4.1%</b>

\* Includes the carry-forward amount of unsettled contracts.

**DEPARTMENTAL EXPENSES BY EXPENDITURE CATEGORY**

<b>CLASS OF EXPENDITURE</b>	<b>FY05</b>	<b>FY06</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
Personnel	40,575,997	42,540,547	1,964,550	4.8%
Services	9,659,248	9,983,896	324,648	3.4%
Supplies	2,010,571	2,096,030	85,460	4.3%
Other	243,820	213,560	(30,260)	-12.4%
Capital	1,407,638	1,366,057	(41,581)	-3.0%
<b>TOTAL</b>	<b>53,897,274</b>	<b>56,200,090</b>	<b>2,302,815</b>	<b>4.3%</b>





**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Selectmen	<b>5,003</b> <b>0.9%</b>	
	4,691	Personnel Fixed Costs
	312	Data Processing Equipment Repair and Maintenance
Human Resources Department	<b>70,858</b> <b>18.7%</b>	
	2,604	Personnel Fixed Costs
	4,316	Upgrade C-8 to T-4 (Benefits Coordinator)
	54,124	Elimination of Charge-Off to Group Health Trust Fund
	(598)	Increase in Charge-Off to Workers' Comp Trust Fund
	516	Data Processing Equipment Repair and Maintenance
	296	Photocopy Service Contract
	10,000	Professional/Technical Services - Health Insurance Consultant
	(400)	Capital
Information Technology Department	<b>(190,217)</b> <b>-12.3%</b>	
	10,206	Personnel Fixed Costs
	1,000	Data Processing Equipment Repair and Maintenance
	(71,590)	Data Processing Software Maintenance - Move MUNIS to Comptroller (\$78,090)
	(60)	Copier Service Contract
	(160,474)	Financial Services - Move MMA (\$96,820) and Harpers (\$63,654) Maintenance to Treasurer
	(5,000)	Educational/Training Services
	40,000	Professional/Technical Services - Increase for Schools Network Support
	(4,299)	Capital
Finance Department	<b>325,798</b> <b>12.8%</b>	
Comptroller	<b>90,835</b> <b>26.8%</b>	
	4,386	Personnel Fixed Costs
	750	Office Equipment Repair and Maintenance
	144	Data Processing Equipment Repair and Maintenance
	85,425	Computer Software Repair and Maintenance - MUNIS (\$78,090 from ITD + \$7,335 increase)
	130	Office Supplies



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<i>Purchasing</i>	<b>6,159</b> <b>0.6%</b>	
	3,384	Personnel Fixed Costs
	1,689	Implementation of new AFSCME Pay Plan
	84	Bottled Water Service
	108	Data Processing Equipment Repair and Maintenance
	6,000	Copier (Lease)
	(6,084)	Other Rentals/Leases (DPW costs)
	(17,000)	Printing Services - \$17,000 to Office Supplies for Paper
	17,000	Office Supplies - Re-allocated from Printing Services
	(182)	Gasoline
	1,160	Capital
<i>Assessors</i>	<b>1,401</b> <b>0.2%</b>	
	4,453	Personnel Fixed Costs
	140	Implementation of new AFSCME Pay Plan
	(6,600)	Elimination of Part-Time C-5 and Part-Time G-18 / Replace with Part-Time GN-10
	3,307	Overtime - (Reval)
	428	Data Processing Equipment Repair and Maintenance
	400	Photocopy Service
	150	Deed and ATB Transfer Fees
	(150)	Subscriptions
	(2,000)	Data Processing Software
	100	In-State Travel Expenses
	200	Professional Dues and Membership
	1,300	Conferences
(327)	Capital	
<i>Treasurer</i>	<b>227,403</b> <b>42.7%</b>	
	4,383	Personnel Fixed Costs
	32,022	Elimination of Charge-Off to Group Health Trust Fund
	2,000	Overtime
	24	Data Processing Equipment Repair and Maintenance
	191,564	Financial Services - \$160,474 from ITD plus \$31,090 increase
	400	Education/Training Services
	(900)	Postage
	(1,500)	Printing Services
	(590)	Capital



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Legal Services	<b>23,743</b> 4.3%	
	3,277	Personnel Fixed Costs
	20,000	Reduction in Charge-Off to CDBG
	216	Data Processing Equipment Repair and Maintenance
	250	Office Supplies
Advisory Committee	<b>565</b> 2.7%	
	525	Meals and Receptions
	40	Professional Dues and Membership
Town Clerk	<b>(67,933)</b> -13.3%	
	982	Personnel Fixed Costs
	(90,000)	Election Workers
	30,000	Zoning Administrator (6 months)
	84	Data Processing Equipment Repair and Maintenance
	2,225	Copier Lease
	(1,310)	Photocopy Service Contract
	(5,333)	Postage
	(4,000)	Meals and Receptions
	(581)	Capital
Dept. of Planning & Cmty. Development	<b>(11,338)</b> -3.0%	
	5,604	Personnel Fixed Costs
	847	Implementation of new AFSCME Pay Plan
	34,274	Decrease in HOME Reimbursement (Personnel)
	(50,163)	Increase in CDBG Reimbursement (Personnel)
	(1,830)	Printing Services
	(970)	Office Supplies
	2,100	Conferences
	(1,200)	Capital
Economic Development	<b>3,018</b> 1.7%	
	1,156	Personnel Fixed Costs
	1,862	Increase in Hours for the Commercial Areas Coordinator (from 0.93 FTE to 0.96 FTE)



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Police Department	<b>51,674</b> 0.4%	
	11,733	Steps
	500	Police Lag Time
	551	In-Service Training Pay
	20,687	Quinn Educational Incentive
	1,893	Longevity Pay
	735	Holiday Pay
	16,000	Enhanced Longevity
	(1,160)	Natural Gas
	(3,014)	Heating Oil
	9,460	Data Processing Equipment Repair and Maintenance
	21,435	Telephone and Telegraph
	23,400	Wireless Communications
	20,088	Gasoline
	(70,634)	Capital
Fire Department	<b>27,360</b> 0.3%	
	(20,591)	Steps
	1,279	Implementation of new AFSCME Pay Plan
	886	Shift Differential
	(3,025)	Longevity Pay
	620	Administrative Leave Buy-Back
	40,022	Natural Gas (Hot Water)
	(375)	Office Equipment Repair and Maintenance
	15,200	Data Processing Software Maintenance
	1,000	Photocopy Service Contract
	3,475	Other Rentals/ Leases
	(15,000)	Education/Training
	2,765	Professional/Technical Services
	(965)	Telephone and Telegraph
	(1,300)	Postage
	(500)	Printing Services
	3,799	Gasoline
	5,055	Diesel Fuel
	(4,200)	Medical Supplies
	(5,000)	General Supplies
	(10,000)	Conferences
	14,216	Capital



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Building Department	<b>128,362</b>	
	<b>2.6%</b>	
	(903)	Personnel Fixed Costs
	6,272	Implementation of new AFSCME Pay Plan
	(7,273)	Electricity - School
	(155)	Natural Gas - Town
	20,460	Natural Gas - Schools
	11,570	Heating Oil - Town
	91,324	Heating Oil - Schools
	456	Data Processing Equipment Repair and Maintenance
	600	Photocopy Service Contract
	1,610	Gasoline for Vehicles - Town
	1,696	Gasoline for Vehicles - Schools
(871)	Diesel Fuel - Schools	
3,576	Capital Equipment	
Department of Public Works	<b>101,325</b>	
	<b>0.9%</b>	
	21,663	Personnel Fixed Costs
	44,704	Implementation of new AFSCME Pay Plan
	7,768	Upgrade of 4 Parks Laborers to LN-2 Gardener/Laborers
	29,570	Natural Gas
	81	Heating Oil
	(816)	Office Equipment Repair and Maintenance
	(396)	Data Processing Equipment Repair and Maintenance
	(25,000)	Solide Waste Contract
	(20,000)	Streetlight Repair and Maintenance
	576	Photocopy Service Contract
	(3,000)	Educational/Training Services
	2,000	Data Processing Software
	31,664	Gasoline
8,511	Diesel Fuel	
4,000	Uniforms and Protective Clothing	
Library	<b>59,851</b>	
	<b>2.0%</b>	
	10,864	Personnel Fixed Costs
	15,000	Part-Time Librarian
	734	Implementation of new AFSCME Pay Plan
	(12,000)	Electricity
	3,611	Natural Gas
	10,837	Heating Oil
2,000	Audio/Visual Repairs	
1,080	Data Processing Equipment Repair and Maintenance	



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Library (con't.)	4,570	Building Cleaning
	(800)	Communications
	(473)	Telephone and Telegraph
	1,273	Wireless Communications
	2,500	Delivery Services
	3,255	Cataloging Services (MLN)
	17,400	Capital
Health Department	<b>28,329</b>	
	<b>3.0%</b>	
	9,085	Personnel Fixed Costs
	4,721	Implementation of new AFSCME Pay Plan
	225	Overtime
	7,421	Natural Gas
	(2,543)	Heating Oil
	528	Data Processing Equipment Repair and Maintenance
	576	Photocopy Service Contract
	1,950	General Consulting (VNS)
	4,509	Mental Health Program
	557	Gasoline
	1,300	Capital
Veterans Services	<b>431</b>	
	<b>0.2%</b>	
	571	Personnel Fixed Costs
	(30)	Data Processing Equipment Repair and Maintenance
	(110)	Copier Service
Council on Aging	<b>(19,727)</b>	
	<b>-2.9%</b>	
	3,577	Personnel Fixed Costs
	311	Implementation of new AFSCME Pay Plan
	(6,477)	Increase in CDBG Charge-Off
	(670)	Increase in Grants
	7,245	Natural Gas
	99	Copier Lease
	188	Photocopy Service Contract
	(24,000)	BETS Program (Removed from Budget, back to CDBG Budget)
Human Relations - Youth Resources	<b>1,355</b>	
	<b>1.0%</b>	
	1,295	Personnel Fixed Costs
	60	Data Processing Equipment Repair and Maintenance



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Recreation Department	<b>44,713</b> 3.6%	
	4,822	Personnel Fixed Costs
	7,726	Implementation of new AFSCME Pay Plan
	23,190	Natural Gas
	450	Heating Oil
	467	Data Processing Equipment Repair and Maintenance
	300	Copier Equipment Rental/Lease
	1,800	Transportation Rentals and Leases
	1,360	Building Cleaning
	2,420	Gasoline
	2,378	Diesel
	1,000	Recreation Supplies
	(1,200)	Capital
Schools	<b>2,189,909</b> 3.9%	
	2,189,909	School Budget
Personnel Benefits	<b>1,572,983</b> 5.7%	
	388,963	Pensions
	1,362,724	Group Health
	10,000	Group Life
	(153,704)	Workers Comp
	(25,000)	Unemployment Comp
	(10,000)	Medicare
Debt and Interest	<b>566,249</b> 4.2%	
	706,697	Funded Debt - Principal
	(128,449)	Funded Debt - Interest
	(12,000)	BAN's
Unclassified	<b>(306,016)</b> -11.3%	
	48,115	Reserve Fund
	233,719	Liability/Catastrophe Fund
	(348,312)	Other Special Approp (Affordable Housing)
	(207,888)	Other Special Approp (Stabilization Fund)
	(33,932)	General Insurance
	17,500	Audit
	(15,513)	Professional /Technical Services
	296	MMA Dues



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Personnel Reserves	1,719,643	
	(430,357)	Personnel Services Reserve
	2,150,000	Collective Bargaining Reserve *
<b>OPERATING BUDGET GRAND TOTAL</b>	<b>6,325,940</b>	

\* Includes the carry-forward amount of unsettled contracts.



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**FY2006 RECOMMENDED ENTERPRISE FUND AND REVOLVING FUND BUDGET SUMMARY**

<u>SERVICE PROGRAMS</u>	<b>FY2005 BUDGET</b>	<b>FY2006 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<u>PUBLIC FACILITIES</u>				
Water and Sewer Enterprise Fund	20,727,047	21,321,379	594,332	2.9%
<u>LEISURE SERVICES</u>				
Golf Course Enterprise Fund	1,390,863	1,196,950	(193,913)	-13.9%
Recreation Revolving Fund	1,009,781	1,096,279	86,497	8.6%
<i>LEISURE SERVICES</i>	2,400,645	2,293,229	(107,416)	-4.5%



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 ENTERPRISE FUNDS INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Water and Sewer Enterprise Fund	<b>594,332</b> 2.9%	
	1,384	Personnel Fixed Costs
	14,158	Implementation of new AFSCME Pay Plan
	15,000	Co-op Student
	1,626	Upgrade of Meter Foreman from GN-07 to GN-08
	68,849	Collective Bargaining Increase
	11,424	Natural Gas
	348	Heating Oil
	(22,500)	Non-Equipment Maintenance and Repair
	2,000	Public Building Repair and Maintenance
	2,500	Uniform Cleaning Services
	1,215	Office Supplies
	14,685	Construction Supplies
	20,881	Gasoline
	13,400	Diesel Fuel
	2,100	Uniforms and Protective Clothing
	48,900	Capital
	345,324	MWRA Water Assessment
	246,236	MWRA Sewer Assessment
	(196,046)	Reimbursement to General Fund (Overhead Charges)
	2,848	Reserve
Golf Enterprise Fund	<b>(193,915)</b> -13.9%	
	1,010	Implementation of new AFSCME Pay Plan
	39,137	Annualized cost of Head Superintendent
	28,103	Annualized cost of Assistant Superintendent
	91,466	Annualized cost of Seasonals
	8,071	Annualized cost of Overtime
	(13,394)	Shift of 1/3 of Head Golf Pro / Rink Manager to Golf Course Enterprise Fund
	(10,000)	Cashier
	14,021	Collective Bargaining Increase
	2,500	Electricity
	(2,471)	Natural Gas
	159	Heating Oil
	(36)	Office Equipment Repair and Maintenance
	36	Data Processing Equipment Repair and Maintenance
	(2,000)	Building Repair & Maintenance
	13,400	Equipment Cleaning/Repair
	(354,556)	Landscaping Services
	12,000	Technical Services
	(200)	Telephone and Telegraph
	(6,000)	Printing Services



**FY2006 PROGRAM BUDGET**

**BUDGET SUMMARIES**

**SUMMARY OF FY2006 ENTERPRISE FUNDS INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Golf Enterprise Fund (con't.)	(7,000)	Advertising Services
	(6,000)	Entertainers- Lecturers
	5,000	Equipment Maintenance Supplies
	25,000	Agricultural Supplies
	1,065	Gasoline
	2,450	Diesel
	(15,000)	Recreation Supplies
	80,000	Capital
	(102,131)	Reimbursement to General Fund (Overhead Charges)
	1,455	Reserve
<b>ENTERPRISE FUNDS GRAND TOTAL</b>	<b>400,416</b>	



**FY2006 PROGRAM BUDGET**

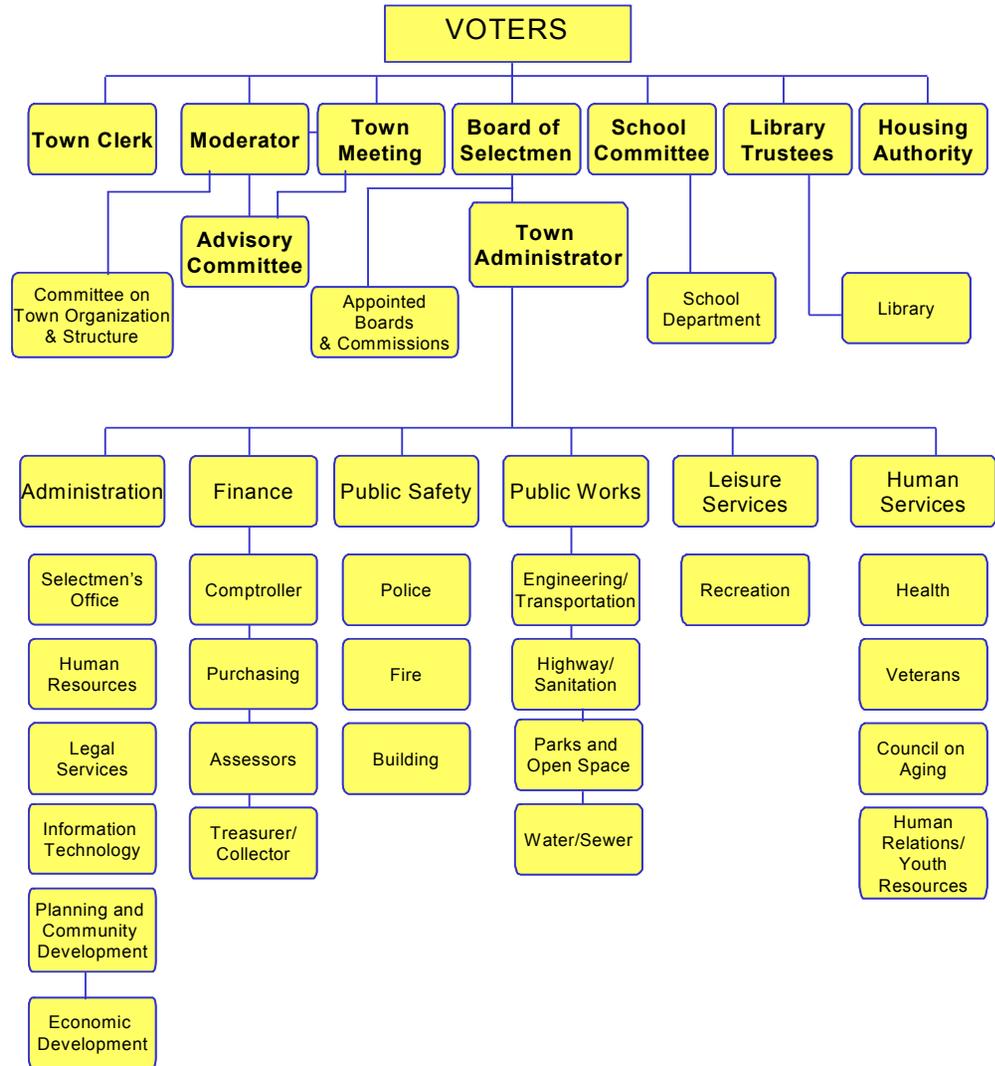
**BUDGET SUMMARIES**

**SUMMARY OF FY2006 RECREATION REVOLVING FUND INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Recreation Revolving Fund	<b>86,497</b> 8.6%	
	1,696	Personnel Fixed Costs
	74	Implementation of new AFSCME Pay Plan
	14,642	Bus Driver
	15,101	Shift of 1/3 of Head Golf Pro / Rink Manager from Golf Course Enterprise Fund
	2,234	Assistant Recreation Leader - Environmental (Net of Reimbursements)
	3,184	Permanent Part-Time Salaries
	745	Temporary Part-Time Salaries
	2,000	Overtime
	25,743	Collective Bargaining
	500	Bottled Water
	72	Data Processing Equipment Repair and Maintenance
	1,000	Other Rentals / Leases
	1,000	Education/Training
	8,000	Printing
	(5,000)	Advertising
	7,000	Entertainers/Lecturers
	(13,650)	E-Commerce Services
	5,000	Banking Services
	150	Laundry Services
	2,000	Food Service Supplies
	5,800	Recreation Supplies
	1,750	Public Safety Supplies
	500	Professional Dues and Membership
	6,956	Reimbursement to General Fund (Overhead Charges)
<b>REC. REVOLVING FUND TOTAL</b>	<b>86,497</b>	



**TOWN OF BROOKLINE  
Organizational Chart**





**FY2006 PROGRAM BUDGET**

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

<u>GENERAL FUND</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>
<b>Selectmen</b>	7.53	7.53	7.53
<b>Human Resources</b>	5.00	5.00	5.00
<b>Information Technology</b>	14.50	11.50	11.50
<b>Finance</b>	32.55	32.55	32.30
<i>Comptroller</i>	6.70	6.70	6.70
<i>Purchasing</i>	6.93	6.93	6.93
<i>Assessor</i>	9.92	9.92	9.67
<i>Treasurer/ Collector</i>	9.00	9.00	9.00
<b>Legal Services</b>	6.20	6.20	6.20
<b>Advisory Committee</b>	0.50	0.50	0.50
<b>Town Clerk</b>	6.00	6.00	6.50
<b>Planning and Community Development</b>	10.33	10.33	10.33
<b>Economic Development</b>	1.81	1.93	1.96
<b>Police</b>	173.00	173.00	173.00
<b>Fire</b>	168.00	168.00	168.00
<b>Building</b>	34.55	34.55	34.55
<b>Public Works</b>	138.80	138.50	138.50
<i>Administration</i>	10.00	10.00	10.00
<i>Engineering/Transportation</i>	14.50	14.50	14.50
<i>Highway</i>	55.30	55.00	55.00
<i>Sanitation</i>	20.00	20.00	20.00
<i>Parks and Open Space</i>	39.00	39.00	39.00
<b>Library</b>	42.20	42.20	42.20
<b>Health</b>	12.35	11.90	11.90
<b>Veterans Services</b>	2.00	2.00	2.00
<b>Council on Aging</b>	12.43	11.83	11.83
<b>Human Relations / Youth Resources</b>	2.30	2.00	2.00
<b>Recreation</b>	14.10	14.00	14.00
<b>GENERAL FUND TOTAL</b>	<b>684.15</b>	<b>679.52</b>	<b>679.80</b>





**FY2006 PROGRAM BUDGET**

**BUDGET PROCESS**

**THE BUDGET PROCESS**

The budget process begins each year in early fall when the Town Administration staff set departmental budget targets based on revenue availability as defined in the most recent Long-Range Financial Forecast. The 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.

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.

Consistent with the annual audited financial statements, the budget is prepared using the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied.

**TOWN OF BROOKLINE ANNUAL BUDGET CYCLE**

<b>CIP BUDGET</b>	<b>DATES</b>	<b>OPERATING BUDGET</b>
Fiscal Year Begins	July 1	Fiscal Year Begins
Request Forms distributed	July	
Board/Commission Public Hearings	August	
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	Nov / Dec	- Selectmen hold Public Hearing on the Budget  - Town Administrator and staff meet with Department Heads to ascertain the need for cutbacks and/or add-backs based upon projected revenue
- CIP Committee submits final recommendations to Town Administrator  - Town Administrator submits recommendations to Selectmen	December	Town Administrator develops Budget Guidelines
Selectmen review recommended 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



**FY2006 PROGRAM BUDGET**

**THIS PAGE RESERVED FOR NOTES**



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM DESCRIPTION**  
The Board of Selectmen is composed of five members who are elected for 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 several 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 FY06 budget reflects an increase of \$5,003 (0.9%), most of which is in Personnel for Steps and other contractual obligations.

**FY2006 OBJECTIVES**

1. To continue adherence to established Fiscal Policies, as recently modified by the Fiscal Policy Review Committee, in order to retain the Town's Aaa credit rating.
2. To pursue potential economies in Town operations wherever feasible, while continuing to provide taxpayers, residents, and businesses the highest quality services possible.
3. To ensure the implementation of major capital projects on the Town's CIP, including: Beacon Street, Fisher Hill Reservoir Re-Use, Landfill Closing/Re-Use including related corrective action, the Train Building (Health Department)/Town Hall renovations, the swimming pool structural reinforcements, the Runkle Schoo renovation, the Muddy River Restoration, and the Devotion School Auditorium.

**PROGRAM SUMMARY**

**PROGRAM**  
SELECTMEN

**FY2006 OBJECTIVES (con't.)**

4. To work collaboratively with the Brookline Legislative Delegation for increased Local Aid; Muddy River funding; housing resources; adoption of Town special legislation; and equitable resolution of the future of Ed Reform.
5. To continue emphasis on emergency preparedness through ongoing support for the Emergency Management Team and active efforts to obtain Homeland Security funds from the Federal government in cooperation with surrounding Towns and Cities.
6. To actively participate in and promote the "Brookline 300" Tercentennial Celebration, including fundraising and program development.
7. To support the development and implementation of an Action Plan as proposed in the Comprehensive Plan for its core recommendations to: (a) preserve and enhance Town neighborhoods (b) improve established commercial districts and public places (c) preserve diversity through doubling the rate of affordable housing creation (d) work regionally on transportation and economic development issues (e) and maintain the Town's strong financial position and ability to provide high quality services.
8. To continue the pursuit of affordable housing goals by: (a) Supporting the Brookline Housing Authority in coping with budget cutbacks; (b) utilizing available Town funds to leverage additional public and private resources; (c) continuing efforts to retain the affordability of units subject to "expiring use" through proactive monitoring and development of response strategies as necessary and (d) supporting the efforts of Town staff, Housing Advisory Board, Housing Opportunities Task Force, Brookline Improvement Coalition, and other public, private and not for profit interests committed to providing affordable housing.
9. To continue to pursue efforts to purchase the Fisher Hill Reservoir from the State and to use the Townside Reservoir to generate funds to purchase the reservoir from the state, as well as seek affordable housing opportunities.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	534,813	531,398	536,089	4,691	0.9%
Services	9,883	10,638	10,950	312	2.9%
Supplies	5,580	6,750	6,750	0	0.0%
Other	1,086	2,600	2,600	0	0.0%
Capital	5,941	5,801	5,801	0	0.0%
<b>TOTAL</b>	<b>557,303</b>	<b>557,187</b>	<b>562,190</b>	<b>5,003</b>	<b>0.9%</b>
BENEFITS			249,611		
REVENUE	346,131	236,600	325,100		



 <b>FY2006 PROGRAM BUDGET</b>	<b>PROGRAM SUMMARY</b>
<b>PROGRAM GROUP</b> ADMINISTRATION AND FINANCE	<b>PROGRAM</b> SELECTMEN
<p><b>FY2006 OBJECTIVES (con't.)</b></p> <ol style="list-style-type: none"> <li>10. To implement to the fullest extent possible the recommendations of the recentl completed Zoning Administration and Enforcement study including hiring a Zoning Administration and Enforcement Officer, and to improve public notice and participation in land use decisions.</li> <li>11. To ensure an effective transition for the Economic Development Office with particular emphasis on the implementation of existing initiatives such as the 2 Brookline Place project.</li> <li>12. To reverse the decline of Brookline's commercial tax base as envisioned in the Comprehensive Plan.</li> <li>13. To review and prepare financing options in connection with the recommendations of the Open Space Task Force so as to increase and maintain all forms of open space in Town.</li> <li>14. To support the multiple information/technology initiatives already underway in a more coordinated fashion including the IT Strategic Plan, the Wireless Study Committee, and the South Brookline cellular initiative.</li> <li>15. To consolidate and invest appropriate resources in the separate initiatives addressing energy and utility matters including electricity procurement, underground wiring, and municipalization.</li> <li>16. To ensure an effective process for the recruitment and screening of Town Counsel candidates.</li> <li>17. To commence the negotiation of equitable collective bargaining agreements consistent with the Town's ability to pay.</li> <li>18. To continue attempts to curb group health costs while sustaining competitive comprehensive schedule of benefits for our employees, retirees, and dependents.</li> <li>19. To review and prepare financing options in connection with the recommendations of the Recreation Vision Task Force of the Recreation Commission to increase recreational opportunities for the Town.</li> <li>20. To conduct a comprehensive review of the golf enterprise to ensure the continued long-term success of Putterham Meadows.</li> <li>21. To continue effective enforcement of the provisions of existing Cable Television licenses and ensure their beneficial renewal.</li> <li>22. To assist BAT in its revitalization and creation of community oriented programming.</li> <li>23. To continue the work of the Focused Residence Picketing Study Committee to report to Town Meeting in a timely fashion.</li> <li>24. To continue emphasis on handicapped accessibility through continued collaboration with the Commission on the Disabled, compliance with ADA requirements and the updating of the ADA Transition Plan.</li> <li>25. To use CDBG Funds to the maximum extent feasible to support community social service programs as well as projects and programs that qualify for CDBG Funds.</li> </ol>	<p><b>ACCOMPLISHMENTS</b></p> <ol style="list-style-type: none"> <li>1. Retained the Aaa credit rating.</li> <li>2. Ensured effective oversight of several major CIP projects: Landfill, Fisher Hill Reservoir, and the Muddy River Project.</li> <li>3. Continued to implement the recommendations of the IT Strategic Plan, including the centralization of network services and establishment of a Customer Services Program.</li> <li>4. Rezoning of so-called B-2 Parcel to create an additional \$1,000,000 in new tax revenues for the Town and Schools</li> <li>5. Continued emphasis on collaboration with the Legislative Delegation to ensure the advocacy of town interests.</li> <li>6. Sustained efforts to support commercial areas and businesses through beautification efforts, public celebrations, the Commercial Areas Parking Task Force, the Town's Commercial Areas Committee and the "Spotlight on Brookline Business" awards.</li> <li>7. Enhanced technology throughout all aspects of Town government by expanding the Town's website (www.townofbrooklinemass.com) and by adding features, thereby making government more accessible to the citizens.</li> <li>8. Continued to monitor non-emergency overtime for Police, Fire, and DPW.</li> <li>9. Conducted examinations of trends in public sector purchase of services and the potential savings associated with such.</li> <li>10. Oversaw appointment of a permanent Fire Chief.</li> <li>11. Oversaw appointment of an Economic Development Officer.</li> <li>12. Appointed a screening committee to review the structure of the Town Counsel's Office and make recommendations on a candidate.</li> <li>13. Oversaw the transition of all Town and School employees to one health insurance company, resulting in a cost savings to both the Town and employees.</li> <li>14. Ensured that the following planning initiatives were carried out:             <ul style="list-style-type: none"> <li>- Comprehensive Plan- Commercial Areas Parking Task Force</li> <li>- Recreation Vision- Zoning By-Law Review</li> <li>- Fisher Hill Reservoir - St. Aidan's Re-Use</li> </ul> </li> <li>15. Began implementation of changes as recommended in the Zoning Administration and Enforcement Study and appointed citizen committee to improve public notice of and public participation in land use decisions.</li> <li>16. Continued emphasis on electric utility-related issues including NStar's re-build of its Brookline distribution system and implementation of the streetlight acquisition program.</li> <li>17. Continued to work with the Commission for the Disabled to address ADA issues in order to ensure legally-mandated accessibility to both private facilities and town programs/properties.</li> <li>18. Continued to oversee liquor license compliance using all appropriate means, including the use of "sting" operations.</li> </ol>



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**  
 SELECTMEN

**ACCOMPLISHMENTS (con't.)**

- 19. Continued to review the public process in regards to the Town's construction projects.
- 20. Continued to recognize and celebrate diversity through events, festivals, etc.
- 21. Undertook efforts to avoid further erosion of the Town's tax base by tax-exempt organizations.
- 22. Monitored the impact of the local option for Sunday alcohol sales.
- 23. Completed the license transfer process to Comcast and negotiated a \$605,000 settlement with Comcast in litigation brought by the Town.
- 24. Assisted with the build-out of a Brookline Access Television studio at the Olc Lincoln School
- 25. Established citizen committees for "Brookline 300" and developed programming for the Tercentennial Celebration including a street festival and anniversary day celebration.
- 26. Began implementation of the plan for the reorganization of the public safety business operations, including the hiring of a Public Safety Business Manager.
- 27. Conducted a comprehensive review of Town fees and fines to ensure that rates are set at appropriate levels.
- 28. St. Aidan's project approved.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass.	12	12	13	13	13
Tax Levy Per Capita	\$1,918	\$2,008	\$2,012	\$2,103	\$2,185
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
<u>Workload:</u>					
Management Appointments	2	3	2	3	3
Town Meetings	2	3	3	2	2
Licenses Issued	628	625	623	625	625



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM** SELECTMEN

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Town Administrator	D-10	1.00	1.00	119,840	141,165	1.00	137,024	1.00	139,079
	Deputy Town Administrator	D-8	1.00	1.00	98,245	115,728	1.00	99,723	1.00	101,215
	Assistant Town Administrator	D-2	1.00	1.00	59,133	69,655	1.00	61,834	1.00	62,761
	Assistant to Town Administrator		1.00	1.00	53,757	63,323	1.00	59,662	1.00	60,557
	Head Clerk	C-9	1.00	1.00	39,259	41,291	1.00	40,883	1.00	40,314
	Senior Clerk Secretary	C-7	2.00	2.00	36,538	38,518	2.00	75,406	2.00	75,788
	Subtotal		7.00	7.00			7.00	474,531	7.00	479,714
510102	Permanent Part Time Salaries									
	Chairman		1.00	1.00			1.00	3,500	1.00	3,500
	Selectmen		4.00	4.00			4.00	10,000	4.00	10,000
	Recording Secretary		0.53	0.53			0.53	23,200	0.53	23,200
	Subtotal		5.53	5.53			5.53	36,700	5.53	36,700
	Other									
513044	Longevity Pay							2,517		2,025
515501	Clothing/Uniform Allowance							750		750
515540	Automobile Allowance							4,200		4,200
578100	Long-term Disability Insurance							2,500		2,500
578200	Annuity Contribution							10,200		10,200
	Subtotal							20,167		19,675
	<b>Total</b>		<b>12.53</b>	<b>12.53</b>			<b>12.53</b>	<b>531,398</b>	<b>12.53</b>	<b>536,089</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM DESCRIPTION**

The goals of the Human Resources Department, as defined by the Town's Human Resources By-Law, 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, and efficient, that represents the mutual interest of the Town and employees of the Town.

The Department is responsible for assisting all 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, 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 FY06 budget reflects an increase of \$70,858 (18.7%), due primarily to the elimination of the charge-off of health insurance related expenses to the Group Health Trust Fund. (With the move away from a self-insured program to a fully-insured BC / BS product, there is no longer a Group Health Trust Fund to which these personnel and contractual expenses can be charged.) This accounts for \$64,124 of the increase (\$54,124 in Personnel and \$10,000 in Services for the Town's health insurance consultant). Other increases include an upgrade of the Benefits Coordinator (\$4,316), Steps (\$2,579), and increases in service contracts for Data Processing Equipment (\$516) and the photo copier (\$296).

**PROGRAM SUMMARY**

**PROGRAM** HUMAN RESOURCES

**FY2006 OBJECTIVES**

1. To work with departments, unions, and health care providers to provide education and training in the area of injury reduction and personal wellness.
2. To work with Department Heads and Middle Management to develop and implement a total absence management program and further promote the Town's return-to-work program.
3. To work with the Health Insurance Advisory Committee, the Town's health insurance consultant and provider to understand the full effects of the new Medicare Prescription Drug Program.
4. To negotiate a successor agreement with the Fire Union.
5. To continue to promote the Town's Intranet as a resource for all employees to access all human resources foundation documents from their own worksites.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	145,858	148,651	209,097	60,446	40.7%
Services	213,525	219,056	229,868	10,812	4.9%
Supplies	7,413	6,500	6,500	0	0.0%
Other	385	500	500	0	0.0%
Capital	5,075	3,880	3,480	-400	-10.3%
<b>TOTAL</b>	<b>372,256</b>	<b>378,587</b>	<b>449,445</b>	<b>70,858</b>	<b>18.7%</b>
BENEFITS			99,803		
REVENUE	0	0	0		



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM** HUMAN RESOURCES

**ACCOMPLISHMENTS**

1. Negotiated successor agreements with the Police Union and the School Traffic Supervisors.
2. Executed fully integrated labor agreements with all of those unions with whom the Town has reached labor agreements.
3. Worked with the Health Insurance Advisory Committee, union representatives, and providers to significantly reduce costs to both the Town and the employees by consolidating health insurance coverage under one provider.
4. Implemented the AFSCME and BEDA Classification and Pay Study effective January 3, 2005.
5. Conducted training programs for Department Heads and Middle Managers on the Town's new Workplace Safety Policy.
6. Worked with the Public Works Department and Blue Cross / Blue Shield on a pilot program on preventative health and wellness.
7. Provided occupational health services including "Right-to-Know" laws, Hepatitis A and Flu vaccination program, and updated training of the Town's Drug and Alcohol Testing Police for all employees who hold a Commercial Drivers License (CDL).

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
Workers' Compensation Cases Open 1+ Year (active/retired)	5/8	10/12	6/7	5/8	5/8
Job injuries	98	115	131	120	120
# indicating lost time	38	20	53	N/A	N/A
# of lost workdays	New	New	2,117	2,050	2,000
Training Sessions	26	25	32	30	30
Safety Training Programs	15	10	18	15	18
Sick Leave Hours/Permanent Employees	65,396	60,000	65,976	65,000	60,000
<u>Workload:</u>					
Unemployment Claims					
Town	19	10	24	15	15
School	39	36	42	25	25
Unemployment Costs					
Town	\$68,253	\$45,000	\$68,383	\$45,000	\$37,500
School	\$97,075	\$255,000	\$160,123	\$105,000	\$87,500
Job Appl. Processed	1784	1,200	657	1,500	1,200
Group Health Contracts	6	6	6	5	5
Group Health Subsc.	2,743	2,747	2,710	2,757	2,787
Blue Choice+HMO Blue	1,175	1,173	1,169	1,795	1,825
Harvard Pilgrim	614	613	594	0	0
Medicare Supplement	954	961	947	962	962
# of Changes Processed	New	New	870	1,025	870
Active	1,486	1,473	1,455	1,477	1,487
Retiree	1,257	1,274	1,255	1,280	1,300
Individual	1,890	1,897	1,874	1,893	1,903
Family	853	850	836	864	884
Group Life Subscribers	2,313	2,287	2,290	2,294	2,314
Active	1,442	1,422	1,433	1,453	1,463
Retiree	871	865	857	841	851
No. of Death Benefits Paid	35	50	36	40	40



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM** HUMAN RESOURCES

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Human Resources Director	D-6	1.00	1.00	84,230	99,218	1.00	86,775	1.00	88,077
	Assistant Director of Human Resources	T-6	0.00	1.00	50,669	57,329	1.00	53,423	1.00	54,374
	Senior Personnel Generalist	G-15	1.00	0.00	51,304	51,943	0.00	0	0.00	0
	Head Clerk	C-9	1.00	0.00	39,259	40,882	0.00	0	0.00	0
	Head Clerk	C-8	0.00	1.00	38,068	39,680	1.00	39,124	1.00	39,287
	Benefits Coordinator	T-4	0.00	0.00	43,440	49,151	0.00	0	1.00	43,440
	Principal Clerk	C-8	2.00	2.00	38,068	39,680	2.00	78,085	1.00	39,124
	Subtotal		5.00	5.00			5.00	257,407	5.00	264,302
	Group Health Program Expenses							(54,124)		0
	Workers' Comp. Expenses (1)							(55,932)		(56,530)
	Net Total		5.00	5.00			5.00	147,351	5.00	207,772
	Other									
513044	Longevity Pay							550		575
515501	Clothing/Uniform Allowance (In lieu of boots)							750		750
	Subtotal							1,300		1,325
	<b>Total</b>		<b>5.00</b>	<b>5.00</b>			<b>5.00</b>	<b>148,651</b>	<b>5.00</b>	<b>209,097</b>
	(1) 75% of a Principal Clerk and 50% of the Assistant Director charged to workers' compensation.									



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**  
 INFORMATION TECHNOLOGY

**PROGRAM DESCRIPTION**

Information Technology is key to Brookline's ability to grow, educate its children respond to emergencies, and efficiently provide services to its citizens. Investments in IT applications and infrastructure provide managers with tools to more effectively observe and manage the financial, physical, and human resources of the Town, as well as increase productivity.

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, Infrastructure/Hardware Support, and Customer Services. 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 Division** - 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.

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

**Customer Services Division** - is responsible for those functions related to directly supporting users of IT systems and services.

**BUDGET STATEMENT**

The FY06 budget reflects a decrease of \$190,217 (12.3%), due to the transfer of costs associated with certain finance applications to the Finance Department. A total of \$238,564 is transferred to the Comptroller and Treasurer budgets (\$78,090 to the Comptroller for MUNIS, \$96,820 to the Treasurer for property tax billing, and \$63,654 to the Treasurer for payroll).

Personnel increases \$10,206 (1.4%) for Steps and other contractual obligations. Included in Services is a new \$40,000 expenditure for 24 / 7 network maintenance and support for the School Department's network. Also in Services, Education/Training is reduced \$5,000. Capital decreases \$4,299 and reflects all leased PC and Server costs for the Department.

**FY2006 OBJECTIVES**

1. To continue to implement the Town's IT Strategic Plan, including developing a strategy for Town-wide Wireless Technology.
2. To assist the Schools in creating an Instructional Technology Plan that will guide IT spending in the areas of network devices, desktop devices, enterprise-wide applications and desktop applications.
3. To meet with IT management weekly, senior School administration weekly, IT staff monthly, Departmental Committee monthly and Information Technology Advisory Committee (ITAC) quarterly.
4. To continue staff development and seek ways to improve customer service in support of the Town of Brookline's 24/7 operation.
5. To assist departments in leveraging their existing computer systems to enhance services to the public.
6. To continue to work toward the investment in, and implementation of, enterprise-wide applications while continuing to add additional users to existing systems.
7. To continue the roll-out of Maintenance Management, Public Safety Automation and Network Storage Systems to additional departments.
8. To continue to invest in Internet-enabling applications in order to enhance and extend e-Government services to the community.
9. To implement an enterprise-wide Document Management System.
10. To implement the Teacher/Administrator/Parent/Student Portal portion of the School and Student Information Management System (SSIMS).
11. To perform a GIS needs re-assessment.
12. To continue the technology-related equipment Life Cycle Program and the centralization of servers.
13. To maintain and, when appropriate, upgrade the WAN (Wide Area Network), LANs (Local Area Networks) and the Telephony Network in all existing Town facilities.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM**  
INFORMATION TECHNOLOGY

**FY2006 OBJECTIVES (con't.)**  
 14. To continue to inform people about the technological resources that are available and how they would go about obtaining the services.  
 15. To continue to surplus 50+ Personal Computers per year to those of need in coordination with the Brookline Community Fund.  
 16. To use Help Desk statistics in order to reduce down time, lower maintenance cost and assess user needs.  
 17. To further develop the employee IT training curriculum, focusing on desktop and telephone skills.

**ACCOMPLISHMENTS (con't.)**  
**Application Management / Network Infrastructure (con't.)**  
 5. Initiated SQL standardization by upgrading the enterprise-wide permitting system to SQL. The conversion was preceded by the training of staff, the installation of new servers and the formation of a centralized backup policy. SQL migration is currently planned for the Financial System (MUNIS), the Assessor's appraisal system, as well as smaller revenue producing billing systems currently in place.

**ACCOMPLISHMENTS**  
**Administration**  
 1. Prepared an update to the IT Strategic Plan.  
 2. Met with the Departmental IT Committee and the Information Technology Advisory Committee (ITAC) on a regular basis to review upcoming technology initiatives.  
 3. Met with Senior School administration weekly.  
 4. Convened monthly meetings of the Inter-Departmental IT Committee and quarterly meetings of the ITAC.

**Customer Services**  
 1. Initiated and completed the migration of the NT Network to a 2003 Network to take advantage of increased security provided in Microsoft's 2003 Network environment.  
 2. Upgraded more than 60 PC's and 5 servers.  
 3. Completed approximately 2,500 work orders.  
**GIS**  
 1. Developed a CIP data entry and reporting program for internal use, an online CIP web site for the general public, and a GIS data viewer web site that allows the general public to interactively look up property information, school districts and buffers zones  
 2. Finished scanning more than 10,000 historic land plans and incorporated them into the data viewer web site.

**Application Management / Network Infrastructure**  
 1. Assisted in the implementation of an automated "Incident Reporting and Administrative System" based on Fire Department business requirements and State Fire Marshall guidelines. The project required the development of a Fire Department Wide Area Fiber Network, installation of computers and printers at each Fire House, and training of numerous Fire Department personnel. The technology has enhanced centralized systems supporting Public Safety (Police, Fire, EMS) business and operational activities.  
 2. Procured equipment, funding by a federal grant, to outfit each fire truck with a laptop system that allows firefighters to quickly access critical data on-scene.  
 3. Installed a Storage Area Network (SAN) to address increased data storage requirements for both the Town and the Public Schools for the next three to five years. An added benefit of the new storage configuration, a web portal, will allow Public School students to access electronic files anytime, anywhere through the use of a standard web browser and an internet connection.  
 4. Coordinated the network installation and upgrades at four elementary schools.

**Webmaster**  
 1. Completed the development of a new Town Intranet Portal using state-of-the-art Microsoft .NET technology. The new portal provides individual departments with the ability to add and edit their own pages.  
 2. Launched the Brookline Golf Club website [www.brooklinegolfclub.com](http://www.brooklinegolfclub.com).  
 3. Launched the site celebrating Brookline's 300 anniversary in 2005: [www.brookline300.com](http://www.brookline300.com).  
 4. Collected more than \$1 million in payments online via the Town's website: [www.townofbrooklinemass.com/payments.html](http://www.townofbrooklinemass.com/payments.html).  
**Information and Data Quality**  
 1. Implemented a new School and Student Information Management System.  
 2. Began implementation of Computerized Maintenance Management and Document Management Systems.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM**  
INFORMATION TECHNOLOGY

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>Performance:</b>					
Employee classes	96	90	87	95	95
PC's Upgraded	90	72	73	65	70
Servers Upgraded	4	7	10	5	4
IT Work Orders Completed	N/A	1,800	2,549	2,500	2,600
Public Information Request turnaround (avg. days)	1	1	1	1	1
# of Standard GIS Maps Avail.	200	200	205	210	215
<b>E-Commerce</b>					
<b>Water &amp; Sewer Payments</b>					
Transactions	1,159	1,596	1,641	2,010	2,310
Dollar Value	\$375,209	\$520,278	\$512,278	\$684,460	\$786,618
Cost to Town	\$11,256	\$15,608	\$14,434	\$19,281	\$22,159
<b>Prop. Tax Payments</b>					
Transactions	58	79	84	74	80
Dollar Value	\$102,731	\$137,426	\$153,596	\$175,496	\$189,725
Cost to Town	\$0	\$0	\$0	\$0	\$0
<b>Refuse Fee Payments</b>					
Transactions	868	1,174	1,282	1,590	1,890
Dollar Value	\$55,690	\$72,855	\$83,668	\$98,102	\$116,612
Cost to Town	\$1,671	\$2,186	\$3,289	\$3,926	\$4,667
<b>Recreation Registration</b>					
Transactions	1,151	1,440	3,840	6,167	7,500
Dollar Value	\$98,645	\$101,937	\$238,677	\$400,883	\$487,560
Cost to Town	\$9,569	\$9,888	\$22,433	\$37,340	\$45,414
<b>Parking Tickets</b>					
Transactions	8,771	12,016	12,484	15,184	17,184
Dollar Value	\$257,585	\$343,776	\$363,245	\$443,970	\$502,449
Cost to Town	\$0	\$0	\$0	\$0	\$0
Individual Website Visits	255,500	275,000	369,238	370,000	370,000
<b>Workload:</b>					
Payroll Warrants	104	104	104	104	104
Web Pages Maintained	1,500	1,100	1,765	1,800	1,800
Domain Users Supported	330	330	330	340	340
Networked Sites	29	29	29	29	29
<b>Supported Items:</b>					
Phone Switches	12	12	12	13	13
Desktops	268	270	270	280	280
Telephones	2,250	2,300	2,340	2,300	2,420



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

INFORMATION TECHNOLOGY

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	722,427	748,925	759,131	10,206	1.4%
Services	679,025	720,629	524,505	-196,124	-27.2%
Supplies	29,957	34,127	34,127	0	0.0%
Other	2,449	2,450	2,450	0	0.0%
Capital	50,556	42,847	38,548	-4,299	-10.0%
<b>TOTAL</b>	<b>1,484,414</b>	<b>1,548,978</b>	<b>1,358,761</b>	<b>-190,217</b>	<b>-12.3%</b>
BENEFITS			289,940		
REVENUE	29,792	62,300	62,300		

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	92,279	118,879	114,413	-4,466	-3.8%
Application Management	891,295	956,930	729,816	-227,115	-23.7%
Infra./Hardware Support	302,309	274,499	313,270	38,771	14.1%
Customer Services	198,531	198,669	201,263	2,594	1.3%
<b>TOTAL</b>	<b>1,484,414</b>	<b>1,548,978</b>	<b>1,358,761</b>	<b>-190,217</b>	<b>-12.3%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	20,055	45,877	46,471	594	1.3%
Services	40,567	46,300	41,240	-5,060	-10.9%
Supplies	21,041	24,127	24,127	0	0.0%
Other	164	200	200	0	0.0%
Capital	10,452	2,375	2,375	0	0.0%
<b>TOTAL</b>	<b>92,279</b>	<b>118,879</b>	<b>114,413</b>	<b>-4,466</b>	<b>-3.8%</b>

**APPLICATION MANAGEMENT**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	508,354	512,138	519,088	6,950	1.4%
Services	369,811	435,862	201,798	-234,064	-53.7%
Supplies	0	0	0	0	0.0%
Other	2,286	2,250	2,250	0	0.0%
Capital	10,844	6,680	6,680	0	0.0%
<b>TOTAL</b>	<b>891,295</b>	<b>956,930</b>	<b>729,816</b>	<b>-227,115</b>	<b>-23.7%</b>

**INFRASTRUCTURE/HARDWARE SUPPORT**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	142,514	145,032	147,102	2,070	1.4%
Services	131,204	96,835	137,835	41,000	42.3%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	28,591	32,632	28,333	-4,299	-13.2%
<b>TOTAL</b>	<b>302,309</b>	<b>274,499</b>	<b>313,270</b>	<b>38,771</b>	<b>14.1%</b>

**CUSTOMER SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	51,617	45,877	46,471	594	1.3%
Services	137,445	141,632	143,632	2,000	1%
Supplies	8,916	10,000	10,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	553	1,160	1,160	0	0.0%
<b>TOTAL</b>	<b>198,531</b>	<b>198,669</b>	<b>201,263</b>	<b>2,594</b>	<b>1.3%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM** INFORMATION TECHNOLOGY

ACCT #	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Chief Information Officer	D-8	1.00	1.00	98,245	115,728	1.00	102,733	1.00	104,274
	Director of IT Applications	D-5	1.00	1.00	77,990	91,869	1.00	91,869	1.00	91,869
	Director of IT Operations	D-5	1.00	0.00	77,990	91,869	0.00	0	0.00	0
	GIS Manager	T-12	0.00	1.00	67,858	76,779	1.00	71,547	1.00	72,820
	GIS Manager	G-21	1.00	0.00	69,291	70,090	0.00	0	0.00	0
	Program/Project Manager	T-11	0.00	1.00	64,017	72,433	1.00	69,921	1.00	71,166
	Network Manager	T-11	1.00	1.00	64,017	72,433	1.00	72,433	1.00	72,433
	Customer Services Supervisor	T-10	1.00	1.00	61,555	69,647	0.00	0	0.00	0
	Senior Programmer Analyst	T-8	0.00	2.00	56,911	64,393	2.00	124,320	2.00	126,534
	Senior Programmer Analyst	G-18	2.00	0.00	60,043	60,842	0.00	0	0.00	0
	Webmaster	T-8	0.00	1.00	56,911	64,393	1.00	57,925	1.00	58,956
	Webmaster	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	GIS Analyst	T-6	0.00	1.00	50,669	57,329	1.00	57,329	1.00	57,329
	Programmer Analyst (G.I.S.)	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Technical Support Specialist	T-5	1.00	1.00	46,915	53,083	1.00	46,916	1.00	48,600
	Help Desk Technician	T-2	2.00	2.00	37,243	42,139	0.00	0	0.00	0
	Data Controller	C-8	1.00	1.00	38,068	39,680	1.00	39,287	1.00	39,680
	Subtotal		14.00	14.00			11.00	734,280	11.00	743,661
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.50	0.50	15.45/hr.	20.60/hr.	0.50	11,745	0.50	11,745
	Subtotal		0.50	0.50			0.50	11,745	0.50	11,745
	Other									
513044	Longevity Pay							2,650		3,475
515501	Clothing/Uniform Allowance							250		250
	Subtotal							2,900		3,725
	<b>Total</b>		<b>14.50</b>	<b>14.50</b>			<b>11.50</b>	<b>748,925</b>	<b>11.50</b>	<b>759,131</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM** FINANCE DEPARTMENT

**PROGRAM DESCRIPTION**

The Department of Finance was created through the enactment of Massachusetts General Laws, Chapter 25 of the Acts of 1993. This legislation was the culmination of a year-long effort to establish a unified Finance Department. Its 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. The Department was officially created on July 1, 1993.

As part of the Information Technology re-organization, legislation was filed to amend Chapter 25 of the Acts of 1993. The amendment removed Information Technology from under the Finance Department, and the re-organized IT operator 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 making 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 the 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 divisional managers.

**BUDGET STATEMENT**

The FY06 budget reflects an increase of \$325,798 (12.8%). However, \$238,564 is due to the transfer of expenses from the Information Technology Department budget to the Comptroller and Treasurer budgets for finance systems. \$78,090 is transferred to the Comptroller for MUNIS; \$96,820 is transferred to the Treasurer for property tax billing; and \$63,654 is transferred to the Treasurer for payroll. Added to the transferred funding is \$38,425 for increased service contracts for these applications.

Personnel increases \$49,166 (2.9%) due to Steps and other contractual obligations (\$16,588), implementation of the new AFSCME Pay Plan (\$1,829), Overtime in the Assessor's budget for the FY05 Reval (\$3,307), Overtime in the Treasurer's budget (\$2,000), and the elimination of Group Health Charge-Offs (\$32,082), partially offset by a \$6,600 savings in the Assessor's budget related to a re-organization of part-time staff.

Supplies increase \$14,948 (50.5%) due primarily to a re-allocation of \$17,000 in the General Services' budget from Printing Services to Printing Supplies.

**FY2006 OBJECTIVES**

**Comptroller**

1. To enhance the "Brookline Academy," offering training on a broader range of topics, including basic financial report generation.
2. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP financial statements.
3. To continue to roll out "on-demand" financial reports to Department Heads and departmental financial support staff, including customized programming of Crystal Reports.
4. To continue the rollout of Electronic Fund Transfers (EFT's) in lieu of checks to major vendors, including an upgrade to robust format EFT notification.
5. To continue to improve month end closings and reconciliations.

**Procurement**

1. To update and instruct all Department Heads in proper purchasing procedures; using M.G.L. Ch. 30B; and review procedures, delegations, and internal controls.
2. To update and inform all Department Heads, with the assistance of the Legal and Building Departments, about the new procedures enacted under Ch. 193 of the Acts of 2004 (Construction Reform).
3. To review building service contract needs to comply with the new Construction Reform law.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

FINANCE DEPARTMENT

**FY2006 OBJECTIVES (con't.)**

4. To cross-train division staff on various duties to insure continued high customer service levels.
5. To establish additional insurance coverage where needed and set appropriate coverage and amounts based upon the recommendations made in the review of the Town's Risk Management (Insurance) position.
6. To work with the IT Department to implement an improved solution to Document Imaging and Work Flow/Order processing for all departments.
7. To continue to assist the IT Department with the implementation of the IT Strategic Plan study recommendations.
8. To reduce the number of School Department Accounts Payable invoices for each school by establishing delivery schedules for a wider range of goods, such as medical supplies, food, and custodial items.
9. To continue to identify and bid opportunities for improvement in various School Department good and services procurements, resulting in improved supply quality and pricing.
10. To leverage buying power by establishing cooperatives with other cities and towns where appropriate.
11. To continue to participate in State-wide procurement teams.
12. To purchase additional hybrid gas electric vehicles where feasible and investigate the purchase of hybrid SUVs instead of large gas vehicles.
13. To investigate using E-commerce websites and test the MA State Government online interface in an effort to expand the reach of bids and proposals.

**General Services**

1. To update and establish, with the IT Department, an interactive internal telephone directory.
2. To upgrade secondary equipment, such as binders, GBC machines and printing presses, to improve and expedite mailing and printing services.
3. To continue to promote in-house print capabilities to lessen the costs of outside printing, using both high speed copiers in the print room. This Financial Plan, the Annual Report, Financial Trend Monitoring Report, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, and other materials will continue to be printed internally.

**Assessors**

1. To hold individual hearings with taxpayers to ensure they fully understand the effect of the FY06 revaluation as it reflects the real estate market on January 1, 2005. We will also review the new configuration of our property record cards.

**FY2006 OBJECTIVES (con't.)**

**Assessors (con't.)**

2. To complete the FY06 triennial revaluation in an accurate and timely manner.
3. To completely review, re-inspect and evaluate all tax exempt properties and encourage more Payment In Lieu of Tax (PILOT) payments.
4. To evaluate our current method of evaluating properties for the Residential Exemption so as to ensure that all taxpayers who qualify receive the exemption and those who do not are removed from the list.
5. To update our portion of the Town website so that taxpayers will find forms and information they need more easily.
6. To timely and accurately complete the FY06 billing cycle for real and personal property.
7. To set the FY06 tax rate by the first week of December to allow taxpayers to make payments before the end of the calendar year.

**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 financial accounting and payroll systems.
4. To continue to maintain an active and aggressive collection program for property taxes, motor vehicle excise, water and sewer service charges, refuse pick-up collection fees, 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 banking 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 expanded 24/7 service to the public.
9. To maintain a prudent debt management program along with full disclosure and favorable relations with the bond rating and investment community.
10. To actively monitor compliance with Federal Arbitrage regulations, S.E.C. and M.S.R.B. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions.
11. To continue to implement an aggressive Tailings Program to reduce the number of uncashed vendor and payroll checks.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

FINANCE DEPARTMENT

**ACCOMPLISHMENTS**

**Comptroller**

1. Brought the annual financial audit to close two weeks earlier than 2004.
2. Worked with Treasurer/Collector's Office to significantly improve pre-audit monthly closings and reconciliations.
3. Upgraded online financial reporting to Crystal 9.0 and provided enhanced training and reports to departments.
4. Upgraded MUNIS to new Genero version, including pre-conversion testing and post-conversion training of 230 users.
5. Began rollout of Electronic Funds Transfers (EFT's) with a pilot program to vendors not requiring robust EFT format.
6. Provided support to the IT Department in the areas of MUNIS and Laserfiche.

**Purchasing**

1. Received information from 200+ companies for using Automatic Check Handling (ACH) and Electronic Funds Transfer (EFT) processes to pay vendors, instead of paper checks.
2. Issued and awarded the bid for the sale of 154 University Road for \$761,100.
3. Issued a new RFP for Payroll and Human Resources processing services.
4. Issued an RFP for a Cell Tower on Town-owned property.
5. Worked with the IT Department, Human Resources and Town Counsel to establish an insurance database that could be used to improve insurance bids in the future.
6. Identified and established new blanket contracts for materials and services that will result in savings for Town and School Departments.
7. Replaced an existing Town vehicle by purchasing another hybrid gas electric vehicle.
8. Continued to assist the IT Department with the implementation of the IT Strategic Plan study recommendations.
9. Continued to participate in statewide procurement team for Information Technology goods and services contracts used by all Departments.
10. Supported the completion of the Lawrence School renovation project and purchased furniture and fixtures.
11. Staff attended and participated in training sessions on new procedures and requirements under Ch. 193 of the Acts of 2004 (Construction Reform).

**General Services**

1. Added a second higher speed digital copier in the print shop to facilitate expedited service on print jobs.
2. Continued to identify the costs of mail processing to determine where savings may be realized.
3. Continued to integrate all telecom service suppliers and reduce the overall number of equipment and service vendors used.

**ACCOMPLISHMENTS (con't.)**

**Assessors**

1. Set the FY2005 tax rate in a timely fashion.
2. Completed the FY2005 billing on the new CAMA software.
3. Began the FY2006 revaluation on the new CAMA software
4. Updated the residential values for residential properties by 7% and approximately 10% for commercial properties
5. Reorganized the Assessors office to allocate our heavy workload, especially during revaluation.

**Treasurer/Collector**

1. Reduced completion time of Municipal Lien Certificate (MLC) preparation from ten days to three days.
2. Accelerated the cash reconciliation process to a more timely process.
3. Accelerated the accounts receivable reconciliation process from annual to monthly.
4. Improved accounting procedures on all Trust Funds with assets invested in the stock market.
5. Expanded a cross-training plan to continue to provide appropriate services to residents during high leave periods.
6. Expanded an aggressive program to collect/resolve old uncollected accounts receivable.
7. Expanded an aggressive program of identifying and notifying owners of uncashed checks, and closing out unclaimed assets.
8. Continued a program of reducing the number of Town-owned bank accounts.
9. Implemented an Automatic Check Handling (ACH) direct payment program for vendor payments.

**Payroll**

1. Began a program to convert paper payroll records to an electronic form.
2. Combined efforts with the Human Resources Department on improvements to the "Payroll & HR Update" publication.
3. Created a new payroll section for the intranet, including an area that is accessible only to payroll clerks.
4. Automated longevity payments.
5. Implemented a system of verifying deferred compensation accounts and eliminated duplicate accounts.
6. Created a payroll manual for the instruction of payroll clerks.
7. Reconciled personnel balances (sick, vacation and A-day) with Millennium (payroll software) and Larimore (public safety software).



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM** FINANCE DEPARTMENT

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>COMPROLLER</b>					
Payment Vouchers/ Invoices Processed	45,207	45,000	45,727	45,000	45,000
Manual checks processed	698	400	702	700	2,000
Computer Checks Processed	20,117	19,000	20,579	19,000	18,000
Vendors Serviced	6,500	6,300	6,520	6,300	6,500
Journal Vouchers Processed	1025	1,000	1,405	1,500	1,500
Cash Receipts Processed	25,672	25,000	24,729	25,000	25,000
<b>PURCHASING</b>					
Blanket Contracts	95	85	80	85	85
Public Bids	97	90	89	90	90
Purchase Orders (PO's)	6,605	6,600	6,396	6,600	6,600
PO \$ Value (millions)	\$7.5	\$7.6	\$7.5	\$7.6	\$7.6
<b>ASSESSORS</b>					
Internet Usage	87,600	na	106,945	107,000	110,000
Residential Prop. Valued	14,653	na	14,769	14,886	15,000
Residential Inspections	3,031	na	3,082	3,215	3,620
Commercial Prop. Valued	958	na	952	960	955
Commercial Prop. Inspections	748	na	209	200	250
Deeds Processed	1,498	na	1,755	1,500	1,500
Sales Info. Request Mailed and Reviewed	975	na	920	1,000	1,000
Residential Exemption Filed	765	na	800	800	800
Statutory Exemptions filed	214	na	186	200	205
Tax Deferral	7	na	5	7	7
Personal Property Accounts	1,132	na	1,173	1,177	1,180
a) Form of List mailed	1,010	na	1,099	1,131	1,080
b) Rev'd entered, analyzed	603	na	543	525	600
c) Full Inspect & List	315	na	155	250	300
Tax Exempt Property Accts.	297	na	295	295	290
a) 3ABC forms mailed	300	na	300	300	300
b) Rev'd, entered, analyzed	293	na	300	300	300
c) Correspondence	41	na	45	78	50
d) Inspect	8	na	6	6	150

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>ASSESSORS (con't.)</b>					
Abatements (real & pers.)	627	na	315	275	500
Appellate Tax Board filed	68	na	84	80	100
Pending as of 6/30/2004	46	na	46	50	50
Revaluation Hearings	835	na	0	0	850
Total Taxable Value (billions)	\$10.51	na	\$11.62	\$12.79	\$13.00
Total Exempt Value (billions)	\$1.06	na	\$1.14	\$1.21	\$1.31
Excise Bills Mailed	37,446	na	38,000	38,500	38,500
Excise Abatements(11/03/03)	2,231	na	2,550	2,200	2,500
Total Excise Billed	5,238,211	na	5,441,873	5,300,000	5,400,000
<b>TREASURER / COLLECTOR</b>					
Current Year Collections:					
Property Taxes	99.80%	98.50%	99.93%	98.50%	98.50%
Motor Vehicle Excise	94.40%	96.00%	88.41%	96.00%	90.00%
Investment Earnings:					
Total \$	\$951K	\$785K	\$733K	\$850K	\$1.02M
% Increase (Decrease)	-28.00%	-17.5%	-22.9%	16.0%	45.7%
Property Tax Bills	67,868	68,000	64,400	68,000	64,400
Water Bills	38,762	37,400	38,674	37,400	37,400
Refuse Bills	28,756	30,000	30,077	30,000	30,000
Motor Vehicle Bills	37,259	38,500	43,500	38,500	43,500
Refunds Processed	3,829	4,000	4,033	4,000	4,000
MLC's Issued	4,896	3,000	2,639	3,000	2,500
Total Payrolls	104	104	114	104	110
Total # of Checks	92,314	95,000	104,927	95,000	100,000
W-2's Prepared Annually	3,669	3,700	3,516	3,700	3,500
1099's Prepared Annually	425	200	644	200	600



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

FINANCE DEPARTMENT

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,692,563	1,681,150	1,730,316	49,166	2.9%
Services	780,628	791,842	1,051,684	259,843	32.8%
Supplies	28,630	29,602	44,550	14,948	50.5%
Other	14,556	14,314	15,914	1,600	11.2%
Capital	28,308	23,390	23,632	242	1.0%
<b>TOTAL</b>	<b>2,544,685</b>	<b>2,540,298</b>	<b>2,866,097</b>	<b>325,798</b>	<b>12.8%</b>
BENEFITS			663,559		
REVENUE	1,344,128	1,050,000	1,076,225		

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Comptroller	346,011	339,211	430,047	90,835	26.8%
Purchasing	1,004,669	1,016,526	1,022,685	6,159	0.6%
Assessors	637,562	651,712	653,113	1,401	0.2%
Treasurer	556,443	532,849	760,252	227,402	42.7%
<b>TOTAL</b>	<b>2,544,685</b>	<b>2,540,298</b>	<b>2,866,097</b>	<b>325,798</b>	<b>12.8%</b>

**COMPTROLLER**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	323,953	316,829	321,215	4,386	1.4%
Services	5,759	5,713	92,032	86,319	1511.0%
Supplies	7,325	7,520	7,650	130	1.7%
Other	3,197	3,350	3,350	0	0.0%
Capital	5,777	5,800	5,800	0	0.0%
<b>TOTAL</b>	<b>346,011</b>	<b>339,211</b>	<b>430,047</b>	<b>90,835</b>	<b>26.8%</b>

**PURCHASING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	301,061	309,580	314,653	5,073	1.6%
Services	680,119	692,902	676,010	-16,892	-2.4%
Supplies	8,722	9,510	26,328	16,818	176.8%
Other	1,521	1,634	1,634	0	0.0%
Capital	13,246	2,900	4,060	1,160	40.0%
<b>TOTAL</b>	<b>1,004,669</b>	<b>1,016,526</b>	<b>1,022,685</b>	<b>6,159</b>	<b>0.6%</b>

**ASSESSORS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	599,579	605,288	606,589	1,301	0.2%
Services	19,693	26,494	27,322	828	3.1%
Supplies	5,985	8,030	6,030	-2,000	-24.9%
Other	7,400	3,600	5,200	1,600	44.4%
Capital	4,905	8,299	7,972	-327	-3.9%
<b>TOTAL</b>	<b>637,562</b>	<b>651,712</b>	<b>653,113</b>	<b>1,401</b>	<b>0.2%</b>

**TREASURER-COLLECTOR**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	467,970	449,453	487,859	38,406	8.5%
Services	75,057	66,733	256,321	189,588	284.1%
Supplies	6,598	4,542	4,542	0	0.0%
Other	2,438	5,730	5,730	0	0.0%
Capital	4,380	6,391	5,800	-591	-9.2%
<b>TOTAL</b>	<b>556,443</b>	<b>532,849</b>	<b>760,252</b>	<b>227,402</b>	<b>42.7%</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PURCHASING SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Purchasing	215,343	226,612	227,779	1,167	0.5%
General Services	789,326	789,914	794,906	4,992	0.6%
<b>TOTAL</b>	<b>1,004,669</b>	<b>1,016,526</b>	<b>1,022,685</b>	<b>6,159</b>	<b>0.6%</b>

**PURCHASING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	204,819	213,338	214,495	1,157	0.5%
Services	3,417	5,130	5,322	192	3.7%
Supplies	2,825	3,610	3,428	-182	-5.0%
Other	1,521	1,634	1,634	0	0.0%
Capital	2,761	2,900	2,900	0	0.0%
<b>TOTAL</b>	<b>215,343</b>	<b>226,612</b>	<b>227,779</b>	<b>1,167</b>	<b>0.5%</b>

**GENERAL SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	96,242	96,242	100,158	3,916	4.1%
Services	676,702	687,772	670,688	-17,084	-2.5%
Supplies	5,897	5,900	22,900	17,000	288.1%
Other	0	0	0	0	0.0%
Capital	10,485	0	1,160	1,160	0.0%
<b>TOTAL</b>	<b>789,326</b>	<b>789,914</b>	<b>794,906</b>	<b>4,992</b>	<b>0.6%</b>

**FINANCIAL SUMMARY - ELEMENTS**

**PROGRAM** FINANCE DEPARTMENT

**TREASURER-COLLECTOR SUB-PROGRAM**

**ELEMENT COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	216,021	175,815	173,290	-2,525	-1.4%
Treasurer	102,430	115,495	115,813	318	0.3%
Collector	120,222	161,990	226,315	64,325	39.7%
Payroll	117,771	84,521	244,834	160,313	189.7%
<b>TOTAL</b>	<b>556,443</b>	<b>532,849</b>	<b>760,252</b>	<b>227,402</b>	<b>42.7%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	132,140	171,309	168,786	-2,523	-1.5%
Services	72,455	1,872	1,872	0	0.0%
Supplies	5,946	142	142	0	0.0%
Other	1,766	0	1,330	0	0.0%
Capital	3,714	1,162	1,160	-2	-0.2%
<b>TOTAL</b>	<b>216,021</b>	<b>175,815</b>	<b>173,290</b>	<b>-2,525</b>	<b>-1.4%</b>

**TREASURER**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	100,318	59,724	60,794	1,070	1.8%
Services	200	51,559	50,809	-750	-1.5%
Supplies	0	1,100	1,100	0	0.0%
Other	0	1,950	1,950	0	0.0%
Capital	1,912	1,162	1,160	-2	-0.2%
<b>TOTAL</b>	<b>102,430</b>	<b>115,495</b>	<b>115,813</b>	<b>318</b>	<b>0.3%</b>

**COLLECTOR**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	120,022	143,522	144,493	971	0.7%
Services	200	11,394	75,332	63,938	561.2%
Supplies	0	2,800	2,800	0	0.0%
Other	0	1,950	1,950	0	0.0%
Capital	0	2,324	1,740	-584	-25.1%
<b>TOTAL</b>	<b>120,222</b>	<b>161,990</b>	<b>226,315</b>	<b>64,325</b>	<b>39.7%</b>

**PAYROLL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	113,578	79,870	113,786	33,916	42.5%
Services	2,203	1,908	128,308	126,400	6624.7%
Supplies	1,074	500	500	0	0.0%
Other	250	500	500	0	0.0%
Capital	666	1,743	1,740	-3	-0.2%
<b>TOTAL</b>	<b>117,771</b>	<b>84,521</b>	<b>244,834</b>	<b>160,313</b>	<b>189.7%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**SUB- PROGRAM**

COMPROLLER

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Town Comptroller	D-5	1.00	1.00	77,990	91,869	1.00	87,856	1.00	89,173
	Assistant Comptroller	T-10	0.00	1.00	61,555	69,647	1.00	62,651	1.00	63,766
	Assistant Comptroller	G-17	1.00	0.00	57,551	58,350	0.00	0	0.00	0
	Senior Accountant	T-5	0.00	0.00	46,915	53,083	1.00	46,915	1.00	47,751
	Senior Accountant	T-4	0.00	1.00	43,440	49,151	0.00	0	0.00	0
	Junior Accountant	C-9	1.00	0.00	39,259	40,882	0.00	0	0.00	0
	Senior Account/Audit Clerk	C-5	2.00	2.00	34,378	35,954	1.00	35,435	1.00	35,598
	Senior Account/Audit Clerk	C-4	1.00	1.00	32,529	34,086	2.00	66,615	2.00	67,345
	Subtotal		6.00	6.00			6.00	299,472	6.00	303,633
510901	Temporary Part Time Salaries									
	Clerical Assistant		0.70	0.70		\$10.51/hr.	0.70	14,807	0.70	14,807
	Subtotal		0.70	0.70			0.70	14,807	0.70	14,807
	Other									
513044	Longevity							1,800		2,025
515501	Clothing/Uniform Allowance (In lieu of boots)							750		750
	Subtotal							2,550		2,775
	<b>Total</b>		<b>6.70</b>	<b>6.70</b>			<b>6.70</b>	<b>316,829</b>	<b>6.70</b>	<b>321,215</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**SUB- PROGRAM** PURCHASING

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Chief Procurement Officer	D-4	1.00	1.00	71,551	84,283	1.00	75,941	1.00	77,080
	Procurement Officer	T-8	0.00	1.00	56,911	64,393	1.00	60,005	1.00	61,073
	Procurement Officer	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Supervisor of Mailing/Printing	GN-6	0.00	0.00	38,589	40,530	0.00	0	1.00	40,531
	Supervisor of Mailing/Printing	G-9	1.00	1.00	39,283	39,763	1.00	39,873	0.00	0
	Buyer/Clerk	C-9	1.00	1.00	39,259	40,882	1.00	40,882	1.00	40,882
	Senior Clerk/Typist	C-4	1.00	1.00	32,529	34,086	1.00	34,085	1.00	34,085
	Telephone Operator/Receptionist	C-4	1.25	1.00	32,529	34,086	1.00	34,085	1.00	34,085
	Mail Clerk	GN-1	0.00	0.00	24,480	25,711	0.00	0	0.93	23,142
	Mail Clerk		0.93	0.93		\$10.72/Hr.	0.93	22,848	0.00	0
	<i>Less 6-month impact of Pay Plan adjustment</i>							(1,689)		
	Subtotal		7.18	6.93			6.93	306,030	6.93	310,878
513044	Longevity Pay							2,550		2,775
515501	Clothing/Uniform Allowance (In lieu of boots)							1,000		1,000
	Subtotal							3,550		3,775
	<b>Total</b>		<b>7.18</b>	<b>6.93</b>			<b>6.93</b>	<b>309,580</b>	<b>6.93</b>	<b>314,653</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

ADMINISTRATION AND FINANCE

**SUB- PROGRAM**

ASSESSORS

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 BUDGET	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Chief Assessor	D-5	1.00	1.00	77,990	91,869	1.00	91,869	1.00	91,869
	Deputy Chief Assessor	T-12	0.00	1.00	67,858	76,779	1.00	71,547	1.00	72,820
	Deputy Chief Assessor	G-21	1.00	0.00	69,291	70,090	0.00	0	0.00	0
	Assessor Computer Analyst	T-10	0.00	1.00	61,555	69,647	1.00	68,429	1.00	69,647
	Assessor/Computer Analyst	G-20	1.00	0.00	66,350	67,149	0.00	0	0.00	0
	Assistant Assessor (Legal)	T-8	0.00	1.00	56,911	64,393	1.00	62,160	1.00	63,267
	Assistant Assessor II	T-7	0.00	1.00	54,722	61,916	1.00	61,916	1.00	61,916
	Assistant Assessor	G-18	2.00	0.00	60,043	60,842	0.00	0	0.00	0
	Assistant Assessor / Field Appraiser	GN-10	0.00	0.00	49,588	52,083	0.00	0	2.00	104,166
	Assistant Assessor Field Inspector	G-15	2.00	2.00	51,304	51,943	2.00	104,166	0.00	0
	Principal Clerk	C-8	1.00	1.00	38,068	39,680	1.00	39,287	1.00	39,680
	Senior Clerk Typist	C-5	1.00	1.00	34,378	35,954	1.00	35,435	1.00	35,598
	<i>Less 6 month impact of pay plan adjustment</i>							(140)		
	Subtotal		9.00	9.00			9.00	534,670	9.00	538,963
510102	Permanent Part Time Salaries									
	Assessor - Board Members		2.00	2.00		6,000	2.00	12,000	2.00	12,000
	Assistant Assessor / Field Appraiser	GN-10	0.00	0.00	49,588	52,083	0.00	0	0.67	33,059
	Assistant Assessor	G-18	0.40	0.40	60,043	60,842	0.40	21,232	0.00	0
	Senior Clerk Typist	C-5	0.52	0.52	34,378	35,954	0.52	18,426	0.00	0
	Subtotal		2.92	2.92			2.92	51,659	2.67	45,059
	Other									
510300	Overtime							12,141		15,448
513044	Longevity Pay							6,069		6,369
515501	Clothing/Uniform Allowance (In Lieu of Boots)							750		750
	Subtotal							18,960		22,567
	<b>Total</b>		<b>11.92</b>	<b>11.92</b>			<b>11.92</b>	<b>605,288</b>	<b>11.67</b>	<b>606,589</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**SUB- PROGRAM** TREASURER-COLLECTOR

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Director of Finance/Treasurer	D-8	1.00	1.00	98,245	115,728	1.00	109,037	1.00	110,673
	Payroll Manager	T-10	0.00	1.00	61,555	69,647	1.00	68,429	1.00	69,647
	Payroll Manager	G-20	1.00	0.00	66,350	67,149	0.00	0	0.00	0
	Assistant Treasurer	T-7	0.00	1.00	54,722	61,916	1.00	58,724	1.00	59,769
	Assistant Treasurer	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Assistant Collector	T-7	0.00	1.00	54,722	61,916	1.00	55,696	1.00	56,687
	Payroll Accountant	T-2	0.00	0.00	37,243	42,139	0.00	0	1.00	42,139
	Payroll Accountant	G-10	1.00	1.00	43,037	43,676	1.00	43,463	0.00	0
	Head Cashier	C-10	1.00	1.00	43,005	44,836	0.00	0	0.00	0
	Head Cashier	C-9	0.00	0.00	39,259	40,882	1.00	39,259	1.00	39,989
	Head Clerk	C-8	0.50	0.00	38,068	39,680	0.00	0	0.00	0
	Principal Clerk	C-8	1.00	0.00	38,068	39,680	0.00	0	0.00	0
	Senior Clerk Typist	C-5	1.00	1.00	34,378	35,954	1.00	35,435	1.00	35,598
	Senior Clerk Typist	C-4	2.00	2.00	32,529	34,086	2.00	67,333	2.00	67,007
	Subtotal		9.50	9.00			9.00	477,376	9.00	481,509
	Group Health Program Expenses (1)							(32,022)		0
	Net Total		9.50	9.00			9.00	445,353	9.00	481,509
	Other									
510300	Regular Overtime							0		2,000
513044	Longevity Pay							3,100		3,350
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,000		1,000
	Subtotal							4,100		6,350
	<b>Total</b>		<b>9.50</b>	<b>9.00</b>			<b>9.00</b>	<b>449,453</b>	<b>9.00</b>	<b>487,859</b>
	(1) 25% of the Payroll Accountant's salary and 30% of the Payroll Manager's salary.									



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**  
LEGAL SERVICES

**PROGRAM DESCRIPTION**

The Legal Department is counsel to the Town and handles all litigation and legal affairs including personal injury and property damage cases; all contract drafting; dispute resolution and litigation; workers' compensation claims before the Industrial Accident Board; 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 the Town's departments and agencies; representation for the School Department including special education hearings and appeals; and tax abatements, foreclosures, and appellate tax board appeals.

The Legal Department 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 FY06 budget reflects an increase of \$23,744 (4.3%) due primarily to a \$20,000 reduction in the CDBG Charge-Off, from \$30,000 to \$10,000. Steps and other contractual obligations increased \$3,277.

**FY2006 OBJECTIVES**

1. To continue to review departmental rules and regulations.
2. To continue to provide assistance to Town Meeting Members and citizens in the drafting of petitions for presentment to the Annual and Special Town Meetings, and the drafting and review of votes and other associated documents for Town Meetings.
3. To continue to actively advise and assist the Planning and Community Development Department, Building Department, and Economic Development Office to accomplish various projects.

**FY2006 OBJECTIVES (con't.)**

4. To facilitate and assist the Building Commission and Board of Selectmen with the implementation of the Construction Reform Law.
5. To continue to assist and represent the Board of Appeals in litigation in the Superior Court and/or the Land Court.
6. To continue to advise the School Department and its personnel in all matters, with the exception of labor contract negotiations.
7. To continue to represent the School Department and its personnel in matters before the Bureau of Special Education Appeals and the Department of Education.
8. To continue to actively participate in Cable Television Licensing matters.
9. To continue to process, collect, and otherwise receive delinquent real estate, personal property and excise taxes.
10. To continue to review all bankruptcy notices and file Proofs of Claims when appropriate to collect delinquent contractual obligations due to the Town.
11. To continue to consult with Town departments on ADA compliance.
12. To continue to pursue professional development for staff members.

**ACCOMPLISHMENTS**

1. Conducted a series of legal issues workshops covering topics such as "Reporting Cases of Injured, Abused or Neglected Children", "Student Discipline", "Student Records", "Sexual Harassment" and "Required Annual Notification to Parents".
2. Coordinated implementation of the final phases of the voluntary agreement entered into by the United States Department of Justice and the Town of Brookline with respect to the Town's compliance under the Americans with Disabilities Act (ADA).
3. Filed and successfully argued a Motion for Summary Judgment in Norfolk Superior Court wherein Town's immunity under the Recreational Use statute was upheld by the Court.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	415,778	396,608	419,885	23,277	5.9%
Services	145,502	76,224	76,440	216	0.3%
Supplies	1,227	600	850	250	41.7%
Other	59,701	70,800	70,800	0	0.0%
Capital	3,615	5,221	5,221	0	0.0%
<b>TOTAL</b>	<b>625,823</b>	<b>549,453</b>	<b>573,196</b>	<b>23,744</b>	<b>4.3%</b>
BENEFITS			159,605		
REVENUE	0	11,000	5,000		



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**

LEGAL SERVICES

**ACCOMPLISHMENTS (con't.)**

- 4. Obtained two Orders of Dismissals at the Civil Service Commission in separate bypass appeals.
- 5. Successfully negotiated with Boston University with respect to four cases pending in the Appellate Tax Board involving four large parcels of property.
- 6. Negotiated settlement of the case involving Goddard House at the Appellate Tax Board.
- 7. Defended the Board of Assessors with respect to the non-charitable corporations at the Appellate Tax Board.
- 8. Negotiated a settlement of litigation involving the automatic temperature control system at the Brookline High School.
- 9. Successfully negotiated a Tender Agreement with the Surety on the Lawrence School Project.
- 10. Represented the Town, its boards and commissions, elected and appointed officials, and agents and employees acting within the scope of their employment in matters before the United States District Court and First Circuit Court of Appeals, Massachusetts Supreme Judicial Court and Appeals Court, Superior Court Departments, District Court Divisions, and various Federal and State administrative agencies.
- 11. Represented the Brookline Public School Department before the Bureau of Special Education Appeals and the Massachusetts Department of Education in appeals of student's Individualized Educational Plans ("IEPs") and education related complaints.
- 12. Provided legal opinions and advice to the Brookline Public School Department and personnel on a daily basis.
- 13. Represented the School Department and the Building Department in administrative hearings.
- 14. Assisted the Treasury's Office in the collection of delinquent taxes by negotiation and by filing Petitions to Foreclose in the Massachusetts Land Court.
- 15. Collected over \$22,000 in delinquent personal property taxes on behalf of the Office of the Treasurer. Recovery was effected by written demand or the filing of numerous Small Claims actions in the Brookline District Court.
- 16. Town Counsel Liaison Officer recovered over \$40,000 in damages to Town owned property, Court restitution and default warrant fees.
- 17. Attended seminars to pursue educational and professional development.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
Disposed Court Cases	57	50	100+	50	50
Formal Legal Opinions	50	40	40	45	45
Petitions to Foreclose	28	20	20	20	20
Land Court & Tax Title Cases	11	12	33	15	15
Active Workers' Comp Cases- Cases Currently Pending	9	5	13	5	8
Retirement Cases	3	2	3	3	3
Special Ed. Appeals *	49	30	49	30	25
Appellate Tax Board	7	2	17	5	5
Leases/Ground Leases	8/1	8/1	8/1	8/1	8/1
Zoning Board Appeals	16	5	20	5	5
Personal Injury	10	10	11	10	10
Property Damages	9	8	11	8	5
Civil Service	10	5	8	5	5
Contract cases	6	4	9	5	5
Bankruptcy cases **	16	10	17	10	10
Miscellaneous Lawsuits***	46	40	77	35	45
Contracts Reviewed and Approved (approx.)	220	200	200	200	200
Claim Letters Processed	399	250	300	300	300

\* 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.



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM**  
LEGAL SERVICES

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Town Counsel	D-8	1.00	1.00	98,245	115,728	1.00	115,728	1.00	115,728
	Associate Town Counsel	D-4	3.00	3.00	71,551	84,283	3.00	231,444	3.00	234,918
	Senior Paralegal Secretary	C-10	1.00	1.00	43,005	44,836	1.00	44,836	1.00	44,836
	Paralegal Secretary	C-9	1.00	1.00	39,259	40,882	1.00	40,478	1.00	40,882
	Subtotal		6.00	6.00			6.00	432,486	6.00	436,364
	CDBG Charge-Off							(30,000)		(10,000)
	Workers' Comp. Charge-Off							(10,179)		(10,179)
	Net Total		6.00	6.00			6.00	392,308	6.00	416,185
510102	Permanent Part Time Salaries									
	Senior Paralegal Secretary	C-10	0.20	0.20	43,005	44,836	0.20	13,000	0.20	13,000
	Subtotal		0.20	0.20			0.20	13,000	0.20	13,000
	Workers' Comp. Charge-Off							(13,000)		(13,000)
	Net Total							0		0
	Other									
513044	Longevity Pay							3,800		3,200
515501	Clothing/Uniform Allowance							500		500
	Subtotal							4,300		3,700
	<b>Total</b>		<b>6.20</b>	<b>6.20</b>			<b>6.20</b>	<b>396,608</b>	<b>6.20</b>	<b>419,885</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**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 Article 2.2 of the Town By-Laws. These sections were amended at the Special Town Meeting held on November 13, 1984 and 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 FY06 budget reflects an increase of \$565 (2.7%) due to Meals (\$525) and Dues (\$40).

**FY2006 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."

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	14,296	19,487	19,487	0	0.0%
Services	100	266	266	0	0.0%
Supplies	100	250	775	525	210.0%
Other	285	300	340	40	13.3%
Capital	406	581	581	0	0.0%
<b>TOTAL</b>	<b>15,187</b>	<b>20,884</b>	<b>21,449</b>	<b>565</b>	<b>2.7%</b>
BENEFITS			1,901		
REVENUE	0	0	0		



**FY2006 PROGRAM BUDGET**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**

ADVISORY COMMITTEE

**ACCOMPLISHMENTS**

1. During FY 2004, the full Advisory Committee met 33 times and Advisory Committee Subcommittees met 36 times.
2. Spent three months reviewing the Town Administrator's FY 2005 Financial Plan and Capital Improvements Program and developing the Advisory Committee's version of the budget for FY2005. 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. Topics included the future of the B-2 Parcel and St. Aidan's Church, a proposal to place utility wires underground, the issue of focused residence picketing, a plan to place a telecommunications antenna in South Brookline, a variety of zoning issues, and collective bargaining agreements.
4. Mailed to each Town Meeting member an information sheet describing the purpose, organization and procedures of the Committee as well as a schedule of all Advisory Committee meetings. Sent same materials to all department heads, town boards and commissions, union officials, local newspapers, and other interested parties.
5. Members served on a number of special committees including a committee established by the Moderator to study and develop recommendations on Town Meeting Procedures.
6. Members of the Advisory Committee actively participated on committees appointed by the Board of Selectmen to develop recommendations on Underground Wires, Wireless Communications, Focused Residence Picketing, the Comprehensive Plan, the Zoning By-Law, the Open Space Plan, and Landfill Re-use. Members also served on a number of design review committees.
7. Members served on several standing town committees including the Labor Advisory, Town/School Partnership and Audit Committees.



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM**  
ADVISORY COMMITTEE

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries									
	Budget Analyst/Secretary		1.00	1.00		19,263	1.00	19,263	1.00	19,263
	Subtotal		1.00	1.00			1.00	19,263	1.00	19,263
513044	Longevity Pay							224		224
	<b>Total</b>		<b>1.00</b>	<b>1.00</b>			<b>1.00</b>	<b>19,487</b>	<b>1.00</b>	<b>19,487</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM** TOWN CLERK

**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 - which 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 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 Board of Appeals.

**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 FY06 budget reflects a decrease of \$67,933 (13.3%) due primarily to the fact that there is only one election in FY06 compared to three in FY05 (\$90,000 savings in Personnel). Partially off-setting this decrease is \$30,000 for six months of funding for the new Zoning Administrator position. This additional funding, an outcome of the Zoning Administration Study, is being temporarily allocated here until a final determination is made regarding in which department this position will be housed.

**FY2006 OBJECTIVES**

1. To conduct and Record the 2006 Annual Listing of Persons over the age of 17 years, as of January 1, 2006.
2. To publish the 2006 Annual Street List Book.
3. To publish the 2006 List of Elected Town Officers, Advisory Committee Members, Council on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.
4. To administer, record and certify the May 2006 Annual Town Election.
5. To administer, record and certify the actions taken at the November 2005 Special Town Meeting and the May 2006 Annual Town Meeting.
6. To implement the accessible election equipment provisions of the Help America Vote Act of 2002 (HAVA) by purchasing and implementing one additional DRE voting machine for each voting precinct.
7. To implement additional election worker training sessions for new DRE voting machines.
8. To automate current vital records (births, deaths and marriages) to improve efficiencies of delivery.
9. To implement an annual program of digitizing all records of Town Meeting Actions.
10. To implement satellite venues for the licensing of dogs with the cooperation of the Brookline Police Department and various Town veterinarians.
11. To provide outreach and informational services to various schools, groups and agencies.
12. To co-chair with the CIO an inter-departmental committee whose task is to bring in a new Records Management System for the Town.



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**  
TOWN CLERK

**ACCOMPLISHMENTS**

1. Conducted and recorded the 2004 Street Listing of Persons over the age of seventeen years, as of January 1, 2003.
2. Recodified and published the 2004 Annual Street List Book to include an alphabetical listing of persons seventeen years of age and older.
3. Recodified and published the 2004 List of Elected Town Officers, Advisory Committee Members and Committee on Town Organization and Structure to include the Executive Officers of the Town Meeting Members Association.
4. Administered, recorded and certified the actions taken at the November 16, 2004 Special Town Meeting.
5. Administered, recorded and certified the results of the September 14, 2004 State Primary and the November 2, 2004 State/Presidential Election.
6. Reconstructed five polling locations for accessibility issues with the cooperation of the Massachusetts Office on Disability, the DPW's Engineering Division and the Building Department.
7. Implemented the provisional ballot requirements of the Help America Vote Act of 2002 (HAVA) for the March 2, 2004 Presidential Preference Primary, the May 4, 2004 Annual Town Election, the September 14, 2004 State Primary and the November 2, 2004 State/Presidential Election
8. Applied for and received a \$92,800 reimbursement, under the HAVA, for the 2001 purchase of optical scanning voting machines.
9. Implemented Presidential mock elections for the Torah Academy, the Mamonide School, the Park School and the three Third Grade classes of the Pierce Elementary School.
10. Conducted an informational seminar with the Council on Aging for new senior residents of the Town.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>Performance:</b>					
% of Eligible Registered Voters Participating (average)	37.6%	26.5%	22.2%	36.0%	13.5%
% Rate of Return for Census Forms	63%	68%	65%	65%	65%
Average Delivery Time for Vital Records (minutes)	5.0	4.5	4.0	4.0	3.5
Databases Computerized	85%	90%	85%	85%	90%
Hours Election Workers Trained	18	8	8	16	6
<b>Workload:</b>					
Total Elections	3	2	2	3	1
Total Residents	58,345	56,150	58,840	57,250	56,650
Registered Voters	33,488	33,500	33,132	34,250	33,560
Inactive Voters	4,396	3,600	5,826	7,300	6,500
Marriage Licenses	426	480	587	450	455
Uniform Commercial Code	24	0	0	0	0
Conservation Licenses	475	1,380	805	725	750
Board of Appeals	65	77	59	70	60
Dog Licenses	1,546	1,605	1,447	1,560	1,575
Passports	825	305	937	925	930
Other	4,678	4,600	3,979	4,100	4,150



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

TOWN CLERK

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	398,826	442,619	383,602	-59,017	-13.3%
Services	44,328	51,634	47,300	-4,334	-8.4%
Supplies	6,705	12,751	8,751	-4,000	-31.4%
Other	732	1,200	1,200	0	0.0%
Capital	2,583	4,061	3,480	-581	-14.3%
<b>TOTAL</b>	<b>453,174</b>	<b>512,265</b>	<b>444,333</b>	<b>-67,933</b>	<b>-13.3%</b>
BENEFITS	0	0	129,007		
REVENUE	168,624	129,500	146,500		

**SUMMARY OF SUB-PROGRAM COSTS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Public Records	236,928	235,000	266,078	31,078	13.2%
Elections	110,995	164,899	65,590	-99,309	-60.2%
Voter Registration	105,250	112,367	112,664	297	0.3%
<b>TOTAL</b>	<b>453,174</b>	<b>512,265</b>	<b>444,333</b>	<b>-67,931</b>	<b>-13.3%</b>

**PUBLIC RECORDS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	225,330	221,618	252,387	30,769	13.9%
Services	7,025	9,027	9,917	890	9.9%
Supplies	1,990	2,034	2,034	0	0.0%
Other	0	0	0	0	0.0%
Capital	2,583	2,321	1,740	-581	-25.0%
<b>TOTAL</b>	<b>236,928</b>	<b>235,000</b>	<b>266,078</b>	<b>31,078</b>	<b>13.2%</b>

**ELECTIONS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	87,487	135,000	45,000	-90,000	-66.7%
Services	18,794	21,215	15,907	-5,308	-25.0%
Supplies	4,714	8,684	4,684	-4,000	-46.1%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>110,995</b>	<b>164,899</b>	<b>65,590</b>	<b>-99,309</b>	<b>-60.2%</b>

**VOTER REGISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	86,009	86,001	86,214	213	0.2%
Services	18,509	21,392	21,476	84	0.4%
Supplies	0	2,034	2,034	0	0.0%
Other	732	1,200	1,200	0	0.0%
Capital	0	1,740	1,740	0	0.0%
<b>TOTAL</b>	<b>105,250</b>	<b>112,367</b>	<b>112,664</b>	<b>297</b>	<b>0.3%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM** TOWN CLERK

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Town Clerk	D-4	1.00	1.00	71,551	84,283	1.00	84,284	1.00	84,283
	Assistant Town Clerk	T-7	0.00	1.00	54,722	61,916	1.00	58,724	1.00	59,769
	Assistant Town Clerk	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Zoning Administrator	TBD	0.00	0.00			0.00	0	0.50	30,000
	Principal Clerk	C-7	1.00	1.00	36,538	38,136	1.00	38,136	1.00	38,136
	Senior Clerk Typist (ZBA)	C-6	1.00	1.00	35,568	37,156	1.00	36,625	1.00	36,788
	Senior Clerk Typist	C-4	1.00	1.00	32,529	34,086	1.00	34,085	1.00	34,086
	Clerk/Typist	C-4	1.00	1.00	32,529	34,086	1.00	33,585	1.00	33,259
	Subtotal		6.00	6.00			6.00	285,438	6.50	316,321
510102	Permanent Part Time Salaries									
	Registrar		3.00	3.00		3,000	3.00	3,000	3.00	3,000
	Registrar, Ex Officio		1.00	1.00		1,500	1.00	1,500	1.00	1,500
	Subtotal		4.00	4.00			4.00	4,500	4.00	4,500
510201	Temporary Full Time Salaries									
	Election Workers							135,000		45,000
	Census Workers							3,500		3,500
	Subtotal							138,500		48,500
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal							2,500		2,500
510910	Temporary Secretarial Wages									
	Stenographer-Board of Appeals							2,000		2,000
	Subtotal							2,000		2,000
	Other									
510300	Regular Overtime							2,081		2,081
513044	Longevity Pay							3,100		3,200
514501	Extra Comp. (Stipend)							3,500		3,500
515501	Clothing/Uniform Allowance (In lieu of boots)							1,000		1,000
	Subtotal							9,681		9,781
	<b>Total</b>		<b>10.00</b>	<b>10.00</b>				<b>442,619</b>	<b>10.50</b>	<b>383,602</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**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 grant programs. The Department also provides support to the Planning Board, 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 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 Improvements 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 Board of Appeals records and development applications and decisions, including the on-going monitoring of associated conditions of approval.

The **Housing Sub-program** works to increase the supply of affordable housing in the Town through the administration of all housing programs, including affordable housing preservation, development, and financing.

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.

The **CD Administration Sub-program** administers the Town's federally-funded Community Development Block Grant (CDBG) and HOME programs.

**BUDGET STATEMENT**

The FY06 budget reflects a decrease of \$11,341 (3%) due primarily to a net increase in the charge-offs to HOME and CDBG (\$15,889). Increases in Personnel include Steps and other contractual obligations (\$5,601) and the implementation of the new AFSCME Pay Plan (\$847). Services decrease \$1,830 (14.2%) for Printing Services while Supplies decrease \$970 (22.7%) for Office Supplies. Other increases \$2,100 (131.3%) for Conferences and Capital decreases \$1,200 (13.7%).

**FY2006 OBJECTIVES**

**Planning**

1. To begin implementation of the Brookline Comprehensive Plan 2005-2015.
2. To work with the Planning Board, Board of Appeals, Design Advisory Teams, Economic Development Advisory Board, Housing Advisory Board, Preservation Commission, Conservation Commission, Tree Planting Committee, and neighborhood groups to foster appropriate plans for development and improvements to commercial and residential districts, including the promotion of affordable housing.
3. To work with the Department of Public Works staff on appropriate mitigation measures regarding traffic, landscaping, drainage, and other site improvements for development in commercial and residential districts.
4. To facilitate the Planning Board and Board of Appeals review and approval processes for special permits and variances by providing comprehensive reports, information, and recommendations to support decision making.
5. To provide timely public notice to Brookline citizens of all meetings and hearings.
6. To respond to all requests by citizens, business owners, and other interests for information about zoning, signage regulations, potential development projects, subdivision plans and the review and approval process
7. To formulate and assist in the review of proposed zoning amendments for consideration by Town Meeting.
8. To assist in the preparation of the FY2007-FY2012 Capital Improvements Program within the financial guidelines established by the Selectmen.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

ADMINISTRATION AND FINANCE

PLANNING AND COMMUNITY DEVELOPMENT

**FY2006 OBJECTIVES (con't.)**

**Planning (con't.)**

9. To participate in the planning and design of major capital projects, including commercial area improvements.
10. To review and report on projects in Boston, primarily adjacent to the Brookline boundary, such as the Longwood Medical Area.
11. To review and report on projects in Newton, primarily adjacent to the Brookline boundary, such as Kessler Woods, Chestnut Hill Square, Chestnut Hill Shopping Center and Avalon Bay's residential project.
12. To coordinate and review Chapter 40B applications with the Board of Appeals.
13. To foster interdepartmental cooperation during the review and approval processes associated with development and facade and sign applications.
14. To continue to publish "Update" on a bimonthly basis.
15. To assist with the implementation of the Zoning Administration and Enforcement project.
16. To work with the Archdiocese on the disposition and reuse of parish churches.
17. To support the Town's effort to provide wireless coverage in South Brookline.
18. To develop a district plan for the Coolidge Corner neighborhoods and commercial areas.
19. To facilitate the special permit and design review process associated with the 2 Brookline Place project.
20. To further upgrade the application of Permits Plus to improve application processing and management.

**Housing**

1. To work with the Housing Advisory Board, Board of Selectmen, Housing Opportunities Task Force, and others to continue to implement the Comprehensive Plan, 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 private developers proposing projects under the Zoning By-Law and Chapter 40B, and on Town-owned land in order to maximize appropriate affordable housing outcomes.
3. To work with owners of current affordable housing developments to promote maximum retention of existing affordable units.
4. To monitor state legislation and funding for affordable housing, as well as federal and private opportunities, and prepare applications for appropriate programs.

**FY2006 OBJECTIVES (con't.)**

**Housing (con't.)**

5. To identify appropriate properties for preservation, acquisition, and redevelopment as affordable and mixed-income housing.
6. To recruit and engage non-profit and for-profit developers to create affordable and mixed-income housing. Also, to work collaboratively with such developers to secure required funding and provide project oversight.
7. To work with developers of affordable housing under Section 4.08 of the Zoning By Law on application review, marketing, and selection of qualified residents.
8. To assist income-eligible households with resources for acquisition and, on an emergency basis, rehabilitation.

**Preservation**

1. To process Local Historic District and demolition applications within 30 days.
2. To continue the digitization project of the Town's historic photographs.
3. To implement aspects of the Comprehensive Plan, including the cataloging and increased accessibility of the Town's historic documents.
4. To conduct work sessions to improve the procedures of Brookline Preservation Commission (BPC).
5. To hold quarterly BPC meetings with the Planning and Community Development Director.
6. To continue photographic / historic database for Local Historic District properties.
7. To recommend appropriate properties for eligibility to be listed in the National Register of Historic Places.
8. To review, monitor, and participate in the rehabilitation of historic landscapes, including Larz Anderson Park and the Emerald Necklace.
9. To review and comment on properties and projects involving National and State Register properties.
10. To work with the Planning Board and Board of Appeals on the review of historic properties.
11. To work with the Historical Society and Building Department to continue the stewardship and renovation of Town-owned historic buildings.
12. To participate in the implementation of the Comprehensive Plan and Zoning By-Law update.
13. To participate in Brookline 300 planning and celebration.
14. To continue the Public Education outreach program.
15. To sponsor the annual Preservation awards.



**FY2006 PROGRAM BUDGET**

**PROGRAM  
GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**

PLANNING AND COMMUNITY DEVELOPMENT

**FY2006 OBJECTIVES (con't.)**

**CD Administration**

1. To administer approximately \$2 million in CDBG funds, including preparation of the HUD-required Consolidated Plan and participation in the Newton-administered HOME Consortium.
2. To facilitate and coordinate with Newton the Continuum of Care to ensure that the housing and service delivery systems achieve maximum efficiency and success for the communities of Brookline, Newton, and Watertown.
3. To provide insightful direction on promulgating recommendations on the CDBG entitlement grant.
4. To counsel and provide technical assistance to individuals, organizations, and individuals on the mechanics of the formula grants from eligibility to awarding funds.
5. To monitor federal legislation relative to formula grants.
6. To provide guidance on regulation changes and resultant effects for the entitlement grant and the Town overall.
7. To implement changes made in the upgrade of the IDIS system to ensure accuracy of data made available to HUD.

**ACCOMPLISHMENTS**

**Planning**

1. Completed the Brookline Comprehensive Plan 2005-2015 and supporting Action Plan for FY05-06, Zoning By-Law Update and Zoning Administration and Enforcement project.
2. Provided professional and technical support to the Planning Board, Board of Appeals, and other Town boards and commissions.
3. Prepared reports for the Board of Appeals for 84 cases.
4. Staffed four Design Advisory Teams as appointed by the Planning Board and/or Board of Appeals.
5. Prepared reports and recommendations for 81 signage, facade, and related cases.
6. Assisted with the preparation of five zoning amendments and prepared reports for Town Meeting on proposed by-law amendments.
7. Worked with the Town Administrator's Office and the Planning Board on the timely preparation of the FY06-11 Capital Improvements Program within the financial guidelines established by the Selectmen.
8. Continued efforts to improve the management and monitoring of Planning Board and Board of Appeals records.
9. Completed reviews and worked with community interests on projects in Boston, adjacent to the Brookline boundary, including the Longwood Medical Area.
10. Completed reviews and worked with community interests on projects in Newton, adjacent to the Brookline boundary, including Kessler Woods, Chestnut Hill Square, Chestnut Hill Shopping Center, and Avalon Bay.

**ACCOMPLISHMENTS (con't.)**

**Planning (con't.)**

11. Worked on re-use plans for the Fisher Hill Reservoir.
12. Distributed a Sign and Facade Booklet to assist businesses with the design of signs and facade alterations and to clarify the Planning Board approval process.
13. Managed the 40B Comprehensive Permit for St. Aidan's and 45 Marion Street.
14. Published "Update" on a bi-monthly basis.
15. Provided support to the committee evaluating proposals for wireless facilities in South Brookline, including attending neighborhood meetings.
16. Aided in the consultant evaluation of zoning administration and enforcement issues, which resulted in a Memorandum of Issues and Proposed Options and Actions.
17. Oversaw successful redevelopment of former Infant Jesus parish church property into a residential rental property, including two affordable units.

**Housing**

1. Assisted the Comprehensive Plan Committee to finalize the plan's affordable housing element and work program.
2. Completed a new Five-Year Consolidated Plan and Strategy, as a condition for the Town's approximately \$2.5 million annual CDBG and HOME funding from the U.S. Department of Housing and Urban Development.
3. Completed and submitted to the State a Planned Production Schedule for potential relief from appeals to the Town's decisions under Chapter 40B.
4. Applied for and received, from the Commonwealth's Department of Housing and Community Development, certification of progress in housing production under Executive Order 418, resulting in greater access for Brookline to certain discretionary state funding sources.
5. Worked with the non-profit Planning Office for Urban Affairs, Inc. to complete design review, construction planning and permitting, and project financing, and to begin construction on the St. Aidan's project, which will result in the construction of 50 affordable rental and owner-occupied units, the preservation of the church building, and the conservation of private and public open space.
6. Contributed \$500,000 in CDBG funds for the purchase of a public conservation easement at the St. Aidan's project, and \$1.6 million from the Town's HOME funding and \$1.4 million from the Town's Housing Trust towards the development of the affordable units, effectively leveraging approximately \$6.2 million in subsidies from the Commonwealth of Massachusetts, Federal Low Income Housing Tax Credit syndication proceeds and Federal Home Loan Bank of Boston Affordable Housing Program, in addition to the expected cross subsidy from the sale of nine market rate units in the former church building.



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM** PLANNING AND COMMUNITY DEVELOPMENT

**ACCOMPLISHMENTS (con't.)**

**Housing (con't.)**

7. Provided technical and financial assistance to the Brookline Improvement Coalition with the refinancing, lead paint abatement, rehabilitation and re-occupancy of the building at 154-156 Boylston St., achieving six permanently affordable rental units.
8. Refinanced the Town's \$525,000 Housing Trust bridge loan, initially provided for building acquisition at 154-156 Boylston St., with CDBG funding. Leveraged an additional \$495,000 in deferred loans from the Massachusetts Housing Partnership.
9. Worked with at least three developers proposing new housing to comply with the Affordable Housing Requirements (Section 4.08) of the Zoning By-Law, also known as inclusionary zoning.
10. Assisted developers of five projects permitted under Section 4.08 to select and qualify three buyers (at Park Place and 75 Winchester St.) and eight tenants (at Cypress Street Lofts, Putterham Place and 75-81 Boylston St.) for affordable units.
11. Worked with developers of new, small developments under Section 4.08 to add approximately \$1.3 million in cash contributions to the Housing Trust, under the requirements of Section 4.08 of the Zoning By-Law.
12. Revised Section 4.08 of the Zoning By-Law to increase clarity.
13. Continued to work with members of the Brookline Cooperative towards extending affordability at this "expiring use" project of 116 units.
14. Continued outreach to owners of rental properties and properties in transition, seeking to connect sellers to developers/operators of affordable housing, including linking the non-profit Paul Sullivan Housing Trust with the owner of two Beal Street lodging houses, and advancing the case – to the Archdiocese of Boston – of mixed income housing at the St. Lawrence Church.
15. Worked with the Fisher Hill Town-Site Committee, and provided outreach to developers for the sale and redevelopment of this surplus reservoir as mixed-income housing.
16. Worked with the Brookline Housing Authority on strategies to finance on-going capital needs and potential new development.
17. Provided counseling and assistance to dozens of households seeking to purchase in Brookline, and made/facilitated one to three new loans.
18. Received an additional allocation of State "Soft Second" mortgage program funds and a commitment from Boston Private Bank for beneficial financing terms to assist program participants.
19. Worked with the Purchasing Department in the marketing and sale of 154 University Road, a single-family home owned by the Town through tax foreclosure resulting in a net contribution of \$690,000 to the Housing Trust.
20. Continued to work with our legislative delegation on revisions to Chapter 40B.

**ACCOMPLISHMENTS (con't.)**

**Preservation**

1. Processed over 45 local historic district and demolition applications, many of which required multiple meetings, site visits, and negotiations.
2. Developed policies and operating procedures for BPC meetings and responsibilities of staff, and developed and utilized new formats for case reporting.
3. Updated 25 historic building inventory forms.
4. Continued the public education process by publishing a revised Cottage Farm Historic Neighborhood Brochure, conducting a walking tour of Aspinwall Hill, working with the School curriculum development department and putting the Design Guidelines on the website.
5. Documented St. Aidan's Rectory via photography for Section 106 mitigation.
6. Reviewed projects affecting National Register and historic properties: Larz Anderson Park, Walnut Hills Cemetery, Fisher Hill reservoir sites, Widow Harris House, Longyear Mansion, Monmouth Park, Ritchie Building, Carlton Street footbridge, Beacon Street, HH Richardson House, 16 Williams Street, 90 Addington Road, and 96 Ivy Street.
7. Participated in the oversight and implementation of the Muddy River dredging project.
8. Oversaw the rehabilitation of the Widow Harris House at Larz Anderson Park.
9. Participated in the Comprehensive Plan implementation process.
10. Received a matching grant from MHC to develop a neighborhood conservation by-law and zoning strategies for neighborhood preservation.
11. Applied for a Historic Documentation grant from State Archives to coordinate a historic archival program.
12. Continued revisions of "Built by Brookline".
13. Established a photographic and historical database of Local Historic District properties; completed Pill Hill and initiated Cottage Farm and Graftam-McKay.
14. Recommended several properties for National Register eligibility.
15. Participated in the Fisher Hill Reservoir Sites Master Plan and housing development.
16. Recognized over 10 individuals and properties for their contributions to the preservation of Brookline's historic and cultural heritage with the 15th Annual Preservation Awards.
17. Began to catalog and organize the Town's historical records and documentation.
18. Participated in the planning of Brookline 300 celebration.
19. Provided technical and historical assistance to numerous agencies, including DPW Conservation, Trustees of the Cemeteries, Brookline Public Library, National Park Service, Brookline Chorus, Massachusetts Historical Commission, Brookline GreenSpace Alliance, Holyhood Cemetery, Boston University, and the Brookline Historical Society.



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM** PLANNING AND COMMUNITY DEVELOPMENT

**ACCOMPLISHMENTS (con't.)**

**CD Administration**

1. Received a grant agreement from HUD for CDBG and HOME program funds and provided oversight of the programs accordingly.
2. Prepared the Annual Action plan for the HUD-mandated Consolidated Plan.
3. Prepared the Consolidated Annual Performance Report and other mandated reports relative to the CDBG Program.
4. Successfully provided regulatory compliance direction and enforcement.
5. Prepared successful application for McKinney-Vento Homeless funds with Newton for the B-N-W Continuum of Care.
6. Completed the audit by HUD of prior year CDBG entitlement grants and implemented changes within the management of the grant.
7. Prepared recommendations to the Board of Selectmen to improve the annual CDBG program and process.
8. Completed the Consolidated Plan for the next five years (2006-2010) relative to needs and strategies to address identified needs of the Town and more regional approaches with other Consortium members.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
CDBG Value (millions)	\$1.8	\$1.9	\$1.9	\$1.9	\$1.9
CDBG Programs	23	24	26	26	24
New Housing Program Income (in millions)					
HOME Funds	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5
Housing Trust	\$0.7	0.5	\$0.5	\$0.5	\$0.5
CDBG (included in above)	\$0.1	\$0.1	\$0.1	\$0.5	\$0.5

**PERFORMANCE / WORKLOAD INDICATORS (con't.)**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	\$1.0	\$0.5	\$0.1	\$1.7	\$0.5
Housing Trust	\$1.0	\$2.0	\$0.8	\$2.2	\$1.0
CDBG	\$0.5	\$0.8	\$0.1	\$0.7	\$0.5
New and/or Newly Affordable Units					
HOME/Housing Trust/CDBC	17	86	2	60	50
Inclusionary zoning	\$7.0	\$23.0	\$0.0	\$18.0	\$5.0
Rehab Assistance (to maintain affordability)					
HOME/CDBG (millions)	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1
% of Demolition					
Applications Processed Within 30 Days	100%	100%	100%	100%	100%
% of National Register					
Properties with Brochures	39%	39%	39%	45%	48%
% of Local Historic Dist. Appl.					
Processed w/in 30 Days	100%	100%	100%	100%	100%
<u>Workload:</u>					
Zoning Caseload	166	172	165	180	175
Board of Appeals	101	85	84	100	90
Signs, Facades, Antennas	65	87	81	80	85
Demolition Permits	10	20	25	22	24
Historic District Cases	46	40	47	48	52
Technical/Hist. Inquiries	1,800	1,750	1,900	2,000	2,100



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

PLANNING AND COMMUNITY DEVELOPMENT

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	367,290	344,479	335,039	-9,440	-2.7%
Services	8,840	12,921	11,091	-1,830	-14.2%
Supplies	3,021	4,265	3,295	-970	-22.7%
Other	1,285	1,600	3,700	2,100	131.3%
Capital	3,159	8,742	7,542	-1,200	-13.7%
<b>TOTAL</b>	<b>383,595</b>	<b>372,007</b>	<b>360,667</b>	<b>-11,341</b>	<b>-3.0%</b>
BENEFITS			325,525		
REVENUE	3,787	1,600	1,600		

**SUMMARY OF SUB-PROGRAM COSTS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Planning	293,893	226,401	229,343	2,941	1.3%
Housing	52,546	101,734	92,069	-9,665	-9.5%
CD Administration	122,274	133,059	129,467	-3,593	-2.7%
Preservation	37,156	43,870	39,255	-4,615	-10.5%
<b>TOTAL EXPENSES</b>	<b>505,869</b>	<b>505,064</b>	<b>490,133</b>	<b>-14,931</b>	<b>-3.0%</b>
CD ADMIN. REIMBURSEMENT	-122,274	-133,059	-129,467	-3,593	-2.7%
<b>NET TOTAL</b>	<b>383,595</b>	<b>372,007</b>	<b>360,667</b>	<b>-11,340</b>	<b>-3.0%</b>

**PLANNING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	280,929	208,767	213,608	4,841	2.3%
Services	8,825	9,142	7,312	-1,830	-20.0%
Supplies	1,631	2,475	1,505	-970	-39.2%
Other	1,170	1,050	3,150	2,100	200.0%
Capital	1,338	4,967	3,767	-1,200	-24.2%
<b>TOTAL</b>	<b>293,893</b>	<b>226,401</b>	<b>229,343</b>	<b>2,941</b>	<b>1.3%</b>

**HOUSING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	49,706	93,474	83,809	-9,665	-10.3%
Services	15	3,507	3,507	0	0.0%
Supplies	1,389	1,790	1,790	0	0.0%
Other	75	350	350	0	0.0%
Capital	1,361	2,613	2,613	0	0.0%
<b>TOTAL</b>	<b>52,546</b>	<b>101,734</b>	<b>92,069</b>	<b>-9,665</b>	<b>-9.5%</b>

**PRESERVATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	36,655	42,236	37,621	-4,615	-10.9%
Services	0	272	272	0	0.0%
Supplies	0	0	0	0	0.0%
Other	40	200	200	0	0.0%
Capital	461	1,162	1,162	0	0.0%
<b>TOTAL</b>	<b>37,156</b>	<b>43,870</b>	<b>39,255</b>	<b>-4,615</b>	<b>-10.5%</b>

**CD ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	101,591	100,494	102,064	1,570	1.6%
Services	3,478	23,165	18,003	-5,162	-22.3%
Supplies	3,426	0	0	0	0.0%
Other	8,933	9,400	9,400	0	0.0%
Capital	4,846	0	0	0	0.0%
<b>TOTAL</b>	<b>122,274</b>	<b>133,059</b>	<b>129,467</b>	<b>-3,593</b>	<b>-2.7%</b>
CD REIMBURSEMENT	-122,274	-133,059	-129,467	-3,593	-2.7%
<b>NET TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

ADMINISTRATION AND FINANCE

**PROGRAM**

PLANNING AND COMMUNITY DEVELOPMENT

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Planning & Community Devel. Dir.	D-7	1.00	1.00	90,968	107,156	1.00	102,474	1.00	104,012
	Assistant Director - Planning	T-12	0.00	1.00	67,858	76,779	1.00	69,066	1.00	69,066
	Assistant Director - Planning	D-3	1.00	0.00	65,046	76,621	0.00	0	0.00	0
	Housing Development Manager	T-9	0.00	1.00	59,188	66,968	1.00	65,797	1.00	66,968
	Housing Administrator	G-19	1.00	0.00	63,961	64,760	0.00	0	0.00	0
	Chief Planner	T-9	0.00	1.00	59,188	66,968	1.00	65,797	1.00	66,968
	Chief Planner	G-19	1.00	0.00	63,961	64,760	0.00	0	0.00	0
	CD Administrator	T-8	0.00	1.00	56,911	64,393	1.00	62,160	1.00	63,267
	CD Administrator	G-18	1.00	0.00	60,043	60,842	0.00	0	0.00	0
	Housing Project Planner	GN-11	0.00	0.00	54,050	56,770	0.00	0	1.80	102,186
	Housing Project Planner	G-16	0.80	0.80	55,917	56,716	0.80	45,416	0.00	0
	Housing Project Planner	G-16	1.00	1.00	55,917	56,716	1.00	56,770	0.00	0
	Planner	GN-10	0.00	0.00	49,588	52,083	0.00	0	2.00	104,166
	Planner	G-15	2.00	2.00	51,304	51,943	2.00	104,166	0.00	0
	Senior Clerk Secretary	C-8	1.00	1.00	38,068	39,680	1.00	39,287	1.00	39,680
	CD Secretary	C-4	1.00	1.00	32,529	34,086	1.00	34,086	1.00	34,086
	<i>Less 6-month impact of Pay Plan adjustment</i>							(847)		
	Subtotal		10.80	10.80			10.80	644,173	10.80	650,399
	HOME Reimbursement							(68,465)		(34,191)
	CD Reimbursement							(278,693)		(324,357)
	Net Subtotal		10.80	10.80			10.80	297,014	10.80	291,851
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.00	1.53	54,722	57,329	1.53	87,904	1.53	87,904
	Preservation Planner	G-16	1.53	0.00	55,917	56,716	0.00	0	0.00	0
	CD Fiscal Assistant	C-9	0.50	0.50	39,259	40,882	0.50	20,441	0.50	20,441
	Subtotal									
	CD Reimbursement							(67,030)		(71,591)
	Net Subtotal		2.03	2.03			2.03	41,315	2.03	36,754
510901	Temporary Part Time Salaries									
	Intern									30,500
	CD Reimbursement									(30,500)
	Net Subtotal									0
	Other									
510300	Regular Overtime							2,679		2,679
513044	Longevity Pay							4,571		4,792
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,000		1,000
	CD Reimbursement							(2,100)		(2,038)
	Subtotal							6,150		6,434
	<b>Total</b>		<b>12.83</b>	<b>12.83</b>			<b>12.83</b>	<b>344,479</b>	<b>12.83</b>	<b>335,039</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM SUMMARY**

**PROGRAM**  
 ECONOMIC DEVELOPMENT

**PROGRAM DESCRIPTION**  
 The Economic Development Office focuses on 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.

**BUDGET STATEMENT**  
 The FY06 budget reflects an increase of \$3,018 (1.7%) for Steps (\$1,156) and an increase in the number of hours for the Commercial Areas Coordinator from 0.93 FTE to 0.96 FTE (\$1,862).

- FY2006 OBJECTIVES**
1. To maintain regular communication with the various business interest groups and to be able to represent their issues and effectively advocate on their behalf with the Town.
  2. To assist the business community with problem solving with various Town Departments and/or outside agencies.
  3. To participate in the Coolidge Corner district planning effort.
  4. To identify, prioritize, budget, and create an implementation plan for physical improvements to our commercial areas, using the streetscape and Kiosk initiatives.
  5. To continue to manage the 1st Light Festival, including fundraising, budgeting, scheduling, and implementing the festival with its more than 100 events.
  6. To participate in Brookline 300 planning and celebration.
  7. To support the efforts of the Housing Opportunities Task Force and other Town boards to assure the continued generation and preservation of affordable housing throughout the Town.
  8. To monitor market conditions and to identify opportunities to attract further commercial development to Town, especially office space, if and where appropriate.
  9. To support implementation of the Comprehensive Plan.
  10. To manage implementation of the Fisher Hill Master Plan
  11. To pursue and manage potential commercial development opportunities on Route 9, including the Two Brookline Place development, and participate in district planning.

- ACCOMPLISHMENTS**
1. Staffed a citizen-based Project Review Team process to evaluate and improve the opportunity for a significant new commercial building at 2 Brookline Place.
  2. Collaborated with the Housing Opportunities Task Force to preserve and create affordable housing.
  3. Worked with other Town staff to negotiate high quality mixed-income development projects that meet both Town-wide and neighborhood objectives on specific sites as they presented themselves.
  4. Pursued the construction of new office space in Brookline to increase our commercial tax base and provide important foot traffic to our commercial areas.
  5. Continued to manage a commercial areas program to promote the health and vitality of local businesses.
  6. Participated in Brookline 300 planning and celebration, managing the 300 event efforts.
  7. Sponsored celebrations, such as the 1st Light Festival, to increase awareness of the unique array of shops and restaurants in town.
  8. Promoted visibility through advertising and effective media use. Worked with merchant associations to encourage local shopping and foster appreciation of our local commercial areas as an integral part of Brookline's identity and quality of life.
  9. Advocated on behalf of the business community with various outside agencies to mitigate the negative short-term impacts of construction projects in our commercial areas.
  10. Supported the Comprehensive Planning process, focusing on the topic of commercial areas.
  11. Worked to implement recommended short-term strategies to better manage commercial area parking.
  12. Assisted the master planning process for the Fisher Hill Reservoir Sites.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	140,639	147,034	150,052	3,018	2.1%
Services	14,114	19,562	19,562	0	0.0%
Supplies	8,064	6,785	6,785	0	0.0%
Other	230	0	0	0	0.0%
Capital	402	1,743	1,743	0	0.0%
<b>TOTAL</b>	<b>163,449</b>	<b>175,124</b>	<b>178,142</b>	<b>3,018</b>	<b>1.7%</b>
BENEFITS			31,399		
REVENUE	0	0	0		



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM**  
**GROUP** ADMINISTRATION AND FINANCE

**PROGRAM**  
ECONOMIC DEVELOPMENT

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510102	Permanent Part Time Salaries Economic Development Officer	D-4	0.90	0.90	71,551	84,283	1.00
	Subtotal		0.90	0.90			1.00	77,081	1.00	78,237
510901	Temporary Part Time Salaries Commercial Areas Coordinator Graduate Student Interns		0.90	0.90		\$31.83/Hr.	0.93	57,953 12,000	0.96	59,815 12,000
	Subtotal		0.90	0.90			0.93	69,953	0.96	71,815
	<b>Total</b>		<b>1.80</b>	<b>1.80</b>			<b>1.93</b>	<b>147,034</b>	<b>1.96</b>	<b>150,052</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

**PROGRAM**

**THIS PAGE RESERVED FOR NOTES**



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

POLICE

**PROGRAM DESCRIPTION**

The Police Mission:

To work in partnership with our citizens to ensure that all people will 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 a set of governing values that state its beliefs as a police organization. They are as follows:

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 Unit** provides overall control of the functions of the Department. It maintains records, provides communication equipment and trains personnel in its uses, and distributes weapons and supplies.
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 shifts 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 the Town.
6. The **Public Safety Dispatch** Sub-program consists of the once separate Police and Fire dispatch operations. With the construction of the new Public Safety Headquarters, there is one unit 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 FY06 budget reflects an increase of \$51,674 (0.4%).

Personnel increases \$52,100 (0.4%) for Steps (\$11,733), Quinn (\$20,687), Enhanced Longevity (\$16,000), and other contractual obligations (\$3,680).

Services increase \$50,121 (10%) due to Data Processing Equipment Repair and Maintenance (\$9,460), Telephones (\$21,435), and Wireless Communications (\$23,400), partially offset by reductions in Natural Gas (\$1,160) and Heating Oil (\$3,014).

Supplies increase \$20,088 (8.6%) for Gasoline.

Capital decreases \$70,634 (15.5%) and funds, among other items detailed in Section VI, nine new vehicles and 26 leased In-Cruiser laptops.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

POLICE

**FY2006 OBJECTIVES**

**Administration**

1. To continue to maximize grant monies, especially in the areas of terrorism, technology, and training.
2. To update Department policies and procedures in order to meet State certification requirements.
3. To continue to improve the emergency preparedness of the Town through training, equipment procurement and working cooperatively with local, state and federal agencies.

**Patrol**

1. To maintain a safer community by forming partnerships with citizens who are victimized or need assistance with quality of life issues.
2. To strengthen our leadership roles in emergency planning and disaster preparedness to give citizens a stronger sense of safety and security.
3. To continue to build partnerships with local businesses to deliver quality services to merchants.
4. To secure increased government support in the form of grants in an effort to be better trained and informed on issues of homeland security.
5. To institute a customized feedback survey to maximize citizen satisfaction of required police services.
6. To evaluate the current sector system and conduct an analysis of crime trends, etc. in order to effectively improve police response and utilize police resources more productively.

**Criminal Investigations**

1. To create an operational intelligence gathering and evaluation system that is linked to regional and national databases.
2. To pursue specialized training for detectives to increase their level of expertise in a particular investigative area and to upgrade our capabilities where necessary.
3. To create a protocol and practice for the collection, preservation, storage and submittal of potential D.N.A. evidence for crimes which at this time are not being accepted by the State Laboratory for examination.
4. To elevate the duties of the identification and property officers to a level of competency to be field evidence recovery technicians.
5. To increase the role of all supervisors in day-to-day investigations through the use of the detective case management system, team building and a defined divisional organizational chart indicating roles and responsibilities of each.
6. To adapt the current interview/interrogation room to provide video and audio recording capabilities, allowing investigators to preserve for the court the procedures that they followed along with a contemporaneous electronic record of suspect interviews.

**FY2006 OBJECTIVES (con't.)**

**Traffic & Parking**

1. To standardize all traffic reporting via the Larimore system so that Massachusetts RMV requirements can be met from remote access locations (cruisers).
2. To increase procurement of specialized traffic equipment via outside funding (grants).
3. To provide effective traffic control for the extensive Beacon Street project in order to mitigate the disruption of motor vehicle flow.
4. To standardize and computerize a Selective Enforcement Program so that an inter-departmental approach (Transportation Division and Police) can be taken to address the 7,500 complaints received each year.
5. To institute new meter audit standards so that an accurate assessment of meter revenue, repair, and occupancy can be maintained.
6. To build on the success of the Hackney ID program so that the quality of the fleet of cabs can be maintained and the group of drivers appropriately monitored.
7. To institute a new Traffic Division speeding program utilizing computerized traffic readers. The information from each reader will allow the Division to target enforcement based on empirical data rather than anecdotal information.
8. To continue to participate in the Department of Revenue's Child Enforcement Program that monitors "dead-beat dads" via the RMV.
9. To continue to meet all requirements for the International Association of Chiefs of Police Traffic Safety Challenge.
10. To increase collections of delinquent out-of-state parking fines.
11. To maintain an efficient records information system so that all records are accurate and accessible.
12. To oversee physical plant safety, security, and maintenance. This will ensure that the Public Safety building is protected internally and externally, and remains orderly and sanitized for all those who utilize the building.

**Community Service**

1. To create an email list-serve with town businesses and neighborhood crime watch groups.
2. To devise new training methods using tabletop exercises and the Range 3000.
3. To implement safety and awareness programs into the 7th and 8th grade health curriculum, including club drug, Internet safety, bullying, and alcohol abuse presentations.
4. To devise and implement a program with autistic children in the school system, as it would pertain to them dealing with police.
5. To continue and expand crime prevention community and business meetings.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

PUBLIC SAFETY

POLICE

**FY2006 OBJECTIVES (con't.)**

6. To create an e-mail system for Sex Offender Registry notifications.
7. To expand programs for the elderly units in Town, including topics such as abuse of alcohol or prescription drugs, safety issues (fire-police), and scams.
8. To continue to reach out to minority groups in the Town with existing programs, as well as issues that may arise.
9. To expand the anger management program to two sessions, doubling the number of participants.

**Public Safety Dispatch**

1. To continue an audit of residential and commercial alarms directly tied to the police station
2. To make functional a temporary dispatch center located on Hammond Street where fire and police operations will be moved if the primary dispatch area is disabled
3. To maintain active restraining orders in a way that makes information easily and quickly accessible and to integrate this information into the Computer Aided Dispatch (CAD) program
4. To update contact information for all commercial properties and multi-unit dwellings in Brookline
5. To review and update the protocols and procedures that defines the dispatchers' roles and responsibilities in order to set objective evaluation standards
6. To review and update all fire department procedures

**Animal Control**

1. To work with the Parks & Recreation Department on the "Green Dog" Program.
2. To complete the privatizing of the Dog Licenses and work on implementing a "tagging" system for cats.
3. To assist the Health Department on the Annual Rabies Clinic.
4. To work on a contract with Animal Clinics within the Town for the storage and services to animals taken under the control of the Animal Control Officer and the Police Department.
5. To attend a Massachusetts Certification Course sponsored by the Animal Control Officers Association of Massachusetts and obtain certification.
6. To continue a presence in the Parks of the Town.

**FY2006 OBJECTIVES (con't.)**

**Emergency Management**

1. To complete the construction of the Brookline Emergency Operations Center at the Brookline Municipal Service Center, 870 Hammond Street.
2. To expand upon existing partnerships with local, state and federal agencies to improve domestic preparedness for the Town and region.
3. To seek out funding opportunities for the procurement of equipment, training and exercises to enhance the Town's level of domestic preparedness.
4. To work with the newly established Veterans Director/Emergency Preparedness Coordinator. The EMT will work with him/her to further the emergency response capabilities of the Town.
5. To expand the Community Emergency Response Team (CERT) Program.

**ACCOMPLISHMENTS**

**Administration**

1. Created and filled the Executive Officer position, which serves as second-in-command to the Chief of Police.
2. Successfully implemented an online report writing system which allows officers to spend more time in the field.
3. Hired and trained six new police officers.
4. Successfully created a joint Police/Fire Public Safety Business Office and integrated the new Business Manager into the Police and Fire Department administrations.

**Patrol**

1. Identified all crimes and quality of life issues that occurred and conducted daily analysis. Notification was then made to each Platoon commander regarding an emerging problem. Problems were entered and tracked in the Department's Situation Analysis and Response System (STARS).
2. Analyzed and tracked through STARS plans to prevent crime and increase the satisfaction of citizens who have quality of life issues.
3. Employed alternative patrol methods, such as marked and unmarked decoy vehicles and surveillance operations, resulting in arrests and the elimination of on-going problems in target areas.
4. Effectively utilized personnel based on data received from crime analysis reports and daily review of all incidents occurring by the Division Commander.
5. Conducted more than 530 curfew checks of juveniles assigned to the Curfew Check Program, a cooperative program between the BPD and Brookline Probation Department.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

PUBLIC SAFETY

POLICE

**ACCOMPLISHMENTS (con't.)**

**Patrol (con't.)**

6. Conducted more than 1,650 community policing assignments throughout the year, which include such activities as visiting local merchants, increasing visibility at the synagogues and temples during holidays, and paying special attention to areas with high criminal activity.
7. Monitored the women's healthcare facilities in Town on a regular basis to ensure protestors acted lawfully and clinic operations were not disrupted.
8. Provided advanced training for officers in specialized fields, including sexual assault investigation and supervisor school.

**Criminal Investigations**

1. Implemented a warrant apprehension team, focusing on individuals who have repeatedly ignored commands from the court to appear and are not likely to be encountered by Brookline officers during their regular tours of duty because they live outside of the Town. Eighteen difficult to locate, non-compliant offenders have been located and arraigned in court since the program's implementation.
2. Interfaced the property component of the report writing system with the Division's property tracking system, increasing accountability and the ability to manage property being turned in to the property/evidence unit. Additionally, a spreadsheet is being utilized to track and locate the property once it has reached the property custodian's office.
3. Completed all background investigations for police and fire department applicants in a thorough and timely manner to allow these public safety departments to be staffed at a level that provides efficient service to the community.
4. Closely monitored the activities and environment of all women's healthcare clinics in the Town along with keeping officers and interested parties current with legal decisions affecting these sites.
5. Conducted an in-service training on domestic violence investigations, highlighting proven investigative techniques to maximize prosecutions. This updated training reinforced the Department's vigilance in combating domestic violence.

**Traffic & Parking**

1. Instituted a written traffic and pedestrian complaint program.
2. Continued to offer weekly Child Seat Safety checkpoints at which more than 400 families have had the installation of their child safety seat inspected in the last year.
3. Secured a Level III grant from the Governor's Highway Safety Bureau (GHSB), allowing for the purchase of new equipment (Lidar and traffic counters) and provided funds specifically aimed at OUIL enforcement. Traffic Officers have been assigned to oversee all current and future GHSB programs.

**ACCOMPLISHMENTS (con't.)**

**Traffic & Parking (con't.)**

4. Implemented a standardized operations plan for all major events and worked closely with the Department of Public Works to coordinate barricade/signage positioning.
5. Effectively administered the Department's Detail System, resulting in 7,110 details worked by officers for \$1.66 million in earnings and \$131,971 in administrative costs collected.
6. Transferred to the Traffic and Records Division the responsibility of computerizing and continuing out-of-state collections for unpaid parking violations. Considerable time has been spent on developing an efficient system so that monitoring and running the system is manageable.
7. Working on the creation of a database to record and report all Brookline motor vehicle crashes.
8. Instituted a Critical Incident Exodus Plan (CIEP) with the City of Boston in the event that a major incident requires the evacuation of the City.
9. Participated in the Department of Revenue's Child Enforcement Program that monitors dead-beat dads through local police and the Registry of Motor Vehicles (RMV).
10. Received recognition from the International Association of Chiefs of Police (IACP) for meeting all IACP Traffic Safety Challenge requirements
11. Trained all Traffic Investigators to meet Advanced Traffic Investigator standards. Certified six Traffic Investigators in Accident Reconstruction, the highest level of training available.

**Community Relations**

1. Successful in having an open and cordial relationship with the media. Local print media outlets are now provided crime information twice a week, as requested. Also, provided media outlets with releases and informational articles for the public on traffic issues, crime issues, and general citizens' needs.
2. Two officers are being sent to training to learn updated uses of the Range 3000, such as a tazer training program. Implemented Range 3000 training scenarios for racial profiling training and shoot/don't shoot situations.
3. Trained officers in autism, club drugs, bullying, recertification for DARE instruction recertification for car seat inspections and education and other safety schools.
4. Expanded the RAD program into the high school level, as well conducting a class for women with disabilities. We also provided a class to a multicultural group from Pine Manor College.
5. Ran a successful anger management program in collaboration with the social worker at the high school, probation and court officials.
6. Continued to meet with community and business groups for crime prevention programs and general neighborhood meetings. In collaboration with the Town's Economic Development Office, worked to establish a new business association in Washington Square.



**FY2006 PROGRAM BUDGET**

**PROGRAM**

**GROUP**

PUBLIC SAFETY

**PROGRAM SUMMARY**

**PROGRAM**

POLICE

**ACCOMPLISHMENTS (con't.)**

**Community Relations (con't.)**

- 7. Began an e-mail system with business groups in Washington Square and Coolidge Corner to keep them updated on crimes and crime prevention updates, as well as other necessary information.
- 8. Continued to hold informational meetings with the elderly and provide an identification bracelet program for the senior community.

**Public Safety Dispatch**

- 1. Purged expired restraining orders from files and cataloged all active orders with all pertinent information
- 2. Audited alarms directly tied to the police station.
- 3. Training new dispatchers.
- 4. Updated dispatch procedures relating to residential and commercial alarms, abandoned 9-1-1 calls, and motor vehicle crashes.
- 5. Improved communication and morale with the staff of the dispatch center.

**Animal Control**

- 1. Increased awareness throughout the Town that there is an Animal Control Officer.
- 2. Increased awareness of the Leash Law and the "Pooper Scooper" Laws.
- 3. Established a presence in the Parks of the Town.

**Emergency Management Team**

- 1. Continued to hold regular planning meetings with the Team, which consists of department heads from the Police, Fire, Health, HRYRC, Public Works, Building, Recreation, and School Departments.
- 2. Successful in obtaining substantial grant monies for the procurement of equipment, training and exercises related to emergency management and response.
- 3. Worked extensively as part of the Department of Homeland Security's Urban Areas Security Initiative (UASI) which brings Boston, Brookline and seven other area communities together to evaluate and coordinate regional response capabilities.
- 4. Successfully conducted a large-scale evacuation drill and tabletop exercises to test the Town's preparedness for a critical incident.
- 5. Designed and distributed an emergency preparedness brochure for the Town that was mailed to nearly 25,000 households.
- 6. Recruited and trained a Community Emergency Response Team (CERT) to assist the Town's emergency workers in the event of a crisis.
- 7. Provided an introductory hazardous materials response training for employees from a variety of Town agencies who may be needed to respond to such situation: (police, health, public works employees).

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>Department Activities:</b>					
Total Part A Crimes	1,221	1,250	1,223	1,210	1,200
Robbery	50	42	41	42	40
Breaking and Entering	211	230	219	232	220
Rapes	7	4	6	6	4
Motor Vehicle Theft	95	110	105	115	110
Larceny	700	710	715	715	710
Assaults	155	135	135	130	130
Assault and Battery on a Police Officer	15	15	30	30	30
Missing Persons Reported	188	170	101	100	100
Arrests	719	725	1,043	1,000	1,000
Warrants Cleared through					
Arrest	101	105	349	350	350
Summons Served	289	275	379	375	375
Field Interrogations	1,115	1,200	1,697	1,700	1,750
Domestic Violence					
Victims Served	New	New	160	160	160
Pieces of Evidence Collected	New	New	540	550	550
Crimes Solved through					
Fingerprint IDs	7	9	22	25	25
Rooming Houses Inspected	New	New	54	54	54
Liquor Establishments					
Inspected	101	101	101	101	101
Animal Complaints	469	470	483	485	485
Humans Bitten/Scratched by Dogs	25	25	12	12	12
<b>Dispatch:</b>					
Police-related Calls	56,957	57,000	62,684	62,000	62,000
Fire-related Calls	5,052	5,100	9,086	5,110	5,110
Medical Calls	3,371	3,250	3,468	3,500	3,600
E-911 Calls	14,084	14,400	12,174	12,500	12,500
<b>Firearms Licensing:</b>					
Licenses to Carry					
Firearms Issued	78	80	46	45	45
Firearms Identification					
Cards (FID)	New	New	29	30	30
FID Cards Restricted to					
Chemical Propellants	New	New	18	20	20
Gun Safety Class					
Participants	New	New	36	40	45
Gun Locks Distributed to					
Community Members	New	New	50	100	150



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

POLICE

**PERFORMANCE / WORKLOAD INDICATORS (con't)**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>Community Programs:</b>					
Neighborhood Meetings	50	50	20	22	24
Students in DARE	1,200	1,200	1,000	1,000	1,000
Citizen Police Academy					
Graduates	60	80	80	80	85
Women Participating in RAD					
Classes	170	170	170	180	180
Child Seats Inspected	440	440	443	500	500
Citizens trained for CERT (Community Emergency Response Team)	0	0	20	20	20
Fingerprints Taken for Community Members	171	190	321	300	300
<b>Traffic:</b>					
Taxi Vehicles Inspections	160	160	181	205	210
Hackney Licenses Issued	New	325	325	350	350
Collections from Out-of-State					
Parking Violators	New	\$40,000	\$37,900	\$45,000	\$50,000
Moving Violations	21,004	21,100	21,439	21,500	21,750
Parking Ticket Hearings	8,065	8,000	7,292	7,350	7,500
<b>Grants Awarded:</b>					
Police	\$372,346	\$350,000	\$337,678	\$350,000	\$350,000
Urban Areas Security Initiatives (Funding for Multiple Town Agencies)	New	New	\$576,882	\$500,000	\$500,000
Emergency Management Team	New	New	\$362,477	\$200,000	\$200,000



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

PUBLIC SAFETY

**PROGRAM**

POLICE

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	11,358,122	11,832,337	11,884,437	52,100	0.4%
Services	527,606	502,772	552,893	50,121	10.0%
Supplies	226,181	233,250	253,338	20,088	8.6%
Other	5,980	4,000	4,000	0	0.0%
Capital	400,883	455,336	384,701	-70,634	-15.5%
<b>TOTAL</b>	<b>12,518,772</b>	<b>13,027,695</b>	<b>13,079,369</b>	<b>51,674</b>	<b>0.4%</b>
BENEFITS			4,754,138		
REVENUE	4,004,273	3,965,000	3,965,000		

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	682,630	739,445	814,747	75,302	10.2%
Services	514,024	462,272	512,393	50,121	10.8%
Supplies	214,218	208,500	228,588	20,088	9.6%
Other	5,980	4,000	4,000	0	0.0%
Capital	170,790	8,701	36,812	28,111	323.1%
<b>TOTAL</b>	<b>1,587,642</b>	<b>1,422,918</b>	<b>1,596,540</b>	<b>173,622</b>	<b>12.2%</b>

**INVESTIGATIONS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,701,704	1,672,340	1,657,298	-15,042	-0.9%
Services	0	0	0	0	0.0%
Supplies	8,431	9,000	9,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	32,752	32,752	0.0%
<b>TOTAL</b>	<b>1,710,135</b>	<b>1,681,340</b>	<b>1,699,049</b>	<b>17,709</b>	<b>1.1%</b>

**TRAFFIC CONTROL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,361,485	1,650,258	1,641,753	-8,505	-0.5%
Services	13,611	31,500	31,500	0	0.0%
Supplies	3,532	13,000	13,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	32,752	32,752	0.0%
<b>TOTAL</b>	<b>1,378,628</b>	<b>1,694,758</b>	<b>1,719,005</b>	<b>24,247</b>	<b>1.4%</b>

**ANIMAL CONTROL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	69,744	78,951	78,758	-193	-0.2%
Services	0	3,000	3,000	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>69,744</b>	<b>81,951</b>	<b>81,758</b>	<b>-193</b>	<b>-0.2%</b>

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	1,587,642	1,422,918	1,596,540	173,622	12.2%
Patrol	6,186,861	6,699,855	6,523,042	-176,813	-2.6%
Investigations	1,710,135	1,681,340	1,699,049	17,709	1.1%
Cmty Relations	833,296	727,355	740,457	13,102	1.8%
Traffic Control	1,378,628	1,694,758	1,719,005	24,247	1.4%
Public Safety Dispatch	752,467	719,518	719,518	0	0.0%
Animal Control	69,744	81,951	81,758	-193	-0.2%
<b>TOTAL</b>	<b>12,518,772</b>	<b>13,027,695</b>	<b>13,079,369</b>	<b>51,674</b>	<b>0.4%</b>

**PATROL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	5,956,769	6,253,220	6,273,408	20,188	0.3%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	230,092	446,635	249,634	-197,001	-44.1%
<b>TOTAL</b>	<b>6,186,861</b>	<b>6,699,855</b>	<b>6,523,042</b>	<b>-176,813</b>	<b>-2.6%</b>

**COMMUNITY RELATIONS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	833,296	727,355	707,705	-19,650	-2.7%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	32,752	32,752	0.0%
<b>TOTAL</b>	<b>833,296</b>	<b>727,355</b>	<b>740,457</b>	<b>13,102</b>	<b>1.8%</b>

**PUBLIC SAFETY DISPATCH**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	752,467	710,768	710,768	0	0.0%
Services	0	6,000	6,000	0	0.0%
Supplies	0	2,750	2,750	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>752,467</b>	<b>719,518</b>	<b>719,518</b>	<b>0</b>	<b>0.0%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

PUBLIC SAFETY

**PROGRAM**

POLICE

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	105,123	123,829	1.00	120,196	1.00	121,999
	Executive Officer	D-7	0.00	0.00	90,968	107,155	1.00	107,155	1.00	107,155
	Captain	P-4	5.00	5.00		77,099	4.00	308,395	4.00	308,395
	Lieutenant	P-3	10.00	10.00		65,896	10.00	658,960	10.00	658,960
	Sergeant	P-2	16.00	16.00		56,322	16.00	901,152	16.00	901,152
	Patrol Officer	P-1	108.00	108.00	39,865	46,935	108.00	5,004,814	108.00	5,010,315
	Public Safety Business Manager*	T-9	0.00	0.00	59,188	66,968	0.50	29,594	0.50	30,121
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	54,722	61,916	1.00	57,696	1.00	58,724
	Fire Alarm Operator/Emergency Telecomm. Dispatcher	FAO/ETD	3.00	3.00		44,491	2.00	88,982	2.00	88,982
	Emergency Telecommunications Dispatcher	ETD	11.00	11.00	38,889	39,677	12.00	475,336	12.00	475,725
	Executive Assistant	C-10	0.00	0.00	43,006	44,836	1.00	44,229	1.00	44,393
	Head Clerk	C-10	1.00	1.00	43,006	44,836	0.00	0	0.00	0
	Head Clerk	C-9	1.00	1.00	39,259	40,882	1.00	40,081	1.00	40,882
	Senior Account/Audit Clerk (PSBO)*	C-7	1.00	1.00	36,538	38,136	0.50	18,428	0.50	18,879
	Senior Clerk Typist and Cashier	C-7	1.00	1.00	36,538	38,136	1.00	37,758	1.00	38,136
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	0.00	0.00	34,378	35,954	1.00	35,166	1.00	35,532
	Senior Clerk Typist	C-5	2.00	2.00	34,378	35,954	2.00	70,870	2.00	71,196
	Senior Clerk Typist	C-4	2.00	2.00	32,529	34,086	1.00	34,086	1.00	34,086
	Clerk/Typist	C-4	1.00	1.00	32,529	34,086	1.00	33,748	1.00	33,748
	School Traffic Supervisor/Parking Meter Monitor	UGSTPO	9.00	9.00		35,161	9.00	322,778	9.00	322,778
	Charge Off to Grants							(6,500)		(6,500)
	Subtotal		173.00	173.00			173.00	8,382,924	173.00	8,394,656
510102	Permanent Part Time Salaries									
	Parking Meter Monitor/ Parking Control Officer/ School Traffic Supervisor		18.00	18.00	17.45/Hour	20.21/Hour	18.00	103,906	18.00	103,906
	Subtotal		18.00	18.00			18.00	103,906	18.00	103,906
510901	Temporary Part Time Salaries									
	Clerical Worker		4.00	4.00	7.91/Hour	11.79/Hour	4.00	24,403	4.00	24,403
	Park Security Officer		6.00	6.00	7.91/Hour	11.79/Hour	6.00	58,829	6.00	58,829
	Subtotal		10.00	10.00			10.00	83,232	10.00	83,232
	Other									
510140	Shift Differential							190,983		190,983
510143	Working-Out-Of-Classification Pay							16,365		16,365
510300	Regular Overtime							487,525		487,525
512031	Court Pay							141,144		141,144
512033	Police Lag Time							98,946		99,446
513032	In-Service Training Pay							240,426		240,977
513043	Quinn Educational Incentive							1,394,060		1,414,747
513044	Longevity Pay							65,300		67,195
513045	Career Incentive Pay							9,250		9,250
514502	Specialty Pay (Retirable)							28,300		28,300
514505	Defrib Pay							55,200		55,200
515041	Holiday Pay							319,466		320,201
515059	Administrative Leave Buyback							67,956		67,956
515501	Uniform/Clothing Allowance / In Lieu of Boots							96,853		96,853
513031	Weapons Waiver Stipend							34,500		34,500
51304E	Enhanced Longevity							16,000		32,000
	Subtotal							3,262,274		3,302,642
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Fire										
<b>Total</b>			<b>201.00</b>	<b>201.00</b>			<b>201.00</b>	<b>11,832,337</b>	<b>201.00</b>	<b>11,884,437</b>



FY2006 PROGRAM BUDGET		PROGRAM SUMMARY	
PROGRAM		PROGRAM	
GROUP	PUBLIC SAFETY		FIRE
<p><b>PROGRAM DESCRIPTION</b></p> <p>The Fire Department's primary function is providing 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 functions as an emergency medical delivery system, with all fire companies staffed by certified Emergency Medical Technicians (EMT's) who respond to emergency medical calls.</p> <p>The primary duties of the Department are to prevent the occurrence of fires; to protect lives and property should a fire occur; to provide emergency medical services to 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.</p> <p>The Department is broken into the following seven sub-programs:</p> <ol style="list-style-type: none"> <li>1. The main function of the <b>Administration Sub-program</b> is to provide overall leadership and policy direction for the Department. The assigned staff include the Chief, the Executive Officer (which is a re-assigned Deputy Chief), a Captain, and the Public Safety Business Office staff, which is shared with the Police Department.</li> <li>2. The <b>Firefighting Sub-program</b> prevents fires and extinguishes fires should they occur; initiates rescues when necessary; performs in-service inspections and pre-fire planning; maintains EMT-staffed fire companies; and performs other emergency services requiring trained and properly equipped personnel. To deliver these services, seven fire companies, manning five engines and two ladder trucks, are housed in five fire stations. The assigned staff totals 152: four Deputy Chiefs, seven Captains, 21 Lieutenants, and 120 Firefighters.</li> <li>3. The <b>Fire Prevention Sub-program</b> enforces all laws and ordinances; issues fire safety permits; investigates all fires and forwards appropriate reports to the State Fire Marshal; educates the public on fire prevention topics and techniques; manages in-service fire company inspections; handles fire safety-related citizen complaints; and approves building plans relating to fire protection. One Deputy Chief, one Lieutenant, and two Firefighters staff this division.</li> <li>4. The <b>Signal Maintenance Sub-program</b> installs, operates, and maintains the town-wide Emergency Notification System. To deliver these services, 510 fire alarm boxes, including 202 master boxes for schools, hospitals, and large apartment buildings, are strategically located throughout the Town and are connected to the Dispatch Center. The system also contains 71 emergency call boxes connected to the Police Department. The Superintendent of Wires and the Signal Maintainer staff this division.</li> </ol>		<p><b>PROGRAM DESCRIPTION (con't.)</b></p> <ol style="list-style-type: none"> <li>5. The <b>Equipment Maintenance Sub-program</b> repairs and maintains the Department's apparatus and related equipment, such as hoses, fittings, self-contained breathing apparatus, and emergency tools. The goal of the Division is to ensure that the Department's fleet of vehicles and emergency equipment is in working condition at all times.</li> <li>6. The <b>Training Sub-program</b> promotes the uniformed personnel's development of required skills, knowledge, and abilities by providing continuous "hands on" training; instructs newly recruited firefighters in a basic seven-week training course; coordinates state level satellite training programs; and tests new firefighting equipment and techniques. It is staffed by a Captain and a Lieutenant.</li> <li>7. The <b>Emergency Management Sub-program</b> is designed to establish the needs of the community in terms of preparation for major emergencies or disasters, both natural or man-made. In addition, the Division works to avert or minimize the impact of these events.</li> </ol>	
		<p><b>BUDGET STATEMENT</b></p> <p>The FY06 budget reflects an increase of \$27,360 (0.3%).</p> <p><b>Personnel</b> decreases \$20,832 (0.2%) due to savings in Steps (\$20,591) and Longevity Pay (\$3,025), partially offset by increases in other contractual obligations (\$1,506) and the implementation of the new AFSCME Pay Plan (\$1,279).</p> <p><b>Services</b> increase \$44,322 (16.6%) due primarily to Natural Gas (\$40,022) and Data Processing Software Maintenance (\$15,200), which supports the new "In-Apparatus" laptop system for the Department. An additional \$3,675 is included for the testing of ground and aerial ladders and the testing of the Wire Division's aerial bucket, per NFPA guidelines. \$15,000 is eliminated from Education/Training.</p> <p><b>Supplies</b> decrease \$346 (-0.3%) despite an increase for Gasoline (\$3,799) and Diesel (\$5,055), a \$5,000 reduction in General Supplies and a \$4,200 reduction in Medical Supplies was made possible.</p> <p><b>Other</b> decreases \$10,000 (63.1%) due to the elimination of funding for Conferences.</p> <p><b>Capital</b> increases \$14,216 (29.6%) and funds, among other items detailed in Section VI, a new Service Truck and SCBA Testing Equipment and Bottles.</p>	



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

FIRE

**FY2006 OBJECTIVES**

1. To maintain a response time of four minutes or less from the time of dispatch to BFD arrival.
2. To continue to train all members to NFPA Firefighter I and II standards.
3. To establish new and revise existing Standard Operating Procedures.
4. To continue to lead the Fire Department into the 21st Century with the use of communication, cooperation, delegation, and accountability.
5. To increase Fire Department effectiveness by maintaining Fire Prevention and Training personnel in those key positions after their initial training.
6. To continue to coordinate efforts with other members of the Emergency Management Team to plan and prepare for major emergencies or disasters.
7. To continue to update the fleet of apparatus.
8. To continue to update the Preventative Maintenance Program (PMP).
9. To continue to train and update all members in first aid, CPR, SAED, and Haz-Mat.
10. To continue to address departmental issues with all members on a regular basis.
11. To continue the development and implementation of a computer-based information management system to better manage reports, training, maintenance, inspections, and administrative functions.
12. To continue to inspect, on an annual basis, all multiple dwelling units containing six or more units.
13. To continue professional development of selected members in the areas of Training, Fire Prevention, and Fire Investigation.
14. To review the possibility of training a select group of members in Technical Rescue (Hi-angle, confined space and collapse rescue).
15. To provide firefighter recruit training programs that meet or exceed the NFPA's Firefighter I and II programs
16. To establish an Officer Training Program for newly appointed Lieutenants, Captains, and Deputy Chiefs.
17. To research and evaluate innovations in apparatus, tools, and equipment.
18. To continue to work with the Human Resources Department to reduce sick leave usage and injured on duty leave.
19. To train five additional firefighters as Emergency Medical Technicians (EMTs).
20. To continue to provide fire safety education in the schools by using personnel funding through grants provided for that reason (S.A.F.E.).
21. To continue to maintain public safety by maintaining the public call box service.
22. To direct the in-service training program of the Department in the areas of firefighting, rescue, extrication, and other related topics through the use of locally and nationally developed programs.
23. To establish and implement an incident review program.
24. To seek opportunities for grant funding from non-Town sources.

**ACCOMPLISHMENTS**

1. Minimized the threat to life and property by having the Fire Department on the scene of most incidents within four minutes.
2. Provided for the safety of all citizens by conducting all mandated inspections in a timely manner.
3. Continued public safety programs and open houses for the benefit of all residents.
4. Continued to participate in Emergency Management Team meetings to help ready the community to deal with any disaster that may occur.
5. Maintained the municipal fire alarm system to ensure that all alarms are received and transmitted without delay.
6. Continued re-certifying the Department's SCBA technician.
7. Continued joint training with area fire departments on Mass Decontamination Procedures.
8. Continued training with the MDU (Mass Decontamination Unit) with 85% of members trained to deliver, set up, and decontaminate victims at a Level B hazardous material incident.
9. Completed training 85% of members for rescue evolutions at a Level A hazardous material incident.
10. Conducted two EMT refresher courses, re-certifying 50% of the Department's EMTs; 100% over every two-year period.
11. Funded five new EMTs.
12. Conducted two recruit training classes, graduating over 30 firefighters for Brookline, Newton, and Milton.
13. Re-established a pre-fire planning program for non-residential buildings.
14. Continued working with the IT Department to implement the automation of departmental administrative, reporting, and tracking requirements.
15. Equipped the front-line apparatus with laptop computers using grant monies.
16. Continued the Department's grant application program.
17. Placed a new pumper truck into service.
18. Secured UL Testing on all Ladder Truck Aerial Devices (annual requirement).
19. Completed seat belt compliance on all department vehicles.
20. Fire/Police Chiefs interviewed and selected a Manager for the newly established Public Safety Business Office.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

FIRE

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
Box Alarms	751	800	802	800	810
Still Alarms	2,472	2,550	2,956	2,500	2,690
Medical Emergencies	3,360	3,400	3,370	3,360	3,400
Total Responses	6,583	6,750	7,128	6,750	6,900
Response Time to Emergency					
Incidents (minutes)	4	4	4	4	4
Large loss fire					
(Over \$100,000)	1	2	5	4	4
Multiple Alarm Fires	1	2	3	3	3
% of Investigations Started					
Within Two Hours	90%	90%	90%	90%	90
Fire Safety Classes for					
Senior Citizen Housing	10	10	0	0	0
Apartment Buildings with					
6+ Units Inspected	540	545	545	550	555
Commercial & Retail					
Building Inspections	25	25	25	25	25
Investigations resulting					
in Arson Arrests	0	0	0	0	0
Emergency Boxes	525	520	529	525	535
Air Masks					
Assemblies Replaced	10	10	0	70	0
Face Pieces Replaced	20	10	0	177	0
Breathing Apparatus					
Cylinders Replaced	10	8	0	70	5
% of Apparatus Repairs					
Initiated within 24 Hrs	95%	95%	95%	95%	95%
% of Apparatus Receiving					
Preventive Maintenance					
Twice per Year	100%	100%	100%	100%	100%
Emergency Planning					
Committee Meetings	8	8	1	2	4
% of EMTs Re-Certified	100%	100%	100%	100%	100%
% of Firefighters Completing:					
DOT Refresher Course	100%	100%	100%	100%	100%
Haz-Mat Training	100%	100%	100%	100%	100%
% of Personnel Re-Certified					
in CPR	100%	100%	100%	100%	100%
Emergency Management					
Training Exercises	2	4	3	2	2
Training Programs -					
Staff	3	5	5	3	3
Training Programs -					
Employees/Citizens	4	2	1	2	2



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

PUBLIC SAFETY

**PROGRAM**

FIRE

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	10,049,609	10,077,015	10,056,183	-20,832	-0.2%
Services	568,610	267,412	311,734	44,322	16.6%
Supplies	109,199	107,000	106,654	-346	-0.3%
Other	3,575	15,850	5,850	-10,000	-63.1%
Capital	69,529	48,020	62,235	14,216	29.6%
<b>TOTAL</b>	<b>10,800,522</b>	<b>10,515,297</b>	<b>10,542,657</b>	<b>27,360</b>	<b>0.3%</b>
BENEFITS			4,325,594		
REVENUE	208,910	138,000	201,000		

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	343,075	449,200	451,851	2,651	0.6%
Services	20,485	16,819	33,354	16,535	98.3%
Supplies	9,639	11,500	11,500	0	0.0%
Other	3,575	5,850	5,850	0	0.0%
Capital	8,405	2,900	2,900	0	0.0%
<b>TOTAL</b>	<b>385,179</b>	<b>486,269</b>	<b>505,455</b>	<b>19,186</b>	<b>3.9%</b>

**FIRE PREVENTION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	273,044	316,383	321,374	4,991	1.6%
Services	0	36	36	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	19,414	580	51,430	50,850	8766.5%
<b>TOTAL</b>	<b>292,458</b>	<b>316,999</b>	<b>372,840</b>	<b>55,841</b>	<b>17.6%</b>

**EQUIPMENT MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	106,142	100,123	102,712	2,589	2.6%
Services	76,360	37,000	37,000	0	0.0%
Supplies	50,779	54,500	61,254	6,754	12.4%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>233,281</b>	<b>191,623</b>	<b>200,966</b>	<b>9,343</b>	<b>4.9%</b>

**EMERGENCY MANAGEMENT**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	342	0	0	0	0.0%
Services	1,120	15,000	0	-15,000	-100.0%
Supplies	0	5,000	0	-5,000	-100.0%
Other	0	10,000	0	-10,000	-100.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>1,462</b>	<b>30,000</b>	<b>0</b>	<b>-30,000</b>	<b>-100.0%</b>

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	385,179	486,269	505,455	19,186	3.9%
Firefighting	9,445,553	9,193,626	9,168,234	-25,393	-0.3%
Fire Prevention	292,458	316,999	372,840	55,841	17.6%
Signal Maint.	138,385	120,946	121,661	715	0.6%
Equipment Maintenance	233,281	191,623	200,966	9,343	4.9%
Training	304,204	175,833	173,501	-2,333	-1.3%
Emergency Management	1,462	30,000	0	-30,000	-100.0%
<b>TOTAL</b>	<b>10,800,522</b>	<b>10,515,297</b>	<b>10,542,657</b>	<b>27,360</b>	<b>0.3%</b>

**FIREFIGHTING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	8,863,311	8,925,746	8,894,781	-30,965	-0.3%
Services	568,876	192,421	235,208	42,787	22.2%
Supplies	166	31,500	31,500	0	0.0%
Other	0	0	0	0	0.0%
Capital	13,200	43,959	6,745	-37,214	-84.7%
<b>TOTAL</b>	<b>9,445,553</b>	<b>9,193,626</b>	<b>9,168,234</b>	<b>-25,393</b>	<b>-0.3%</b>

**SIGNAL MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	107,985	113,346	113,481	135	0.1%
Services	1,450	6,100	6,100	0	0.0%
Supplies	4,981	1,500	1,500	0	0.0%
Other	0	0	0	0	0.0%
Capital	23,969	0	580	580	0.0%
<b>TOTAL</b>	<b>138,385</b>	<b>120,946</b>	<b>121,661</b>	<b>715</b>	<b>0.6%</b>

**TRAINING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	299,016	172,217	171,984	-233	-0.1%
Services	0	36	36	0	0.0%
Supplies	647	3,000	900	-2,100	-70.0%
Other	0	0	0	0	0.0%
Capital	4,541	580	580	0	0.0%
<b>TOTAL</b>	<b>304,204</b>	<b>175,833</b>	<b>173,501</b>	<b>-2,333</b>	<b>-1.3%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

FIRE

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	105,123	123,829	1.00	111,573	1.00	113,247
	Executive Officer	D-7	0.00	0.00	90,968	107,156	1.00	107,156	1.00	107,156
	Deputy Chief	F-4	6.00	6.00		73,743	5.00	368,714	5.00	368,714
	Captain	F-3	9.00	9.00		63,028	9.00	567,250	9.00	567,250
	Lieutenant	F-2	23.00	23.00		53,871	23.00	1,239,034	23.00	1,239,034
	Firefighter	F-1	122.00	122.00	38,159	44,892	122.00	5,389,296	122.00	5,364,609
	Public Safety Business Manager	T-9	0.00	0.00	59,188	66,968	0.50	29,594	0.50	30,121
	Superintendent of Fire Alarm	GN-11	0.00	0.00	55,933	56,715	0.00	0	1.00	56,715
	Superintendent Wire/Alarm	G-16	1.00	1.00	55,917	56,716	1.00	56,455	0.00	0
	Motor Equipment Repair Foreman	GN-10	0.00	0.00	49,588	52,083	0.00	0	1.00	50,406
	Motor Equipment Foreman	G-14	1.00	1.00	48,583	49,222	1.00	49,588	0.00	0
	Signal Maintainer	GN-8	0.00	0.00	45,302	47,582	0.00	0	1.00	47,582
	Signal Maintainer	G-13	1.00	1.00	46,852	47,491	1.00	47,582	0.00	0
	Executive Assistant	G-13	0.00	0.00	46,852	47,491	1.00	47,491	1.00	47,491
	Office Manager	G-13	1.00	1.00	46,852	47,491	0.00	0	0.00	0
	Senior Account/Audit Clerk (PSBO)	C-7	0.00	0.00	36,538	38,136	0.50	18,428	0.50	18,879
	Senior Clerk Typist / Audit Clerk (PSBO)	C-5	0.00	0.00	34,378	35,954	1.00	35,166	1.00	35,532
	Senior Accountant/Audit Clerk	C-5	1.00	1.00	34,378	35,954	0.00	0	0.00	0
	Senior Clerk Typist	C-5	1.00	1.00	34,378	35,954	0.00	0	0.00	0
	Fire Apparatus Repairperson	LN-7	0.00	0.00		45,852	0.00	0	1.00	45,852
	Motor Equipment Repairman	L-7	1.00	1.00		43,038	1.00	45,852	0.00	0
	Less Six-month impact of Pay plan Adjustment							(1,279)		
	Subtotal		168.00	168.00			168.00	8,111,900	168.00	8,092,588
510901	Temporary Part Time Salaries									
	Emergency Response Coordinator	G-15	0.40	0.00	51,304	51,943	0.00	0	0.00	0
	Charge-Off to FEMA Reimbursement									
	Subtotal		0.40	0.00			0.00	0	0.00	0
	Other									
510140	Shift Differential							495,220		496,106
510143	Working-Out-Of-Classification Pay							92,298		92,298
510300	Regular Overtime							213,044		213,044
513007	HazMat Pay							63,600		63,600
513042	Educational Incentive Pay							39,000		39,000
513044	Longevity Pay							77,850		74,825
513045	Career Incentive Pay							16,000		16,000
514501	Extra Compensation (in Lieu of Boots)							750		750
514505	Defrib Pay							63,600		63,600
514506	EMT Pay							260,496		260,496
515041	Holiday Pay							346,029		346,649
515058	Vacation Cash-in							107,313		107,313
515059	Administrative Leave Buy-Back							69,525		69,525
515501	Uniform/Clothing Allowance							111,990		111,990
515505	Tool Allowance							400		400
515530	Tuition Reimbursement/Payment							8,000		8,000
	Subtotal							1,965,115		1,963,595
	<b>Total</b>		<b>168.40</b>	<b>168.00</b>			<b>168.00</b>	<b>10,077,015</b>	<b>168.00</b>	<b>10,056,183</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

PUBLIC SAFETY

BUILDING

**PROGRAM DESCRIPTION**

The Building Department was established to ensure public safety during construction, alteration, repair, and demolition of structures within the 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-owned buildings and schools 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 the schools. There are 45 buildings in this category, with an estimated value of \$100 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 Train Health Center, and the Public Safety Headquarters building.
5. The **Construction/Renovation Sub-program** supports the Building Commission which, in accordance with Article 3.7 of the Town By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts, 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 agencies for the study, design, and construction of new projects and for major repairs.

**PROGRAM DESCRIPTION (con't.)**

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 \$200 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 FY06 budget reflects an increase of \$128,362 (2.6%) due mainly to increases in utility costs for both town and school buildings.

Personnel increases \$5,370 (0.3%) for the implementation of the new AFSCME Pay Plan (\$6,272), partially offset by savings in Steps and other contractual obligations (\$902).

Services increase \$116,982 (3.9%) for Natural Gas (\$20,305) and Heating Oil (\$102,894), partially offset by a savings in Electricity (\$7,273) due to the Swimming Pool being closed. Of the total \$115,926 increase in utilities, \$104,511 (91%) is for school buildings.

Supplies increase \$2,435 (1.8%) for Gasoline.

Capital increases \$3,576 (6.3%) and funds, among other items detailed in Section VI, a new Hybrid vehicle and a new Van.

**FY2006 OBJECTIVES**

Administration

1. To work with energy utility companies to use any and all energy conservation programs.
2. To assist with the procurement for a new electricity supply contract. The current contract expires in May, 2006.
3. To find a less expensive source or acquisition process for fuel.
4. To work with the Information Technology Department on the integration of the Maintenance Management System.
5. To begin the upgrade and replacement of the energy management systems.



FY2006 PROGRAM BUDGET		PROGRAM SUMMARY	
PROGRAM		PROGRAM	
GROUP	PUBLIC SAFETY		BUILDING
<p><b>FY2006 OBJECTIVES (con't.)</b></p> <p><b><u>Repairs to Public Buildings</u></b></p> <ol style="list-style-type: none"> <li>To continually ensure that all buildings are handicap accessible.</li> <li>To utilize a new database, to be designed by the IT Department, to record requests for the Repair and Maintenance Budget.</li> <li>To replace the fire alarm systems at the Coolidge Corner and Putterham Libraries.</li> </ol> <p><b><u>Town Hall Maintenance</u></b></p> <ol style="list-style-type: none"> <li>To reorganize the maintenance division.</li> </ol> <p><b><u>Construction/Renovation</u></b></p> <ol style="list-style-type: none"> <li>To oversee the renovations of the Health Department Building, including the relocation of the Health Department staff to the Old Lincoln School.</li> <li>To complete the renovations at the Driscoll School.</li> <li>To replace the windows at the Pierce School.</li> <li>To install a new workout gym in the basement of the Phys Ed Building.</li> </ol> <p><b><u>School Plant</u></b></p> <ol style="list-style-type: none"> <li>To expand security plans for the schools.</li> </ol>		<p><b>ACCOMPLISHMENTS (con't.)</b></p> <p><b><u>Repairs to Public Buildings</u></b></p> <ol style="list-style-type: none"> <li>Installed energy managements systems at the Fire Stations, resulting in a 10% annual savings on fuel bills.</li> <li>Installed new windows and central air conditioning at the Soule Recreation Center.</li> <li>Installed central air conditioning at the Fire Stations.</li> <li>Made repairs to the Widow Harris House for occupancy use.</li> <li>Installed under an emergency a new elevator piston and cylinder.</li> <li>Replaced the HVAC system at the Coolidge Corner Library.</li> </ol> <p><b><u>Construction/Renovation</u></b></p> <ol style="list-style-type: none"> <li>Completed construction and opened the Lawrence School.</li> <li>Installed a new elevator for the Driscoll School.</li> <li>Installed a new elevator for the Old Lincoln School.</li> <li>Installed new HVAC systems with energy management capabilities at the Pierce School.</li> <li>Repaired and replaced the Highway Garage floor.</li> <li>Created plans and specifications for the Health Department Building using "green energy" technology.</li> <li>Completed the Emergency Operations Center.</li> <li>Created new offices/conference rooms at the Runkle School.</li> <li>Moved the Brookline Access Television studio to the Old Lincoln School.</li> <li>Installed a new ADA access entrance at the Coolidge Corner Library.</li> </ol>	
<p><b>ACCOMPLISHMENTS</b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>Purchased a portable generator for any emergency situations.</li> <li>Developed a security camera system using digital technology.</li> <li>Expanded use of the Web for access to the energy management systems.</li> <li>Worked with the Treasurer on the sale of 154 University Rd.</li> <li>Worked with Preservation and the Historical Society to get a new Curator for the Devotion House.</li> </ol>			



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

PUBLIC SAFETY

BUILDING

**ACCOMPLISHMENTS (con't.)**

**School Plant**

1. Implemented the Devotion School energy conservation program, saving \$10,000/year.
2. Completed relocation of the Runkle School Science and Art Rooms.
3. Installed new hydraulic compactors at the schools.
4. Installed an expansion of the keycard system at the Runkle, Heath and High School buildings.
5. Refinished the gym floor at the Heath School.
6. Installed new windows at the Driscoll School.
7. Installed new energy efficient lighting at the Heath School.
8. Completed the HVAC renovations at the Pierce School.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
Permits Issued:	6,140	6,200	6,443	6,200	6,200
Building Permits	1,818	1,700	1,953	1,950	1,700
Electrical Permits	1,187	1,300	1,251	1,250	1,400
Plumbing Permits	1,291	1,000	1,196	1,200	1,100
Gas Fitting Permits	731	750	900	900	730
Mechanical Permits	130	100	153	160	115
Sprinkler Permits	19	10	4	2	10
Occupancy Permits	227	225	339	340	215
Other	737	1,115	400	483	400
Certificates Issued	369	300	300	106	150
Builders Exams	1	18	0	5	5
Builders Licenses	122	150	108	125	110
Inspections:					
Common Victualler	155	120	155	110	110
Lodging House Insp.	65	60	67	60	60
Violation Notices Issued	47	45	56	40	40
Court Complaints Filed	23	20	24	20	20
Board of Appeals Cases	64	60	64	60	60
Public Building Maintenance					
Maintenance Contracts	25	25	25	25	25
Contractor Service Orders	2,000	2,500	933	2,000	1,000
In-House Work Orders	2,500	2,000	2,841	2,500	2,800
Vouchers Processed	700	700	2,651	2,700	2,700
Committees of Seven	20	20	23	20	18
Utility Use					
Town Buildings					
Electricity (KWH)	1,326,102	1,325,000	1,336,589	1,325,000	1,325,000
Natural Gas (CCF)	4,888	3,000	4,113	3,000	4,000
Oil (gallons)	23,012	23,000	36,985	23,000	25,000
School Buildings					
Electricity (KWH)	8,297,256	8,336,000	8,339,838	8,400,000	8,400,000
Natural Gas (CCF)	41,268	75,000	42,241	42,000	42,000
Oil (gallons)	561,920	400,000	613,096	560,000	56,000



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

BUILDING

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,652,215	1,731,713	1,737,083	5,370	0.3%
Services	2,961,543	2,998,714	3,115,696	116,982	3.9%
Supplies	189,961	133,414	135,849	2,435	1.8%
Other	490	1,900	1,900	0	0.0%
Capital	53,266	56,412	59,988	3,576	6.3%
<b>TOTAL</b>	<b>4,857,475</b>	<b>4,922,153</b>	<b>5,050,516</b>	<b>128,362</b>	<b>2.6%</b>
BENEFITS			784,869		
REVENUE	2,009,571	1,680,000	1,830,000		

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	149,370	182,276	183,640	1,364	0.7%
Code Enforcement	530,188	515,083	517,460	2,377	0.5%
Repairs-Pub. Bldgs	711,675	658,012	695,051	37,039	5.6%
Town Hall Maint.	398,911	387,769	401,211	13,443	3.5%
Construction/Renovation	52,822	48,626	49,913	1,287	2.6%
School Plant	3,014,509	3,130,387	3,203,240	72,853	2.3%
<b>TOTAL</b>	<b>4,857,475</b>	<b>4,922,153</b>	<b>5,050,516</b>	<b>128,363</b>	<b>2.6%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	144,153	175,061	174,293	-768	-0.4%
Services	828	2,506	3,562	1,056	42.1%
Supplies	0	1,235	1,735	500	40.5%
Other	0	300	300	0	0.0%
Capital	4,389	3,174	3,750	576	18.1%
<b>TOTAL</b>	<b>149,370</b>	<b>182,276</b>	<b>183,640</b>	<b>1,364</b>	<b>0.7%</b>

**CODE ENFORCEMENT**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	498,990	482,364	483,631	1,267	0.3%
Services	6,171	3,766	3,766	0	0.0%
Supplies	2,665	2,773	3,383	610	22.0%
Other	325	700	700	0	0.0%
Capital	22,037	25,480	25,980	500	2.0%
<b>TOTAL</b>	<b>530,188</b>	<b>515,083</b>	<b>517,460</b>	<b>2,377</b>	<b>0.5%</b>

**REPAIRS TO PUBLIC BUILDINGS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	265,556	217,005	240,044	23,039	10.6%
Services	372,995	408,980	408,980	0	0.0%
Supplies	60,789	20,135	20,135	0	0.0%
Other	165	200	200	0	0.0%
Capital	12,170	11,692	25,692	14,000	119.7%
<b>TOTAL</b>	<b>711,675</b>	<b>658,012</b>	<b>695,051</b>	<b>37,039</b>	<b>5.6%</b>

**TOWN HALL MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	146,143	174,814	176,842	2,028	1.2%
Services	237,549	194,311	205,726	11,415	5.9%
Supplies	13,338	17,000	17,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	1,881	1,644	1,644	0	0.0%
<b>TOTAL</b>	<b>398,911</b>	<b>387,769</b>	<b>401,211</b>	<b>13,443</b>	<b>3.5%</b>

**CONSTRUCTION/RENOVATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	52,134	44,501	45,288	787	1.8%
Services	625	625	625	0	0.0%
Supplies	63	2,800	3,300	500	17.9%
Other	0	700	700	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>52,822</b>	<b>48,626</b>	<b>49,913</b>	<b>1,287</b>	<b>2.6%</b>

**SCHOOL PLANT**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	545,240	637,967	616,984	-20,983	-3.3%
Services	2,343,376	2,388,527	2,493,038	104,511	4.4%
Supplies	113,106	89,471	90,296	825	0.9%
Other	0	0	0	0	0.0%
Capital	12,787	14,422	2,922	-11,500	-79.7%
<b>TOTAL</b>	<b>3,014,509</b>	<b>3,130,387</b>	<b>3,203,240</b>	<b>72,853</b>	<b>2.3%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

BUILDING

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Building Commissioner	D-7	1.00	1.00	90,968	107,156	1.00	107,156	1.00	107,156
	Director of Public Buildings	D-4	1.00	1.00	71,551	84,283	1.00	79,410	1.00	80,601
	Building Project Administrator	D-4	1.00	1.00	71,551	84,283	1.00	81,811	1.00	83,038
	Project Manager	T-10	0.00	1.00	61,555	69,647	1.00	66,056	1.00	67,232
	Assistant Project Administrator	G-19	1.00	0.00	63,961	64,760	0.00	0	0.00	0
	Senior Building Inspector	T-9	0.00	1.00	59,188	66,968	1.00	66,968	1.00	66,968
	Senior Building Inspector	G-19	1.00	0.00	63,961	64,760	0.00	0	0.00	0
	Electrical Inspector	GN-13	1.00	0.00	58,038	60,959	0.00	0	1.00	60,959
	Electrical Inspector	G-18	0.00	1.00	60,043	60,842	1.00	60,959	0.00	0
	Plumbing and Gas Inspector	GN-13	0.00	0.00	58,038	60,959	0.00	0	1.00	60,959
	Plumbing and Gas Inspector	G-18	1.00	1.00	60,043	60,842	1.00	60,959	0.00	0
	Energy Systems Manager	T-7	0.00	1.00	54,722	61,916	1.00	59,769	1.00	60,833
	Energy Systems Manager	G-17	1.00	0.00	57,551	58,350	0.00	0	0.00	0
	Local Building Inspector	GN-12	0.00	0.00	54,580	58,473	0.00	0	4.00	233,892
	Building Inspector	G-17	4.00	4.00	57,551	58,350	4.00	233,892	0.00	0
	Assistant Chief Engineer	M-4	1.00	1.00	50,890	55,696	0.00	0	0.00	0
	Senior Maintenance Craftsperson	MN-5	0.00	0.00	45,030	47,324	0.00	0	10.00	466,316
	Maintenance Craftsmen	M-3	9.00	9.00	42,114	47,016	10.00	464,064	0.00	0
	Senior Building Custodian	MN-4	0.00	0.00	41,888	44,022	0.00	0	3.00	132,066
	Senior Building Custodian	G-10	2.00	3.00	43,037	43,676	3.00	131,523	0.00	0
	Building Custodian	MN-2	0.00	0.00	37,037	38,923	0.00	0	1.00	38,923
	Building Custodian	G-8	1.00	1.00	38,093	38,572	1.00	38,443	0.00	0
	Bookkeeper/Accountant I	C-9	2.00	2.00	39,259	40,882	2.00	86,004	2.00	81,196
	Senior Clerk Secretary	C-8	1.00	1.00	38,068	39,680	1.00	41,906	1.00	39,680
	Senior Clerk Typist	C-4	1.00	1.00	32,529	34,086	1.00	34,085	1.00	34,086
	Less Charge off to Building Capital Fund							(81,811)		(83,038)
	Less 6-month impact of Pay Plan implementation							(495)		
	Subtotal		29.00	30.00			30.00	1,530,699	30.00	1,530,867
510102	Permanent Part Time Salaries									
	Members Board of Appeals		3.00	3.00		4,167	3.00	12,500	3.00	12,500
	Members Board of Examiners		3.00	3.00		300	3.00	900	3.00	900
	Houseworkers	MN-1	0.00	0.00	28,219	29,656	0.00	0	2.70	79,287
	Houseworkers	G-1	2.30	2.30	27,323	27,802	2.70	79,287	0.00	0
	Less 6-month impact of Pay Plan implementation							(5,777)		
	Subtotal		8.30	8.30			8.70	86,910	8.70	92,687
510901	Temporary Part Time Salaries									
	Data Entry Clerk	C-4	0.40	0.40			0.40	12,756	0.40	12,756
	Inspectors		0.65	0.65			0.65	25,000	0.65	25,000
	Summer Workers		0.80	0.80		11.36/Hr	0.80	26,214	0.80	26,214
	Subtotal		1.85	1.85			1.85	63,970	1.85	63,970
	Other									
510140	Shift Differential							4,792		4,792
510300	Regular Overtime							25,032		25,032
513044	Longevity Pay							8,550		7,975
514501	Extra Comp. Non-Retireable							2,610		2,610
515501	Clothing/Uniform Allowance / In Lieu of							9,150		9,150
	Subtotal							50,134		49,559
	<b>Total</b>		<b>39.15</b>	<b>40.15</b>			<b>40.55</b>	<b>1,731,713</b>	<b>40.55</b>	<b>1,737,083</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

BUILDING

**TOWN BUILDINGS REPAIR AND MAINTENANCE LIST**

	<u>ESTIMATE</u>	
<b><u>Coolidge Corner Library</u></b>		
Install oil tank monitoring call ou	\$1,500	
<b><u>Main Library</u></b>		
Install oil tank monitoring call ou	\$1,500	
<b><u>Fire Station 1</u></b>		
Replace boiler	\$3,000	
Modify boiler controls	\$2,000	
Install electric eye door control:	<u>\$1,500</u>	\$6,500
<b><u>Fire Station 4</u></b>		
Upgrade boiler controls	\$1,000	
Install lockers on 2nd floor	\$1,500	
Install electric eye door contro	<u>\$1,500</u>	\$4,000
<b><u>Fire Station 5</u></b>		
Install electric eye safety devices for overhead door	\$1,500	
Install new electrical outlets for Firefighters' turn out locker	<u>\$1,500</u>	\$3,000
<b><u>Fire Station 6</u></b>		
Install electric eyes on overhead doors for safety	\$1,500	
2nd floor - replace linoleum floor with new viny	\$4,000	
Address acoustical issues in training room and office	<u>\$1,500</u>	\$7,000
<b><u>Fire Station 7</u></b>		
Install electric eye for door control:	\$1,500	
Upgrade attic lighting and ventilator	\$2,000	
Upgrade exterior lights - Apron lights timed with door operator	<u>\$1,500</u>	\$5,000
<b><u>Larz Pavilion</u></b>		
Install new heater in Zamboni garage	\$2,500	
<b><u>Larz Shops</u></b>		
Install/upgrade parking area	\$4,000	
<b><u>Municipal Garage</u></b>		
Install controls for VAV system:	\$12,000	
Install ductwork to foreman's office	<u>\$3,500</u>	\$15,500
<b><u>REPAIRS TOTAL</u></b>	<b><u>\$50,500</u></b>	



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

BUILDING

**GENERAL SERVICES**

**BURNER/BOILER SERVICE**

PREVENTATIVE MAINTENANCE	\$15,000
BOILER/STEAMFITTING REPAIRS	\$15,000
BOILER WATER TREATMENT	\$4,500
INSULATION	\$1,500
REFRACTORY	\$4,000
ENERGY MANAGEMENT SYSTEMS	\$5,000
	<hr/>
	<b>\$45,000</b>

**GLAZING SERVICES**

REPLACEMENT	\$15,000
WINDOW WASHING - EXTERIOR	\$8,000
SHADE REPAIR	\$1,500
	<hr/>
	<b>\$24,500</b>

**PAINTING SERVICE**

INTERIOR/EXTERIOR	\$12,000
	<hr/>
	<b>\$12,000</b>

**PNEUMATIC SERVICE**

PREVENTATIVE MAINTENANCE	\$5,500
REPAIRS	\$22,000
	<hr/>
	<b>\$27,500</b>

**HVAC SERVICE**

PREVENTATIVE MAINTENANCE	\$5,000
REPAIRS	\$21,000
	<hr/>
	<b>\$26,000</b>

**ELEVATOR SERVICE**

PREVENTATIVE MAINTENANCE	\$21,000
REPAIRS	\$5,500
	<hr/>
	<b>\$26,500</b>

**EMERGENCY GENERATOR SERVICE**

PREVENTATIVE MAINTENANCE	\$3,500
REPAIRS	\$2,500
	<hr/>
	<b>\$6,000</b>

**FIRE SAFETY SERVICE**

FIRE ALARM/SPRINKLER TEST	\$25,000
FIRE ALARM/SPRINKLER REPAIRS	\$15,000
FIRE EXTINGUISHER TEST/REPAIRS	\$2,500
	<hr/>
	<b>\$42,500</b>

**ELECTRICAL SERVICE**

PREVENTATIVE MAINTENANCE	\$2,500
COMMUNICATIONS	\$4,000
BURGLAR ALARM	\$5,000
REPAIRS	\$15,000
	<hr/>
	<b>\$26,500</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

BUILDING

**PLUMBING SERVICE**

SERVICE/DRAIN \$2,500  
REPAIRS \$15,500  
**\$18,000**

**INTERIOR GENERAL**

CARPENTRY \$8,500  
LOCKERS \$1,500  
DOORS/LOCKS \$15,000  
CEILINGS \$12,000  
OTHER \$6,000  
**\$43,000**

**EXTERIOR GENERAL**

ROOF \$15,000  
MASONRY - PREVENTATIVE MAINTENANCE \$2,000  
MASONRY \$15,000  
PEST CONTROL \$12,000  
OTHER \$8,000  
**\$52,000**

**GENERAL SERVICES TOTAL \$349,500**

<b>REPAIRS TOTAL</b>	<b>\$50,500</b>
<b>GENERAL SERVICES TOTAL</b>	<b>\$349,500</b>
<b>REPAIRS TO TOWN BLDG'S GRAND TOTAL</b>	<b>\$400,000</b>



FY2006 PROGRAM BUDGET		PROGRAM SUMMARY	
PROGRAM GROUP	PUBLIC SAFETY	PROGRAM	BUILDING
<b>SCHOOL BUILDINGS REPAIR AND MAINTENANCE LIST</b>			
		<b>ESTIMATE</b>	
	<b><u>Baker School</u></b>		
	Install oil tank call out feature	\$1,500	
	<b><u>Baldwin School</u></b>		
	Install oil tank call out feature	\$1,500	
	<b><u>Devotion School</u></b>		
	Connect office A/C to room 233	\$1,500	
	Renovate closet 251, remove sink add glass door	\$2,500	
	Install glass wall to height of 4 feet 204	\$2,000	
	Install glass wall to height of 4 feet 304	\$2,000	
	Build permanent stage 2 feet high across the front of the proscenium	\$1,500	
	Rebuild lost and found area	\$1,500	
	Install oil tank monitoring call out system	<u>\$1,500</u>	
			\$12,500
	<b><u>Baldwin School</u></b>		
	Install oil tank monitoring call out system	\$1,500	
	<b><u>Heath School</u></b>		
	Redo library shelving with closed shelving	\$5,000	
	Divide back storage room 1/2 storage 1/2 conference room w/ ventilatic	\$9,000	
	Divide room OT and Psychologist - ventilate	\$9,000	
	Install oil tank monitoring system	<u>\$1,500</u>	
			\$24,500
	<b><u>Old Lincoln School</u></b>		
	Install Dual Fuel Burner	\$2,000	
	<b><u>New Lincoln School</u></b>		
	Install oil tank call out	\$1,500	
	<b><u>Pierce Primary</u></b>		
	New sign - Pierce School - by staircase leading down to garage	\$1,500	
	Oil tank monitoring system - call out	<u>\$1,500</u>	
			\$3,000
	<b><u>Runkle School</u></b>		
	Entryway enclosure	\$13,000	
	Create a conference room into Science room - install doorway	\$5,500	
	Install sound proofing in gym	\$28,000	
	Install oil tank call out system	<u>\$1,500</u>	
			\$48,000
	<b><u>High School</u></b>		
	Entryway enclosure	\$18,000	
	Create a conference room into Science room - install doorway	\$10,000	
	Install sound proofing in gym	\$3,900	
	Install oil tank call out system	<u>\$15,000</u>	
			\$46,900
	<b>REPAIRS TOTAL</b>	<b>\$142,900</b>	



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM  
GROUP

PUBLIC SAFETY

PROGRAM

BUILDING

GENERAL SERVICES

**BURNER/BOILER SERVICE**

PREVENTATIVE MAINTENANCE	\$28,000
BOILER/STEAMFITTING REPAIRS	\$20,000
BOILER WATER TREATMENT	\$15,000
INSULATION	\$4,500
REFRACTORY	\$7,500
ENERGY MANAGEMENT SYSTEMS	\$7,000
OIL TANK CLEANING	\$3,500
	<hr/>
	<b>\$85,500</b>

**GLAZING SERVICES**

REPLACEMENT	\$50,000
WINDOW WASHING - EXTERIOR	\$20,000
SHADE REPAIR	\$15,000
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	<b>\$85,000</b>

**PAINTING SERVICE**

INTERIOR/EXTERIOR	\$35,000
	<hr/>
	<b>\$35,000</b>

**PNEUMATIC SERVICE**

PREVENTATIVE MAINTENANCE	\$5,500
REPAIRS	\$50,000
	<hr/>
	<b>\$55,500</b>

**HVAC SERVICE**

PREVENTATIVE MAINTENANCE	\$60,000
REPAIRS	\$20,000
	<hr/>
	<b>\$80,000</b>

**ELEVATOR SERVICE**

PREVENTATIVE MAINTENANCE	\$16,000
REPAIRS	\$25,000
	<hr/>
	<b>\$41,000</b>

**EMERGENCY GENERATOR SERVICE**

PREVENTATIVE MAINTENANCE	\$3,500
REPAIRS	\$4,000
	<hr/>
	<b>\$7,500</b>

**FIRE SAFETY SERVICE**

FIRE ALARM/SPRINKLER TEST	\$45,000
FIRE ALARM/SPRINKLER REPAIRS	\$15,000
FIRE EXTINGUISHER TEST/REPAIRS	\$2,500
	<hr/>
	<b>\$62,500</b>

**ELECTRICAL SERVICE**

PREVENTATIVE MAINTENANCE	\$6,500
COMMUNICATIONS	\$12,600
BURGLAR ALARM	\$17,000
REPAIRS	\$20,000
	<hr/>
	<b>\$56,100</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

PUBLIC SAFETY

**PROGRAM**

BUILDING

**PLUMBING SERVICE**

SERVICE/DRAIN	\$4,000
REPAIRS	\$15,000
	<hr/>
	<b>\$19,000</b>

**INTERIOR GENERAL**

CARPENTRY	\$15,000
LOCKERS	\$4,000
DOORS/LOCKS	\$15,000
CEILINGS	\$20,000
OTHER	\$5,500
	<hr/>
	<b>\$59,500</b>

**EXTERIOR GENERAL**

ROOF	\$40,000
MASONRY	\$15,000
PEST CONTROL	\$15,000
OTHER	\$6,500
	<hr/>
	<b>\$76,500</b>

<b>GENERAL SERVICES TOTAL</b>	<b>\$663,100</b>
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<b>REPAIRS TOTAL</b>	<b>\$142,900</b>
<b>GENERAL SERVICES TOTAL</b>	<b>\$663,100</b>
<b>REPAIRS TO SCHOOL BLDG'S GRAND TOTAL</b>	<b>\$806,000</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

**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, and the collection/disposal of solid waste. 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 this 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 interfacing with all boards, commissions, and departments as well as with municipal, utility, and regional authorities.

**Engineering/Transportation** - The responsibilities of this 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 sticker parking program, and oversees the taxi cab industry, bus lines, and limousine services, all of which are licensed annually.

**PROGRAM DESCRIPTION (con't.)**

**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 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, installs 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.
5. **Motor Equipment Maintenance** - maintains and repairs the bulk of the Town's fleet. The Department of Public Works has centralized this maintenance operation so that repairs can be achieved in a productive and economical manner. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Purchase of service funds are used for major repair items, which 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.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

**PROGRAM DESCRIPTION (con't.)**

**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 the 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 of the Town by protecting and preserving the environment. Functions and goals include the following statutory responsibilities: enforcing local, state, and federal environmental regulations to provide public safety and protect the environment; 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 maintain 485 acres of public land, comprised of 17 parks, 22 playgrounds, land around 12 public buildings, four parking areas, and 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 during the Winter months. The Element also maintains 21 playing fields, 22 tot lots, 19 basketball courts, and 37 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.

**PROGRAM DESCRIPTION (con't.)**

**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.

**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 Sub-program are to maintain and improve the Walnut Hills and 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 Enterprise Fund section that follows the Operating Budget summaries for DPW.

**BUDGET STATEMENT**

The FY06 budget reflects an increase of \$101,326 (0.9%).

**Personnel** increases \$74,136 (1.1%) for the implementation of the new AFSCME Pay Plan (\$44,704), Steps (\$31,290), and the upgrade of four Parks Division Laborers (\$7,768), partially offset by a savings in Longevity Pay (\$9,626).

**Services** decrease \$18,985 (0.6%) due primarily to Natural Gas (\$29,570), offset by reductions in the Solid Waste Contract for leaf removal (\$25,000), the Streetlight Repair and Maintenance contract (\$20,000), and in Education/Training Services (\$3,000).

**Supplies** increase \$46,175 (5.2%) for Gasoline (\$31,664), Diesel (\$8,511), Data Processing Software (\$2,000), and Uniforms/Protective Clothing (\$4,000).

**Capital** is level-funded at \$700,000 and funds the equipment detailed in Section VI.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

**FY2006 OBJECTIVES**

**Administration**

1. To work with the Information Technology Department to implement the Town's new Maintenance Management work order system.
2. To work toward completing a Department National Certification program over the next three years.
3. To evaluate all functions and responsibilities of the Engineering Division with a goal of restructuring.
4. To review policies and procedures for increased requests of banner and sandwich boards and make a clear policy recommendation to the Board of Selectmen for approval.
5. To continue to work with the Emergency Management Team.
6. To work with the MBTA administration to encourage them to make a concerted effort to improve the appearance of the Beacon Street rail system.

**Engineering and Transportation**

1. To start construction on the Beacon Street Reconstruction project.
2. To start construction on capping the front/rear landfills.
3. To design a street light plan for new lights on Harvard St. from Beacon St. to Stedman St.
4. To continue the infiltration/inflow investigation in the Chestnut Hill area and execute construction contracts to reduce the same.
5. To rewrite and update the Town's wastewater and stormwater regulations.
6. To complete plans for Monmouth Park reconstruction and start construction.
7. To complete revisions to two-hour daytime/residential permit parking regulations.
8. To prepare crosswalk policies and procedures.
9. To provide technical support to Town Boards and Commissions in evaluation of major development projects.
10. To complete intersection planning and design studies in South Brookline at six locations.
11. To complete two traffic calming studies.

**Highway and Sanitation**

1. To work closely with the Engineering Division to complete the reconstruction of the Transfer Facility/Public Work Staging area.
2. To continue the aggressive Sidewalk Improvement Program with a goal of repairing 12,000 feet of sidewalk each year.
3. To improve training programs for division crews with the goal of improved quality and safety.
4. To continue to upgrade roadway signage to meet M.U.T.C.D. standards and comply with federal regulations.

**FY2006 OBJECTIVES (con't.)**

**Highway and Sanitation (con't.)**

5. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.
6. To work toward a computerized code enforcement system that utilizes hand held ticket devices.
7. To work with the Solid Waste Advisory Committee on the implementation of Town-wide recycling to meet state goals.
8. To work with other divisions toward the goal of an American Public Works Association accreditation of the Department of Public Works.
9. To further utilize monthly technician productivity reports to exceed the accepted industry standard of 70 percent.
10. To continue to increase technician training hours an additional 20% in order to sustain necessary skill levels needed to maintain the fleet.
11. To develop and implement an internal customer satisfaction measurement tool that will enable the Department to assess strengths and weaknesses and make necessary changes.
12. To continue to control parts and supply costs while maintaining low inventory counts.

**Parks and Open Space**

1. To implement the Brookline in Bloom Bulb Planting Program.
2. To commence the Walnut Hills Cemetery Build Out Survey with the Engineering Division.
3. To complete design plans for the Babbling Brook.
4. To resurface Downes Field Track.
5. To submit the FEIR and Commence the USACE Design of the Muddy River Restoration Project.
6. To improve the Streetscape Beautification Program with new plantings for the Tercentennial.
7. To complete the Monmouth Park Restoration.
8. To commence design for the Lawton Park Renovation.
9. To complete the Dane Park Master Plan.
10. To restore the Pergola at Larz Anderson Park.
11. To restore plantings at the Larz Anderson Lagoon/Community Gardens.
12. To commence creation of a park at the former Newton Street Landfill.
13. To rehabilitate the Minot Rose Garden.
14. To work with the Health Department to support the first municipal Green Building.
15. To complete the Street Tree Master Plan.
16. To install new play equipment at the Heath School.
17. To complete the Park, Open Space and Recreation Master Plan.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

**FY2006 OBJECTIVES (con't.)**

**Parks and Open Space (con't.)**

- 18. To complete the design review process for the Library/Town Hall Complex Master Plan.
- 19. To complete the installation of plants at the Coolidge Corner MBTA station.
- 20. To complete landscape improvements to the Babcock Street Triangles.

**ACCOMPLISHMENTS**

**Administration**

- 1. Worked with the Information Technology Department toward the procurement of a computerized maintenance management system (CMMS) for all Divisions.
- 2. Completed the design of the Beacon Street project and made preparations for a spring construction start.
- 3. Completed the Harvard Street road reconstruction project in the Fall of 2004.
- 4. Submitted the first annual report to the Department of Environmental Protection (DEP) to comply with the new Phase II Stormwater permit.
- 5. Bid a new three-year Street Light Maintenance contract that was awarded by the Board of Selectmen for a November 1, 2004 start.
- 6. Added a second crew to further enhance the sidewalk replacement program.
- 7. Completed the construction of the Larz Anderson wall.
- 8. Completed the Amory Park Environmental Assessment.
- 9. Implemented a new pavement marking program and standards.

**Engineering and Transportation**

- 1. Completed 100% design for Beacon Street reconstruction project.
- 2. Completed reconstruction of Harvard Street.
- 3. Completed the sewer separation project on Davis Ave./Washington St./Station St.
- 4. Completed construction of the Emergency Operations Center.
- 5. Authorized contracts to investigate inflow/infiltration in the wastewater facilities in the Chestnut Hill area.
- 6. Reconstructed the masonry wall at Larz Anderson Park.
- 7. Finalized mitigation plans for development in Newton utilizing Brookline utilities.
- 8. Submitted 100% plans to DEP and secured a permit to cap the rear landfill.
- 9. Installed a new traffic signal at Washington and Park Streets.
- 10. Performed five major development reviews.

**ACCOMPLISHMENTS (con't.)**

**Engineering and Transportation (con't.)**

- 11. Administered the temporary permit parking and moving/construction sign programs.
- 12. Administered the commercial and residential permit parking programs.
- 13. Administered the overnight monthly and overnight guest parking programs.
- 14. Organized 10 meeting of the Transportation Board.
- 15. Prepared 30 work orders for traffic and parking signs, parking meters and pavement markings.
- 16. Responded to over 4,000 email/written/verbal requests for information.
- 17. Evaluated the Winchester Street Traffic Calming Project.
- 18. Completed a preliminary assessment of traffic calming at one location.

**Highway and Sanitation**

- 1. Implemented a Pavement Marking program that standardized Town procedures and utilizes new advanced products. These initiatives will enhance pavement marking longevity.
- 2. Continued to upgrade roadway signage to meet current M.U.T.C.D. standards. This year 300 poles, 175 stop signs and 425 street name signs were replaced.
- 3. Re-bid a three-year Street Light Maintenance contract. The new contract includes more services with no appreciable cost increase.
- 4. Added a second crew for sidewalk reconstruction, increasing the productivity substantially.
- 5. Placed over 800 yards of concrete, equal to more than 9,000 feet of new sidewalks.
- 6. Successfully developed and implemented a mechanic productivity measurement tool and brought productivity numbers to within accepted industry standards.
- 7. Increased technician training hours by 12%. The Department also hosted several technical training seminars at the Municipal Service Center.
- 8. Improved internal customer service levels through better communication and use of available technology.
- 9. Continued to leverage buying power and streamline the supply chain.

**Parks and Open Space**

- 1. Commenced a three-year Preservation Project to restore stones and markers at the Old Burying Ground.
- 2. Awarded a contract and commenced the Park, Open Space and Recreation Master Plan.
- 3. Completed Design and Construction Documents for the park at the Newton Street Landfill.
- 4. Completed installation of new playground equipment at Larz Anderson Park.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** PUBLIC FACILITIES

**PROGRAM** PUBLIC WORKS

**ACCOMPLISHMENTS (con't.)**

- 5. Continued the process for the purchase and development of the MWRA Fisher Hill Reservoir.
- 6. Continued to implement the GIS Street Tree Field Management Data System.
- 7. Completed reconstruction of the Larz Anderson Wall along Goddard Avenue.
- 8. Completed restoration of the Allandale Road stone wall abutting Walnut Hills Cemetery.
- 9. Completed site improvements including a seating wall and plantings at the New Lincoln School.
- 10. Completed landscape renovations at the Devotion School.
- 11. Re-built the fences at the historic Putterham School and Devotion House.
- 12. Completed the Amory Park Environmental Assessment.
- 13. Continued improvements on the maintenance programs within the Town sanctuaries.
- 14. Improved the Streetscape Beautification Program incorporating Washington Square.
- 15. Improved the lawn/park drainage at Emerson, Griggs and Schick parks.
- 16. Improved the drainage and turf conditions at Warren Field.
- 17. Completed plans and specifications to repair the Pergola at the top of the hill a Larz Anderson Park.
- 18. Renovated the Boylston Street Field.
- 19. Restructured and improved maintenance at the Walnut Hills Cemetery.
- 20. Installed new plantings at Billy Ward Playground, Linden Square, Linden Park and Schick Park.
- 21. Renovated Murphy Field/Lawn area.
- 22. Completed additional Longwood Park improvements.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b><u>ENGINEERING/ TRANSPORTATION</u></b>					
% of Roadway Rehab	4.0%	7.0%	2.5%	6.0%	6.0%
Overnight Parking Spaces	309	309	309	309	309
Street Permits	621	600	685	600	600
Public Utility Construction Reviews	27	10	50	20	20
Traffic Counts	4	20	20	30	30
CATV Plan Review	6	5	7	5	5
Taxi Cab Licenses	145	150	180	150	150
Inspections of Town Licensed Taxi Cabs	340	300	360	340	325
Contracts Administered	New	New	33	30	30
Plot Plan Approvals/ Inspections	New	New	17	20	20
Parking Permits					
Commercial	New	New	479	480	480
Residential	New	New	273	300	300
Temporary	New	New	365	450	600
Moving/Construction Signs	New	New	3,200	3,000	3,000
Parking/Traffic Inquiries	New	New	4,300	4,000	4,000
<b><u>HIGHWAY</u></b>					
Snow Accumulation	85"	48"	41"	40"	40"
Snow Removal By-Law Enforcement					
Warnings Issued	306	200	301	300	300
Citations Issued	86	50	18	50	50
Concrete Sidewalks Placed (cu. yds.)	240	500	502	700	1,000



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

**PUBLIC FACILITIES**

**PROGRAM**

**PUBLIC WORKS**

**PERFORMANCE / WORKLOAD INDICATORS (con't.)**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b><u>HIGHWAY (con't.)</u></b>					
Asphalt Installed (tons)	540	550	576	450	450
Sign Installations	100	100	200	600	600
Traffic Signal Repair Calls	109	110	193	190	190
Parking Meter Repairs	4,675	4,700	6,120	6,200	6,300
Service Calls	6,783	5,000	5,225	5,500	5,000
Pavement Markings					
Crosswalks	New	New	350	400	400
Lines	New	New	422,080	430,000	430,000
Street Light Outages	798	500	852	950	950
% of CDL Drivers Drug/ Alcohol tested	58%	60%	60%	60%	60%
Statutory Inspections of Town-owned Vehicles	244	210	292	210	300
Scheduled Preventative Maintenance Work Orders (Vehicles)	512	500	458	500	500
Automotive Technician Training Session Hours	28	80	90	100	100
Street Cleaning (tons)	2,000	2,200	1,434	2,000	2,000
<b><u>SANITATION</u></b>					
Solid Waste (tons)	12,700	13,000	12,780	13,000	13,000
Collection/Disposal (cost per ton)	\$157	\$155	\$159	\$160	162
Recycling (tons)					
Commingled/Paper	4,590	4,600	4,657	4,750	4,800
Metal	248	250	275	250	250
Composting (tons)	3,677	3,700	3,208	3,700	3,700

**PERFORMANCE / WORKLOAD INDICATORS (con't.)**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b><u>SANITATION (con't.)</u></b>					
% of Solid Waste Diverted Due to Recyc./Compost	39%	39%	39%	39%	39%
Commercial Refuse Establishments	56	60	59	60	60
<b><u>PARKS AND OPEN SPACE</u></b>					
Wetlands Permits and Certificates Issued	17	6	19	17	16
Requests from Citizens for Technical Information	425	400	425	425	425
Turf Grass Restoration Program in Acres	165	175	192	175	175
Graffiti Removed (# sites)	60	40	60	60	60
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	25	35	94	30	35
Vandalism Repairs	75	40	10	60	50
Public Shade Trees Removed	97	120	122	110	100
Planted	130	130	140	120	120
Dangerous Limbs and Hangers Removed	305	300	350	300	300
Pruning and Lifting Trees on Streets (# of streets)	25	40	53	30	40
Citizen Requests for Pruning of Town-owned Trees	405	400	415	410	400
Tree Lawns Loamed & Seedec	15	20	5	5	5
Cemetery:					
Burials	66	80	57	70	75
Headstones Set	29	28	20	30	30
Plots sold	30	25	78	30	30



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Perm FT Salaries	6,152,820	6,180,415	6,264,276	83,861	1.4%
Temp/Seasonal	190,040	188,467	188,467	0	0.0%
Overtime	244,323	228,287	228,287	0	0.0%
Other	129,445	139,366	129,641	-9,725	-7.0%
Subtotal	6,716,628	6,736,535	6,810,672	74,136	1.1%
Services	2,991,025	3,088,448	3,069,463	-18,985	-0.6%
Supplies	1,025,773	892,851	939,026	46,175	5.2%
Other	8,074	9,039	9,039	0	0.0%
Capital	687,524	700,000	700,000	0	0.0%
<b>TOTAL</b>	<b>11,429,023</b>	<b>11,426,873</b>	<b>11,528,199</b>	<b>101,326</b>	<b>0.9%</b>
<b>BENEFITS</b>			3,445,265		
<b>REVENUE</b>	2,722,294	2,678,500	2,678,500		
Water and Sewer Enterprise	19,698,601	20,727,047	21,321,379	594,332	2.9%

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	783,590	769,372	774,919	5,547	0.7%
Engineering/Transportation	705,177	781,079	793,296	12,217	1.6%
Highway	4,689,124	4,446,483	4,450,213	3,730	0.1%
Sanitation	2,736,325	2,893,597	2,912,322	18,725	0.6%
Parks and Open Space	2,514,808	2,536,345	2,597,449	61,104	2.4%
<b>TOTAL</b>	<b>11,429,023</b>	<b>11,426,873</b>	<b>11,528,199</b>	<b>101,326</b>	<b>0.9%</b>
Water and Sewer Enterprise	19,698,601	20,727,047	21,321,379	594,332	2.9%

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	723,549	722,643	727,030	4,387	0.6%
Services	25,792	34,060	34,060	0	0.0%
Supplies	4,590	3,500	3,500	0	0.0%
Other	6,692	5,689	5,689	0	0.0%
Capital	22,967	3,480	4,640	1,160	33.3%
<b>TOTAL</b>	<b>783,590</b>	<b>769,372</b>	<b>774,919</b>	<b>5,547</b>	<b>0.7%</b>

**ENGINEERING/TRANSPORTATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	661,046	718,816	735,245	16,429	2.3%
Services	22,775	32,270	28,058	-4,212	-13.1%
Supplies	16,595	19,553	19,553	0	0.0%
Other	0	0	0	0	0.0%
Capital	4,761	10,440	10,440	0	0.0%
<b>TOTAL</b>	<b>705,177</b>	<b>781,079</b>	<b>793,296</b>	<b>12,217</b>	<b>1.6%</b>

**HIGHWAY**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	2,732,441	2,554,075	2,570,708	16,633	0.7%
Services	928,139	740,907	737,099	-3,808	-0.5%
Supplies	810,757	677,905	718,080	40,175	5.9%
Other	244	2,000	2,000	0	0.0%
Capital	217,543	471,596	422,326	-49,270	-10.4%
<b>TOTAL</b>	<b>4,689,124</b>	<b>4,446,483</b>	<b>4,450,213</b>	<b>3,730</b>	<b>0.1%</b>

**SANITATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	836,063	923,618	934,741	11,123	1.2%
Services	1,669,495	1,909,250	1,884,247	-25,003	-1.3%
Supplies	13,648	9,015	9,015	0	0.0%
Other	0	0	0	0	0.0%
Capital	217,120	51,714	84,319	32,605	63.0%
<b>TOTAL</b>	<b>2,736,325</b>	<b>2,893,597</b>	<b>2,912,322</b>	<b>18,725</b>	<b>0.6%</b>

**PARKS AND OPEN SPACE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,763,530	1,817,384	1,842,948	25,564	1.4%
Services	344,824	371,963	385,998	14,035	3.8%
Supplies	180,183	182,878	188,878	6,000	3.3%
Other	1,138	1,350	1,350	0	0.0%
Capital	225,133	162,770	178,275	15,505	9.5%
<b>TOTAL</b>	<b>2,514,808</b>	<b>2,536,345</b>	<b>2,597,449</b>	<b>61,104</b>	<b>2.4%</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP**

PUBLIC FACILITIES

**FINANCIAL SUMMARY - ELEMENTS**

**PROGRAM**

PUBLIC WORKS

**ENGINEERING/TRANSPORTATION SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2004	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Engineering	618,570	577,387	585,716	8,329	1.4%
Transportation	86,607	203,692	207,580	3,888	1.9%
<b>TOTAL</b>	<b>705,177</b>	<b>781,079</b>	<b>793,296</b>	<b>12,217</b>	<b>1.6%</b>

**ENGINEERING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	582,285	525,942	539,063	13,121	2.5%
Services	21,384	27,812	23,600	-4,212	-15.1%
Supplies	11,113	14,353	14,353	0	0.0%
Other	0	0	0	0	0.0%
Capital	3,788	9,280	8,700	-580	-6.3%
<b>TOTAL</b>	<b>618,570</b>	<b>577,387</b>	<b>585,716</b>	<b>8,329</b>	<b>1.4%</b>

**TRANSPORTATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	78,761	192,874	196,182	3,308	1.7%
Services	1,391	4,458	4,458	0	0.0%
Supplies	5,482	5,200	5,200	0	0.0%
Other	0	0	0	0	0.0%
Capital	974	1,160	1,740	580	50.0%
<b>TOTAL</b>	<b>86,607</b>	<b>203,692</b>	<b>207,580</b>	<b>3,888</b>	<b>1.9%</b>

**TRAFFIC CONTROL/STREETLIGHTING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	299,887	311,842	303,986	-7,856	-2.5%
Services	501,151	442,343	422,400	-19,942	-4.5%
Supplies	53,666	49,710	49,710	0	0.0%
Other	0	0	0	0	0.0%
Capital	15,120	580	580	0	0.0%
<b>TOTAL</b>	<b>869,824</b>	<b>804,475</b>	<b>776,677</b>	<b>-27,798</b>	<b>-3.5%</b>

**MOTOR EQUIPMENT MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	699,363	636,792	635,474	-1,318	-0.2%
Services	238,901	224,326	240,288	15,962	7.1%
Supplies	401,687	346,407	386,582	40,175	11.6%
Other	0	0	0	0	0.0%
Capital	348	580	580	0	0.0%
<b>TOTAL</b>	<b>1,340,300</b>	<b>1,208,105</b>	<b>1,262,924</b>	<b>54,819</b>	<b>4.5%</b>

**HIGHWAY SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

ELEMENTS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Road Maintenance	830,022	767,809	743,732	-24,077	-3.1%
Street Cleaning	774,934	636,970	751,430	114,460	18.0%
Snow and Ice Control	874,043	1,029,126	915,452	-113,674	-11.0%
Traffic Control/Street Lighting	869,824	804,475	776,677	-27,798	-3.5%
Motor Equipment Maintenance	1,340,300	1,208,105	1,262,924	54,819	4.5%
<b>TOTAL</b>	<b>4,689,124</b>	<b>4,446,483</b>	<b>4,450,213</b>	<b>3,730</b>	<b>0.1%</b>

**ROADWAY MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	710,383	518,309	498,253	-20,056	-3.9%
Services	326	398	455	58	14.5%
Supplies	79,709	106,620	106,620	0	0.0%
Other	0	0	0	0	0.0%
Capital	39,605	142,482	138,403	-4,079	-2.9%
<b>TOTAL</b>	<b>830,022</b>	<b>767,809</b>	<b>743,732</b>	<b>-24,077</b>	<b>-3.1%</b>

**STREET CLEANING**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	664,849	590,616	651,458	60,842	10.3%
Services	326	434	491	58	13.3%
Supplies	7,289	16,900	16,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	102,470	29,020	82,581	53,561	184.6%
<b>TOTAL</b>	<b>774,934</b>	<b>636,970</b>	<b>751,430</b>	<b>114,460</b>	<b>18.0%</b>

**SNOW AND ICE CONTROL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	357,959	496,516	481,536	-14,980	-3.0%
Services	187,435	73,408	73,465	58	0.1%
Supplies	268,406	158,268	158,268	0	0.0%
Other	244	2,000	2,000	0	0.0%
Capital	60,000	298,934	200,182	-98,752	-33.0%
<b>TOTAL</b>	<b>874,043</b>	<b>1,029,126</b>	<b>915,452</b>	<b>-113,674</b>	<b>-11.0%</b>



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY - ELEMENTS**

**PROGRAM GROUP** PUBLIC FACILITIES

**PROGRAM** PUBLIC WORKS

**PARKS AND OPEN SPACE SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

ELEMENTS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Conservation	117,711	124,822	126,281	1,459	1.2%
Public Grounds	1,143,132	1,107,899	1,213,873	105,974	9.6%
School Grounds	636,165	686,917	667,693	-19,224	-2.8%
Skating Rink	54,767	72,406	93,019	20,613	28.5%
Forestry	350,660	332,323	298,512	-33,811	-10.2%
Cemetery	212,373	211,978	198,070	-13,908	-6.6%
<b>TOTAL</b>	<b>2,514,808</b>	<b>2,536,345</b>	<b>2,597,449</b>	<b>61,104</b>	<b>2.4%</b>

**CONSERVATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	103,244	112,180	113,639	1,459	1.3%
Services	11,375	8,072	8,072	0	0.0%
Supplies	1,653	1,500	1,500	0	0.0%
Other	750	750	750	0	0.0%
Capital	689	2,320	2,320	0	0.0%
<b>TOTAL</b>	<b>117,711</b>	<b>124,822</b>	<b>126,281</b>	<b>1,459</b>	<b>1.2%</b>

**PUBLIC GROUNDS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	814,750	747,198	720,826	-26,372	-3.5%
Services	148,335	173,883	187,693	13,810	7.9%
Supplies	133,608	141,800	145,800	4,000	2.8%
Other	388	500	500	0	0.0%
Capital	46,051	44,518	159,054	114,536	257.3%
<b>TOTAL</b>	<b>1,143,132</b>	<b>1,107,899</b>	<b>1,213,873</b>	<b>105,974</b>	<b>9.6%</b>

**SCHOOL GROUNDS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	468,574	555,754	576,096	20,342	3.7%
Services	42,924	46,615	46,759	144	0.3%
Supplies	38,734	29,098	29,098	0	0.0%
Other	0	0	0	0	0.0%
Capital	85,932	55,450	15,740	-39,710	-71.6%
<b>TOTAL</b>	<b>636,165</b>	<b>686,917</b>	<b>667,693</b>	<b>-19,224</b>	<b>-2.8%</b>

**SKATING RINK**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	54,767	72,406	93,019	20,613	28.5%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>54,767</b>	<b>72,406</b>	<b>93,019</b>	<b>20,613</b>	<b>28.5%</b>

**FORESTRY**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	155,992	157,641	161,522	3,881	2.5%
Services	129,176	130,810	130,810	0	0.0%
Supplies	3,134	5,600	5,600	0	0.0%
Other	0	0	0	0	0.0%
Capital	62,358	38,272	580	-37,692	-98.5%
<b>TOTAL</b>	<b>350,660</b>	<b>332,323</b>	<b>298,512</b>	<b>-33,811</b>	<b>-10.2%</b>

**CEMETERY**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	166,204	172,205	177,845	5,640	3.3%
Services	13,013	12,584	12,665	81	0.6%
Supplies	3,053	4,880	6,880	2,000	41.0%
Other	0	100	100	0	0.0%
Capital	30,103	22,209	580	-21,629	0.0%
<b>TOTAL</b>	<b>212,373</b>	<b>211,978</b>	<b>198,070</b>	<b>-13,908</b>	<b>-6.6%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP PUBLIC FACILITIES**

**PROGRAM PUBLIC WORKS**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	105,123	123,829	1.00	116,670	1.00	118,420
	Deputy Commissioner/Director Water&Sewer	D-7	1.00	1.00	90,968	107,156	1.00	107,156	1.00	107,156
	Director of Engineering/Transportation	D-6	1.00	1.00	84,230	99,218	1.00	90,739	1.00	92,100
	Director Highway/Sanitation	D-5	1.00	1.00	77,990	91,869	1.00	87,856	1.00	89,173
	Director of Parks and Open Space	D-4	1.00	1.00	71,551	84,283	1.00	79,410	1.00	80,601
	Systems Administrator	T-7	0.00	1.00	54,722	61,916	1.00	58,724	1.00	59,769
	Systems Administrator	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Administrative Assistant	T-5	0.00	1.00	46,915	53,083	1.00	53,083	1.00	53,083
	Contract Administrator	T-4	0.00	0.00	43,440	49,151	1.00	46,916	1.00	44,213
	Administrative Assistant	G-15	1.00	0.00	51,304	51,943	0.00	0	0.00	0
	Accounting/Systems Assistant	C-10	1.00	1.00	43,005	44,836	1.00	44,230	1.00	44,393
	Senior Clerk Stenographer	C-5	1.00	1.00	34,378	35,954	0.00	0	0.00	0
	Senior Clerk Typist	C-4	1.00	1.00	32,529	34,086	1.00	33,259	1.00	33,422
	Subtotal		10.00	10.00			10.00	718,043	10.00	722,330
	Other									
513044	Longevity Pay							3,850		3,950
514501	Extra Comp. (In Lieu of Boots)							750		750
	Subtotal							4,600	0.00	4,700
	Total		10.00	10.00			10.00	722,643	10.00	727,030



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP PUBLIC FACILITIES**

**PROGRAM PUBLIC WORKS**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Assistant Director of Transportation	D-4	1.00	1.00	71,551	84,283	1.00	81,810	1.00	83,038
	Civil Engineer V	EN-5	0.00	0.00	61,520	69,607	0.00	0	2.00	134,388
	Senior Civil Engineer	E-6	2.00	2.00	64,066	64,865	2.00	132,038	0.00	0
	Project Coordinator	EN-5	0.00	0.00	61,520	69,607	0.00	0	1.00	67,194
	Project Coordinator	E-6	1.00	1.00	64,066	64,865	1.00	66,019	0.00	0
	Environmental Engineer	EN-5	0.00	0.00	61,520	69,607	0.00	0	1.00	66,019
	Environmental Engineer	E-6	1.00	1.00	64,066	64,865	1.00	64,864	0.00	0
	Transportation Engineer	EN-4	0.00	0.00	57,850	65,455	0.00	0	1.00	59,928
	Transportation Engineer	E-5	1.00	1.00	57,971	58,770	1.00	58,880	0.00	0
	Civil Engineer IV	EN-4	0.00	0.00	57,850	65,455	0.00	0	3.00	179,783
	Assistant Civil Engineer	E-5	3.00	3.00	57,971	58,770	3.00	176,640	0.00	0
	Civil Engineer III	EN-3	0.00	0.00	51,514	58,286	0.00	0	3.00	157,293
	Junior Civil Engineer	E-4	3.00	3.00	50,722	51,361	3.00	154,542	0.00	0
	Permit Inspector	EN-2	0.00	0.00	42,982	48,632	0.00	0	1.00	44,526
	Permit Inspector	E-3	1.00	1.00	42,539	43,178	1.00	43,747	0.00	0
	Senior Clerk Secretary	C-8	1.00	1.00	38,068	39,680	1.00	38,961	1.00	39,124
	Less six-month impact of Pay Plan adjustment							(3,836)		
	Subtotal		14.00	14.00			14.00	813,665	14.00	831,293
	Less Charge Off to Wastewater Projects							(51,361)		(52,431)
	Less CD Credit							(20,000)		(20,000)
	Less Charge Off to Street Construction Fund							(43,747)		(44,526)
	Net Total		14.00	14.00			14.00	698,557	14.00	714,336
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.50		\$14.47 / Hr.	0.50	11,000	0.50	11,000
	Subtotal		0.50	0.50			0.50	11,000	0.50	11,000
	Other									
510300	Overtime							6,009		6,009
513044	Longevity Pay							3,000		3,650
514501	Extra Comp. (In Lieu of Boots)							250		250
	Subtotal							9,259		9,909
	Total		14.50	14.50			14.50	718,816	14.50	735,245



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	0.00	1.00	59,188	66,968	1.00	65,797	1.00	66,968
	Fleet Supervisor	G-19	1.00	0.00	63,961	64,760	0.00	0	0.00	0
	Operations Manager	T-9	0.00	1.00	59,188	66,968	1.00	62,405	1.00	63,516
	Operations Manager	G-18	1.00	0.00	60,043	60,842	0.00	0	0.00	0
	Motor Equipment Repair Foreman	GN-11	0.00	0.00	54,050	56,770	0.00	0	1.00	54,942
	Motor Equipment Repair Foreman	G-15	1.00	1.00	51,304	51,943	1.00	54,050	0.00	0
	Traffic System Supervisor	GN-11	0.00	0.00	56,050	56,770	0.00	0	1.00	54,942
	Traffic System Supervisor	G-15	1.00	1.00	51,304	51,943	1.00	54,050	0.00	0
	Traffic System Technician	LN-7	0.00	0.00	43,037	45,852	0.00	0	2.00	91,704
	Traffic System Technician	G-10	2.00	2.00	37,037	38,923	0.00	0	1.00	38,923
	Building Custodian	MN-2	0.00	0.00	37,037	38,923	0.00	0	1.00	38,923
	Custodian	G-8	1.00	1.00	38,092	38,572	1.00	38,923	0.00	0
	Head Clerk	C-9	1.00	0.00	39,259	40,882	0.00	0	0.00	0
	Head Clerk	C-8	0.00	1.00	38,068	39,680	1.00	38,798	1.00	38,961
	Asst. Garage Clerk	C-5	1.00	1.00	34,378	35,954	1.00	35,588	1.00	35,954
	Working Foreman Motor Equipment Repair	LN-7	0.00	0.00	45,852	45,852	0.00	0	2.00	91,704
	Working Foreman Motor Equipment Repair	L-8	2.00	2.00	45,525	45,525	2.00	91,704	0.00	0
	Welder/Metal Fabricator	LN-7	0.00	0.00	45,852	45,852	0.00	0	1.00	45,852
	Welder/Metal Fabricator	L-8	1.00	1.00	45,525	45,525	1.00	45,852	0.00	0
	Supervisor of Construction Trades	LN-7	0.00	0.00	45,852	45,852	0.00	0	1.00	45,852
	Working Foreman Carpenter	L-8	1.00	1.00	45,525	45,525	1.00	45,852	0.00	0
	Working Foreman Carpenter	L-7	0.30	0.30	43,038	43,038	0.00	0	0.00	0
	Working Foreman Highway	LN-6	0.00	0.00	44,266	44,266	0.00	0	5.00	221,330
	Working Foreman Highway	L-7	5.00	5.00	43,038	43,038	5.00	221,330	0.00	0
	Motor Equipment Repairperson	LN-6	0.00	0.00	44,266	44,266	0.00	0	6.00	265,596
	Motor Equipment Repairperson	L-7	6.00	6.00	43,038	43,038	6.00	265,596	0.00	0
	Storekeeper	LN-6	0.00	0.00	44,266	44,266	0.00	0	1.00	44,266
	Storekeeper	L-7	1.00	1.00	43,038	43,038	1.00	44,266	0.00	0
	Working Foreman Street Cleaning	LN-6	0.00	0.00	44,266	44,266	0.00	0	1.00	44,366
	Working Foreman Street Cleaning	L-6	1.00	1.00	41,072	41,072	1.00	44,366	0.00	0
	MEO III	LN-5	0.00	0.00	43,389	43,389	0.00	0	3.00	130,167
	MEO #3	L-6	3.00	3.00	41,072	41,072	3.00	130,167	0.00	0
	Mason	LN-3	0.00	0.00	38,983	38,983	0.00	0	1.00	38,983
	Mason	L-4	1.00	1.00	38,571	38,571	1.00	38,983	0.00	0
	Highway Maintenance Craftsperson	LN-3	0.00	0.00	38,983	38,983	0.00	0	3.00	116,949
	Highway Craftsman	L-4	3.00	3.00	38,571	38,571	3.00	116,949	0.00	0
	Carpenter & Laborer	LN-3	0.00	0.00	38,983	38,983	0.00	0	2.00	77,966
	Carpenter & Laborer	L-4	2.00	2.00	38,571	38,571	2.00	77,966	0.00	0
	MEO II	LN-3	0.00	0.00	38,983	38,983	0.00	0	14.00	545,762
	Motor Equipment Operator #2	L-4	14.00	14.00	38,571	38,571	14.00	545,762	0.00	0
	Painter and Laborer	LN-2	0.00	0.00	37,292	37,292	0.00	0	2.00	74,584
	Painter and Laborer	L-3	2.00	2.00	37,042	37,042	2.00	74,584	0.00	0
	MEO I	LN-2	0.00	0.00	37,292	37,292	0.00	0	2.00	74,584
	MEO #1	L-3	2.00	2.00	37,042	37,042	2.00	74,584	0.00	0
	Laborer	LN-1	0.00	0.00	35,350	35,350	0.00	0	2.00	70,700
	Laborer	L-2	2.00	2.00	34,552	34,552	2.00	70,700	0.00	0
	Less six-month impact of Pay Plan implementation							(20,563)		
	Subtotal		55.30	55.30			55.00	2,309,413	55.00	2,334,571
	Other									
510140	Shift Differential							20,802		20,802
510143	Working-Out-of-Classification Pay							16,690		16,690
	Overtime Total							148,370		148,370
510300	Snow							90,958		90,958
510343	Emergency							15,303		15,303
510344	Scheduled							18,764		18,764
510345	Special Events							5,685		5,685
510346	Taxi Cab Inspections							17,660		17,660
513044	Longevity Pay							38,300		29,875
514501	Extra Comp. (In Lieu of Boots)							500		400
515501	Uniform/Clothing Allowance							18,000		18,000
515505	Tool Allowance							2,000		2,000
	Subtotal							244,662		236,137
	Total		55.30	55.30			55.00	2,554,075	55.00	2,570,708



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

PUBLIC WORKS

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	General Foreman	GN-13	0.00	0.00	58,038	60,958	0.00	0	1.00	58,996
	General Foreman	G-17	1.00	1.00	57,551	58,350	1.00	58,038	0.00	0
	Environmental Health Supervisor	T-6	0.00	1.00	50,669	57,329	1.00	51,570	1.00	52,488
	Environmental Health Supervisor	G-15	1.00	0.00	51,304	51,943	0.00	0	0.00	0
	Waste Collection Inspector	GN-9	0.00	0.00	47,114	49,485	0.00	0	1.00	49,485
	Waste Collection Inspector	G-10	1.00	1.00	43,037	43,676	1.00	48,682	0.00	0
	Environmental Health Specialist	GN-8	0.00	0.00	45,302	47,582	0.00	0	1.00	47,582
	Environmental Health Specialist	G-13	1.00	1.00	46,852	47,491	1.00	47,582	0.00	0
	Sanitation Truck Supervisor	LN-5	0.00	0.00		43,389	0.00	0	5.00	216,945
	Sanitation Truck Supervisor	L-6	5.00	5.00		41,072	5.00	216,945	0.00	0
	MEO II	LN-3	0.00	0.00		38,983	0.00	0	7.00	272,881
	Motor Equipment Operator #2	L-4	7.00	7.00		38,571	7.00	272,881	0.00	0
	Laborer	LN-1	0.00	0.00		35,350	0.00	0	4.00	141,400
	Laborer	L-2	4.00	4.00		34,552	4.00	141,400	0.00	0
	Less six-month impact of Pay Plan implementation							(8,819)		
	Subtotal		20.00	20.00			20.00	828,279	20.00	839,777
510901	Temporary Part Time Salaries									
	Laborer (18 weeks)		6.00	6.00		11.10/Hour	6.00	48,874	6.00	48,874
	Subtotal		6.00	6.00			6.00	48,874	6.00	48,874
	Other									
510143	Working-Out-of-Classification Pay							5,528		5,528
510300	Overtime							22,737		22,737
513044	Longevity Pay							11,150		10,775
514501	Extra Comp. (In Lieu of Boots)							250		250
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							46,465		46,090
	Total		26.00	26.00			26.00	923,618	26.00	934,741



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP PUBLIC FACILITIES**

**PROGRAM PUBLIC WORKS**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	PARKS AND OPEN SPACE									
	Permanent Full Time Salaries									
	Operations Manager	T-9	0.00	1.00	59,188	66,968	1.00	62,405	1.00	63,516
	Operations Manager	G-18	1.00	0.00	60,043	60,842	0.00	0	0.00	0
	Conservation Administrator	T-9	0.00	1.00	59,188	66,968	1.00	62,405	1.00	63,516
	Conservation Administrator	G-18	1.00	0.00	60,043	60,842	0.00	0	0.00	0
	Landscape Planner/Architect	T-9	0.00	1.00	59,188	66,968	1.00	62,405	1.00	63,516
	Landscape Planner/Architect	G-18	1.00	0.00	60,043	60,842	0.00	0	0.00	0
	Town Arborist	GN-13	0.00	0.00	58,038	60,959	0.00	0	1.00	59,969
	Town Arborist/Pest Control Officer	G-17	1.00	1.00	57,551	58,350	1.00	58,996	0.00	0
	General Foreman	GN-13	0.00	0.00	58,038	60,959	0.00	0	1.00	59,969
	General Foreman	G-17	1.00	1.00	57,551	58,350	1.00	58,996	0.00	0
	Landscape Architect	T-6	0.00	1.00	50,669	57,329	1.00	51,570	1.00	52,488
	Landscape Designer	G-14	1.00	0.00	48,583	49,222	0.00	0	0.00	0
	Cemetery Supervisor	GN-9	0.00	0.00	47,114	49,485	0.00	0	1.00	47,891
	Cemetery Supervisor	G-12	1.00	1.00	45,625	46,264	1.00	47,114	0.00	0
	Senior Garage Clerk	C-8	1.00	1.00	38,068	39,680	1.00	39,680	1.00	39,680
	Conservation Assistant	C-8	1.00	1.00	38,068	39,680	1.00	39,124	1.00	39,287
	Athletic Fields Supervisor	GN-8	0.00	0.00	45,302	47,582	0.00	0	1.00	46,049
	Zone Manager	LN-6	0.00	0.00		44,266	0.00	0	4.00	177,064
	Zone Manager	L-7	5.00	5.00		43,038	5.00	222,366	0.00	0
	MEO III	LN-5	0.00	0.00		43,389	0.00	0	1.00	43,389
	Motor Equipment Operator #3	L-6	1.00	1.00		41,072	1.00	43,389	0.00	0
	Tree Climber	LN-4	0.00	0.00		41,426	0.00	0	1.00	41,426
	Tree Climber Laborer	L-5	1.00	1.00		39,762	1.00	41,426	0.00	0
	Park Maintenance Craftsman	LN-3	0.00	0.00		38,983	0.00	0	3.00	116,949
	Park Maintenance Craftsman	L-4	3.00	3.00		38,571	3.00	116,949	0.00	0
	MEO II	LN-3	0.00	0.00		38,983	0.00	0	5.00	194,915
	Motor Equipment Operator #2	L-4	5.00	5.00		38,571	5.00	194,915	0.00	0
	Gardener Laborer	LN-2	0.00	0.00		37,292	0.00	0	9.00	335,628
	Gardener Laborer	L-3	9.00	9.00		37,042	9.00	335,628	0.00	0
	MEO I	LN-2	0.00	0.00		37,292	0.00	0	2.00	74,584
	Motor Equipment Operator #1	L-3	2.00	2.00		37,042	2.00	74,584	0.00	0
	Gardener / Laborer	LN-2	0.00	0.00		37,292	0.00	0	4.00	149,168
	Laborer	L-2	4.00	4.00		34,552	4.00	141,400	0.00	0
	Less six-month impact of Pay Plan implementation							(11,486)		
	Subtotal		39.00	39.00			39.00	1,641,866	39.00	1,669,004
	CD Reimbursement							(10,200)		0
	Park Project Charge Off							(34,486)		(44,686)
	Subtotal							1,597,180		1,624,318
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		13.00	13.00		11.10/Hour	13.00	128,593	13.00	128,593
	Subtotal		13.00	13.00			13.00	128,593	13.00	128,593
	Other									
510140	Shift Differential							1,814		1,814
510143	Working-Out-of-Classification Pay							6,726		6,726
	Overtime Total							51,171		51,171
510300	Regular							45,652		45,652
510345	Special Events							5,519		5,519
513044	Longevity Pay							14,400		12,825
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							3,500		3,500
515501	Uniform/Clothing Allowance							14,000		14,000
	Subtotal							91,611		90,036
	Total		52.00	52.00			52.00	1,817,384	52.00	1,842,948



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

WATER AND SEWER ENTERPRISE FUND

**PROGRAM DESCRIPTION**

The Water and Sewer Enterprise Fund 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 Enterprise Fund 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) new financial reporting standards, know as GASB statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including debt service and 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, 10,000 service connections, 1,500 hydrants, and 2,000 valves;
2. Repair and replacement of 10,000 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 103 miles of sewer mains and 117 miles of surface water drains;
2. Clean, maintain, and repair 2,344 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 analysis to determine system capacity and structural deficiencies.

**BUDGET STATEMENT**

The FY06 budget reflects an increase of \$594,332 (2.9%).

Personnel increases \$101,017 (5%) due to Collective Bargaining (\$68,849), a new Co-op Student (\$15,000), the implementation of the new AFSCME Pay Plan (\$14,158), Steps (\$3,909), and the Upgrade of the Meter Foreman (\$1,626), partially offset by savings in Longevity Pay (\$2,525). Also included in Personnel is the elimination of two Water Works Servicepersons for the creation of two Utility Craftspersons, which is cost-neutral.

Services decrease \$6,228 (2.6%) due to a reduction on Non-Equipment Maintenance and Repair (\$22,500), partially offset by increases in Natural Gas (\$11,424), Heating Oil (\$348), Building Repair and Maintenance (\$2,000), and Uniform Cleaning Services (\$2,500).

Supplies increase \$52,281 (50.6%) due to Gasoline (\$20,881), Construction Supplies (\$14,685), Diesel (\$13,400), Uniforms/Protective Clothing (\$2,100), and Office Supplies (\$1,215).

Capital increases \$48,900 (16.5%) and funds the items listed in Section VI.

Intergovernmental increases \$591,560 (4.5%) for MWRA Water and Sewer Assessments.

Intragovernmental (Overhead Reimbursement) decreases \$196,046 (4.1%) due primarily to reductions in Debt Service.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

WATER AND SEWER ENTERPRISE FUND

**FY2006 OBJECTIVES**

1. To continue the installation of the new water meter system and radio reading system with a target completion date of June, 2006.
2. To continue to improve the efficiency and production rates of the catch basin cleaning program.
3. To implement and complete a town-wide hydrant painting program.
4. To continue to work with the Information Technology Department to implement a new Maintenance Management System for all water and wastewater operations that will provide for automated work scheduling, cost tracking and inventory control.
5. To continue to implement the annual uni-directional flushing program to maintain high water quality.
6. To investigate and implement a new computerized system for the data storage o pipeline inspection videos using DVD technology.

**ACCOMPLISHMENTS**

1. Prepared, advertised and evaluated proposals for a new Water Meter Replacement Program. Installation will begin in the Spring of 2005 under a separately bid contract.
2. Continued the acceleration of the catch basin cleaning program to conform to EPA guidelines and the Phase II Storm Water Regulations.
3. Completed confined space training for six additional employees.
4. Provided assistance to the Information Technology Department for the preparation of proposals for a Maintenance Management System to be implemented in all water and wastewater operations.
5. Provided field support services to the Engineering Division and BETA Group Engineers for the investigation, design and construction of improvements to the sanitary sewer system and the storm drainage system.
6. Completed the upgrade of the automated door access system at the Netherlands Road garage facility for increased security.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
Water Demand - MGD	6.48	6.10	5.94	6.00	6.00
Avg. Daily Sanitary Flow - MGD	10.52	9.50	10.36	10.25	10.00
Unaccounted Water - %	12.8%	11.5%	11.3%	11.0%	11.0%
<u>Catch Basin Cleaning:</u>					
Number of Basins	2,065	2,450	2,175	2,200	2,300
% of Total Basins	88.1%	100.0%	92.8%	93.9%	98.1%
Total Sediments (tons)	1,068	1,300	1,125	1,200	1,250
<u>Cross Connection</u>					
Revenue	\$56,875	\$50,000	\$65,260	\$60,000	\$65,000
<u>Workload:</u>					
<u>Complaint Responses:</u>					
Water	362	400	379	350	350
Sewer	136	180	165	150	150
Service Responses	498	525	552	500	525
Service Pipes Replaced	188	180	181	180	180
Hydrants Repaired/ Replaced	39	40	34	40	45
Sewer Structures Repaired	112	140	121	120	120
Sewerage Blockages Repaired	18	30	58	20	40



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

PUBLIC FACILITIES

**PROGRAM**

WATER AND SEWER ENTERPRISE FUND

**SUB-PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,841,126	2,018,608	2,119,625	101,017	5.0%
Services	113,977	235,082	228,854	-6,228	-2.6%
Supplies	125,604	103,350	155,631	52,281	50.6%
Other	3,100	3,600	3,600	0	0.0%
Capital	166,102	295,500	344,400	48,900	16.5%
Intergovernmental	12,599,219	13,112,081	13,703,641	591,560	4.5%
Intragovernmental Reimbursement	4,849,472	4,750,571	4,554,526	-196,046	-4.1%
Reserve	0	208,255	211,103	2,848	1.4%
<b>TOTAL</b>	<b>19,698,601</b>	<b>20,727,047</b>	<b>21,321,379</b>	<b>594,332</b>	<b>2.9%</b>
BENEFITS			1,333,321		
REVENUE	19,848,815	20,727,047	21,321,379		

**SUMMARY OF SUB-PROGRAMS**

ELEMENTS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Water	9,090,943	9,630,789	10,196,641	565,852	5.9%
Sewer	10,607,658	11,096,258	11,124,738	28,480	0.3%
<b>TOTAL</b>	<b>19,698,601</b>	<b>20,727,047</b>	<b>21,321,379</b>	<b>594,332</b>	<b>2.9%</b>

**WATER**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,607,903	1,777,798	1,868,395	90,597	5.1%
Services	68,629	108,596	125,589	16,994	15.6%
Supplies	114,724	94,815	139,631	44,816	47.3%
Other	3,100	3,600	3,600	0	0.0%
Capital	76,696	124,000	174,800	50,800	41.0%
Intergovernmental	3,617,149	3,992,242	4,337,566	345,324	8.6%
Intragovernmental Reimbursement	3,602,743	3,434,357	3,446,103	11,746	0.3%
Reserve	0	95,382	100,957	5,575	5.8%
<b>TOTAL</b>	<b>9,090,943</b>	<b>9,630,789</b>	<b>10,196,641</b>	<b>565,852</b>	<b>5.9%</b>

**SEWER**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	233,223	240,810	251,230	10,420	4.3%
Services	45,350	126,487	103,266	-23,221	-18.4%
Supplies	10,880	8,535	16,000	7,465	87.5%
Other	0	0	0	0	0.0%
Capital	89,406	171,500	169,600	-1,900	-1.1%
Intergovernmental	8,982,070	9,119,839	9,366,075	246,236	2.7%
Intragovernmental Reimbursement	1,246,729	1,316,214	1,108,422	-207,792	-15.8%
Reserve	0	112,873	110,146	-2,727	-2.4%
<b>TOTAL</b>	<b>10,607,658</b>	<b>11,096,258</b>	<b>11,124,738</b>	<b>28,480</b>	<b>0.3%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

WATER AND SEWER ENTERPRISE FUND

**PROGRAM**

WATER

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Operations Manager - Water and Sewer	T-9	0.00	1.00	59,188	66,968	1.00	62,405	1.00	63,516
	Operations Manager - Water and Sewer	G-18	1.00	0.00	60,043	60,842	0.00	0	0.00	0
	Water Works Foreman	GN-13	0.00	0.00	58,038	60,959	0.00	0	1.00	58,996
	Water Works Division Foreman	G-17	1.00	1.00	57,551	58,350	1.00	58,038	0.00	0
	Business Manager	G-14	1.00	1.00	48,583	49,222	1.00	49,222	1.00	49,222
	Utility Foreman	GN-9	0.00	0.00	47,114	49,485	0.00	0	1.00	49,485
	Water Works Foreman	G-14	1.00	1.00	48,583	49,222	1.00	49,485	0.00	0
	Water Service Inspector	GN-9	0.00	0.00	47,114	49,485	0.00	0	1.00	49,485
	Water Works Inspector	G-14	1.00	1.00	48,583	49,222	1.00	49,485	0.00	0
	Backflow Preventer Technician	GN-8	0.00	0.00	45,302	47,582	0.00	0	1.00	47,582
	Backflow Preventer Technician	G-12	1.00	1.00	45,625	46,264	1.00	46,809	0.00	0
	Water Meter Foreman	GN-8	0.00	0.00	45,302	47,582	0.00	0	1.00	45,302
	Water Meter Foreman	G-10	1.00	1.00	43,037	43,676	1.00	43,773	0.00	0
	Water Meter Reader	LN-3	0.00	0.00		38,983	0.00	0	2.00	77,966
	Water Meter Reader	G-8	2.00	2.00	38,092	38,572	2.00	77,966	0.00	0
	Senior Clerk Typist	C-8	1.00	1.00	39,680	39,680	1.00	39,124	1.00	39,287
	Working Foreman Motor Eq. Repair	LN-7	0.00	0.00		45,852	0.00	0	1.00	45,852
	Working Foreman Motor Eq. Repair	L-8	1.00	1.00	45,525	45,525	1.00	45,852	0.00	0
	Utilities Foreman	LN-6	0.00	0.00	44,266	44,266	0.00	0	4.00	177,064
	Working Foreman Utilities	L-7	4.00	4.00	43,038	43,038	4.00	177,064	0.00	0
	Motor Equipment Repairperson	LN-6	0.00	0.00	44,266	44,266	0.00	0	1.00	44,266
	Motor Equipment Repairman	L-7	1.00	1.00	43,038	43,038	1.00	44,266	0.00	0
	MEO III	LN-5	0.00	0.00	43,389	43,389	0.00	0	2.00	86,778
	Motor Equipment Operator #3	L-6	2.00	2.00	41,072	41,072	2.00	86,778	0.00	0
	MEO II	LN-3	0.00	0.00	38,983	38,983	0.00	0	3.00	116,949
	Motor Equipment Operator #2	L-4	3.00	3.00	38,571	38,571	3.00	116,949	0.00	0
	Water Meter Serviceperson	LN-3	0.00	0.00	38,983	38,983	0.00	0	3.00	116,949
	Water Meter Serviceman	L-4	3.00	3.00	38,571	38,571	3.00	116,949	0.00	0
	Water Works Serviceperson	LN-3	0.00	0.00	38,983	38,983	0.00	0	5.00	194,915
	Water Works Serviceman	L-4	7.00	7.00	38,571	38,571	7.00	272,881	0.00	0
	Carpenter & Laborer	LN-3	0.00	0.00	38,983	38,983	0.00	0	1.00	38,983
	Carpenter & Laborer	L-4	1.00	1.00	38,571	38,571	1.00	38,983	0.00	0
	Utility Craftsperson	LN-3	0.00	0.00	38,983	38,983	0.00	0	6.00	233,898
	Utility Craftsman	L-4	4.00	4.00	38,571	38,571	4.00	155,932	0.00	0
	Pipe Layer Laborer	LN-2	0.00	0.00	37,292	37,292	0.00	0	3.00	111,876
	Water Pipe Layer Laborer	L-3	3.00	3.00	37,042	37,042	3.00	111,127	0.00	0
	Less Six-month impact of Pay Plan adjustments							(12,050)		
	Subtotal		39.00	39.00			39.00	1,631,038	39.00	1,648,371
510901	Temporary Part Time Salaries									
	Co-op Student					\$14.47 / Hr.	0.00	0	0.50	15,000
	Subtotal		0.00	0.00			0.00	0	0.50	15,000
	Other									
510140	Shift Differential							15,394		15,394
510143	Working-Out-of-Classification Pay							5,684		5,684
	Overtime Total							82,782		82,782
510343	Emergencies							69,333		69,333
510344	Scheduled							13,449		13,449
513044	Longevity Pay							28,400		25,875
514501	Extra Comp. (In Lieu of Boots)							500		500
515501	Uniform/Clothing Allowance							13,600		13,600
515505	Tool Allowance							400		400
	Subtotal							146,760		144,235
	Collective Bargaining Increase									60,789
	Total		39.00	39.00			39.00	1,777,798	39.50	1,868,395



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

WATER AND SEWER ENTERPRISE FUND

**PROGRAM**

SEWER

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	SEWERS									
510101	Permanent Full Time Salaries									
	Utilities Foreman	LN-6	0.00	0.00		44,266	0.00	0	2.00	88,532
	Working Foreman Utilities	L-7	2.00	2.00		43,038	2.00	88,532	0.00	0
	MEO III	LN-5	0.00	0.00		43,389	0.00	0	1.00	43,389
	Motor Equipment Operator #3	L-6	1.00	1.00		41,072	1.00	43,389	0.00	0
	MEO II	LN-3	0.00	0.00		38,983	0.00	0	2.00	77,966
	Motor Equipment Operator #2	L-4	2.00	2.00		38,571	2.00	77,966	0.00	0
	Less Six-month impact of Pay Plan adjustments							(2,108)		
	Subtotal		5.00	5.00				207,779	5.00	209,887
	Other									
510140	Shift Differential							1,337		1,337
510300	Overtime							27,594		27,594
513044	Longevity Pay							2,100		2,100
515501	Uniform/Clothing Allowance							2,000		2,000
	Subtotal							33,031		33,031
	Collective Bargaining Increase									8,312
	Total		5.00	5.00				240,810	5.00	251,230
	68,849									



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM  
GROUP**

**PROGRAM**

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**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

CULTURAL SERVICES

**PROGRAM**

LIBRARY

**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 ([www.townofbrooklinemass.com/library](http://www.townofbrooklinemass.com/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** serves the Town by selecting 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 FY06 budget reflects an increase of \$59,851 (2%).

Personnel increases \$26,598 (1.2%) for additional part-time funds to help with increased usage at the Coolidge Corner Library (\$15,000), Steps and other contractual obligations (\$10,865) and the implementation of the new AFSCME Pay Plan (\$734).

Services increase \$15,853 (4.8%) for Heating Oil (\$10,837), Building Cleaning (\$4,570), Natural Gas (\$3,611), Cataloguing Services (MLN) (\$3,255), Delivery Services (\$2,500), Audio/Visual Repairs (\$2,000), Wireless Communications (\$1,273), and Data Processing Equipment Repair and Maintenance (\$1,080), partially offset by savings in Electricity (\$12,000, due to the Coolidge Corner Library being closed while the HVAC system is replaced), Communications (\$800), and Telephones (\$473).

Capital increases \$17,400 (68.3%) to fund the replacement of 30 PC's at the Main Library (to be leased).



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

CULTURAL SERVICES

**PROGRAM**

LIBRARY

**FY2006 OBJECTIVES**

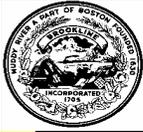
1. To continue to adapt library service to meet the changing needs of library users.
2. To continue to support the efforts of the Brookline Library Foundation to enhance library service.
3. To continue on-going staff development activities.
4. To increase by 5% the number of people who attend library-sponsored programs.
5. To upgrade the HVAC systems at both branch libraries.
6. To replace most furniture and fixtures at both branch libraries.
7. To continue the Library's emphasis on customer service.
8. To again participate in the statewide summer reading program for children.
9. To be an active participant in the celebration of Brookline's 300th anniversary.

**ACCOMPLISHMENTS**

1. Made the adjustments necessary to handle a 16% increase in usage above FY2004's level.
2. Improved service by more than doubling the number of work study students employed.
3. Finalized plans for a temporary facility at 50 Pleasant Street for library service when the Coolidge Corner Branch closes for repairs in late Spring of 2005.
4. In FY2004, increased attendance at library sponsored programs by 30% over FY2003.
5. In FY2004, increased the number of children's story hours offered by 50%.
6. Enhanced service and controlled costs by switching some public Internet devices to the Town's RCN service connection.
7. Sponsored a number of programs and activities in conjunction with Brookline's 300th anniversary.
8. Upgraded the fire detection systems at both branch libraries.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
Total Circulation	831,432	950,000	1,054,611	1,220,000	1,256,600
Total Attendance	478,559	600,000	577,743	625,000	650,000
Volumes Added	29,919	27,000	28,433	27,000	28,000
Volumes Withdrawn	53,947	23,000	22,020	23,000	24,000
Interlibrary Loan:					
Borrowed	39,550	50,000	93,568	95,000	100,000
Loaned	19,200	40,000	66,633	70,000	75,000
<u>Main Library</u>					
Circulation	209,461*	480,000	486,377	600,000	617,000
Attendance	108,880*	325,000	305,484	344,000	358,000
Volumes Withdrawn	49,404	15,500	8,236	15,500	16,000
Public Training Sessions	0	25	13	25	25
	*open 5 months in FY 2003				
<u>Coolidge Corner</u>					
Circulation	425,535	350,000	364,879	405,000	416,700
Attendance	275,040	200,000	195,244	205,000	214,000
Withdrawn volumes	1,851	3,500	6,701	3,500	4,000
<u>Putterham</u>					
Circulation	151,222	120,000	136,622	145,000	147,900
Attendance	97,040	75,000	77,051	76,000	78,000
Withdrawn volumes	2,335	2,500	3,869	2,500	2,500
<u>Town Hall</u>					
Circulation	51,526	N/A	N/A	N/A	N/A
Withdrawn volumes	N/A	N/A	N/A	N/A	N/A
<u>Children's</u>					
Circulation					
Main	60,527	110,000	116,672	134,000	147,500
Coolidge	79,394	60,000	65,047	71,500	75,000
Putterham	47,831	40,000	44,738	46,900	48,400
<u>% of Total Materials</u>					
Budget for Children	17%	16%	16%	16%	17%
Withdrawn Volumes (All)	1,808	2,500	3,214	2,500	3,000
Story Hours (All)	116	200	175	200	210
Program Attendance (All)	8,080	8,000	10,411	10,500	11,025
Patrons Added to Database	8,069	6,500	7,434	8,000	8,000



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

CULTURAL SERVICES

**PROGRAM**

LIBRARY

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	2,155,883	2,153,658	2,180,257	26,598	1.2%
Services	299,845	332,808	348,661	15,853	4.8%
Supplies	476,120	464,009	464,009	0	0.0%
Other	1,738	1,502	1,502	0	0.0%
Capital	13,579	25,461	42,861	17,400	68.3%
<b>TOTAL</b>	<b>2,947,165</b>	<b>2,977,439</b>	<b>3,037,290</b>	<b>59,851</b>	<b>2.0%</b>
BENEFITS			640,960		
REVENUE	101,902	95,000	95,000		

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	227,472	330,820	329,166	-1,654	-0.5%
Central Library Services	780,384	844,077	875,015	30,938	3.7%
Branch Library Services	737,594	671,074	686,728	15,654	2.3%
Children's Services	198,307	213,046	212,141	-905	-0.4%
Circulation/Support Services	694,742	609,747	618,275	8,528	1.4%
Plant Maintenance	308,667	308,674	315,964	7,290	2.4%
<b>TOTAL</b>	<b>2,947,165</b>	<b>2,977,439</b>	<b>3,037,290</b>	<b>59,852</b>	<b>2.0%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	206,387	309,405	307,751	-1,654	-0.5%
Services	6,001	11,711	11,711	0	0.0%
Supplies	1,116	1,141	1,141	0	0.0%
Other	820	502	502	0	0.0%
Capital	13,149	8,061	8,061	0	0.0%
<b>TOTAL</b>	<b>227,472</b>	<b>330,820</b>	<b>329,166</b>	<b>-1,654</b>	<b>-0.5%</b>

**CENTRAL LIBRARY SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	516,266	572,608	583,066	10,458	1.8%
Services	7,082	10,934	14,014	3,080	28.2%
Supplies	256,797	260,535	260,535	0	0.0%
Other	239	0	0	0	0.0%
Capital	0	0	17,400	17,400	0.0%
<b>TOTAL</b>	<b>780,384</b>	<b>844,077</b>	<b>875,015</b>	<b>30,938</b>	<b>3.7%</b>

**BRANCH LIBRARY SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	527,160	448,609	461,301	12,692	2.8%
Services	79,886	92,746	95,708	2,962	3.2%
Supplies	130,020	112,069	112,069	0	0.0%
Other	99	250	250	0	0.0%
Capital	429	17,400	17,400	0	0.0%
<b>TOTAL</b>	<b>737,594</b>	<b>671,074</b>	<b>686,728</b>	<b>15,654</b>	<b>2.3%</b>

**CHILDREN'S SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	129,327	137,498	136,593	-905	-0.7%
Services	714	1,530	1,530	0	0.0%
Supplies	68,215	73,818	73,818	0	0.0%
Other	51	200	200	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>198,307</b>	<b>213,046</b>	<b>212,141</b>	<b>-905</b>	<b>-0.4%</b>

**CIRCULATION / SUPPORT SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	602,998	508,406	513,679	5,273	1.0%
Services	76,549	90,645	93,900	3,255	3.6%
Supplies	14,741	10,446	10,446	0	0.0%
Other	454	250	250	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>694,742</b>	<b>609,747</b>	<b>618,275</b>	<b>8,528</b>	<b>1.4%</b>

**PLANT MAINTENANCE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	173,746	177,132	177,866	734	0.4%
Services	129,613	125,242	131,798	6,556	5.2%
Supplies	5,233	6,000	6,000	0	0.0%
Other	75	300	300	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>308,667</b>	<b>308,674</b>	<b>315,964</b>	<b>7,290</b>	<b>2.4%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

CULTURAL SERVICES

**PROGRAM**

LIBRARY

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	D-6	1.00	1.00	84,230	99,218	1.00	97,752	1.00	99,218
	Assistant Library Director for Admin	T-10	0.00	1.00	61,555	69,647	1.00	69,647	1.00	69,647
	Assistant Town Librarian	K-10	1.00	0.00	57,795	67,933	0.00	0	0.00	0
	Assistant Library Director for Tech.	T-10	0.00	1.00	61,555	69,647	1.00	62,651	1.00	63,766
	Librarian IV- Division Head	K-9	1.00	0.00	54,715	62,669	0.00	0	0.00	0
	Librarian III	K-8	4.00	4.00	48,789	55,995	4.00	220,377	4.00	221,276
	Librarian II	K-7	7.00	7.00	43,382	49,945	7.00	337,439	7.00	339,013
	Librarian I	K-6	7.00	7.00	38,681	44,451	7.00	298,180	7.00	300,416
	Library Secretary	K-5	1.00	1.00	37,720	39,816	1.00	39,816	1.00	39,816
	Assistant to Town Librarian/Bookkeeper	K-5	1.00	1.00	37,720	39,816	1.00	39,816	1.00	39,816
	Library Assistant IV	K-4	1.00	1.00	35,529	41,187	1.00	37,692	1.00	38,823
	Library Assistant III	K-3	5.00	5.00	31,165	36,129	4.00	140,486	4.00	139,552
	Library Assistant II	K-2	8.00	8.00	29,263	33,924	9.00	295,814	9.00	298,570
	Library Assistant I	K-1	1.00	1.00	26,603	30,840	1.00	30,840	1.00	30,840
	Senior Building Custodian	MN-4	0.00	0.00	41,888	44,022	0.00	0	1.00	44,022
	Senior Building Custodian	G-10	1.00	1.00	43,037	43,676	1.00	44,022	0.00	0
	Junior Building Custodian	MN-2	0.00	0.00	37,037	38,923	0.00	0	2.00	77,846
	Junior Building Custodian	G-8	2.00	2.00	38,092	39,763	2.00	77,846	0.00	0
	<i>Less 6-month impact of Pay Plan Adjustment</i>							(525)		
	Subtotal		41.00	41.00			41.00	1,791,853	41.00	1,802,621
510901	Temporary Part Time Salaries									
	Junior Library Page	LP-1			\$8.30/Hour	\$10.44/Hour		92,135		92,135
	Senior Library Page	LPS				\$10.72/Hour		11,160		11,160
	Library Monitor Librarians	LPM I				\$10.72/Hour		10,947		10,947
	Library Assistants I and II							31,591		31,591
	Houseworkers	MN-1	0.00	0.00	28,218	29,656	0.00	0	4.00	51,898
	Houseworkers	G-1	4.00	4.00	27,323	27,802	4.00	51,898	0.00	0
	<i>Less 6-month impact of Pay Plan Adjustment</i>							(209)		
	Subtotal							273,041		288,250
	Other									
510140	Shift Differential							14,140		14,140
510300	Regular Overtime							41,774		41,774
513044	Longevity Pay							20,550		21,172
514501	Extra Comp							1,000		1,000
515501	Uniform/Clothing Allowance / In Lieu of Boots							11,300		11,300
	Subtotal							88,764		89,386
	<b>Total</b>		<b>41.00</b>	<b>41.00</b>			<b>41.00</b>	<b>2,153,658</b>	<b>41.00</b>	<b>2,180,257</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** HEALTH

**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 and/or work in 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; and the control of communicable diseases. The provision of a range of health services at a per capita cost of four and a half cents a day is evidence of the cost-effectiveness of the public health services available to the community.

The Department consists of the following six sub-programs:

The **Administration Sub-program** provides resources and administrative support to the Department and maintains the physical plant, 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.

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 inspection 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.

**PROGRAM DESCRIPTION (con't.)**

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.

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 2,400 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 and an emergency foster care program for local teenagers.

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 FY06 budget reflects an increase of \$28,330 (3%). Personnel increases \$14,031 (2.2%) for Steps and other contractual obligations (\$9,310) and the implementation of the new AFSCME Pay Plan (\$4,721). Services increase \$12,441 (4.7%) for Natural Gas (\$7,421), 3% increases in the BMHC contract (\$4,509) and VNS contract (\$1,950), and equipment service contracts (\$1,104), partially offset by a savings in Heating Oil (\$2,543). Supplies increase \$557 (4.4%) for Gasoline while Capital increases \$1,300 for a new printer.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

HUMAN SERVICES

HEALTH

**FY2006 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 public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-8 of Healthy Brookline.
4. To continue to plan for the renovation of the Train Health Center, including the "Green Building" features.
5. To work closely with the Town's Emergency Management Team to prepare for emergencies, including possible terrorist attacks.
6. To continue activities to create a Reserve Medical Corps in Brookline.
7. To continue efforts to achieve a Public Health Ready certification for the Department.
8. To recruit at least five graduate students to work with division directors.
9. To celebrate Brookline's 300th with a variety of events and programs, highlighting Public Health.

**Environmental Health**

1. To protect Public Health by maintaining a comprehensive program of environmental health services, which includes inspections, compliance and enforcement activities.
2. To monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.
3. 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.
4. To implement the adopted Town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis to include surveillance, education and control.
5. To continue to work with Town departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, 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.

**FY2006 OBJECTIVES (con't.)**

**Administration (con't.)**

8. To participate in Emergency Management planning for the community on issues related to environmental health concerns.

**Child Health**

1. To continue to implement and evaluate an outreach campaign to enroll uninsured youth in the Child Medical Security Plan, working with partners in the Brookline Community Health Network and with school nurses.
2. To promote maximum immunization levels among Brookline residents through our role as regional vaccine distributors.
3. To continue to promote meningococcal vaccinations among college-bound seniors, and provide vaccines for those with no access.
4. To maintain the Essential School Health Services grant, promoting the role of School Nurse Leader.
5. To continue to implement the annual bicycle safety educational campaign in the elementary schools in conjunction with the Police, Schools, and the Rotary.
6. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention and a program to counter bullying.
7. To maintain a monthly immunization clinic and immunize over 200 youngsters, maximize the use of private providers for immunizations, and serve as a focal point for outreach for pediatric health issues, information and referral. To provide extra clinics for school entry required immunizations.
8. To renew the literacy program to provide books to children attending dental and immunization clinics.
9. To continue in-services with school nurses and day care providers on issues of current importance, including emergency preparation.
10. To maintain the Dental Clinic for low-income children in conjunction with Tufts Dental School, and provide 700 patient visits.
11. To educate families about health programs at kindergarten registrations.
12. To collaborate with School health and health and fitness (physical education) services at the annual Health Fair and other joint projects.

**Community Health**

1. To create an inventory of fitness and nutrition initiatives in Brookline.
2. To develop a broad coalition to promote physical activity and good nutrition.
3. To maintain influenza and pneumonia vaccination programs while focusing on hand washing and cough etiquette for preventing the spread of disease.
4. To offer the community at least three health education programs with the Brookline Adult and Community Education Program and other sponsors.
5. To secure grant funds to promote public awareness of sudden cardiac arrest, CPR and Automated External Defibrillators (AED's) in Brookline.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM**

HEALTH

**FY2006 OBJECTIVES (con't.)**

**Community Health (con't)**

6. To train community members and additional Town employees to become early responders for heart attack victims.
7. To train 10 employees/residents to become AED/CPR trainers.
8. To continue partnership activities related to the health of Russian and Chinese speakers, including a men's senior exercise program.
9. To work collaboratively with Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors. Also, to offer "A Matter of Balance" program for 25 Brookline seniors.
10. To work with the local media to provide pertinent public health alerts/educator such as rabies and heat alerts and emerging public health issues, including global warming and bio-terrorism potential.
11. To formalize enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term care settings.
12. To organize Blood Drives open to Brookline employees and residents.
13. To expand work with Brookline's School Community Partnership and integrate activities with Brigham and Women's Hospital.
14. To develop and train volunteer auxiliary medical personnel (Reserve Medical Corps) able to respond in the event of a public health emergency.
15. To continue to participate in the statewide Smallpox Task Force and other emergency preparedness committees.
16. To support "Car Free School Day" activities at Brookline K-8 schools.
17. To plan public health activities as part of the Town's 300th anniversary.

**Mental Health**

1. To deliver 27,150 hours of individual, family, group counseling and medication and 11,300 hours of education and outreach services to 2,800 lower- and moderate-income Brookline residents.
2. To respond to requests from residents for crisis intervention, short-term emergency shelter, counseling, case management for homeless children, adolescents, families and adults, mediation services, and consultation.
3. To provide preventive services to children and families by working with School staff to develop friendship groups, crisis evaluations of youth and families, consultation to School staff, school-based counseling and crisis intervention. Approximately Brookline 550 youth and families will be served.
4. To reduce isolation and promote multi-cultural community integration, the Center will continue outreach and support groups for children of newly immigrated families, Asian American girls, children and parents in cross cultural adoptions, Israeli youth and parents, and children of gay and lesbian parents. Approximately 125 youth and parents will be served.
5. To co-sponsor National Depression Day with the Senior Center and Health Department; to develop a short term follow-up support group for seniors.

**FY2006 OBJECTIVES (con't.)**

**Mental Health (con't.)**

6. To expand the Brookline High Risk Youth Task Force to assist Brookline families with teenagers returning to the High School following psychiatric or substance abuse hospitalizations or incarceration. In collaboration with the Brookline Community Fund, utilize a Robert Wood Johnson grant to extend stable program funding.
7. To collaborate with the Brookline Health Department and the Reserve Medical Corpsman in planning for a mental health component of the Town's Emergency Disaster Plan.
8. To use statistical outcome measures to assure that:
  - 96% of individuals needing emergency appointments will receive an appointment within 24 hours;
  - 96% of individuals needing routine appointments will receive an appointment within 10 days;
  - 88% of individuals receiving counseling will report improvement after six counseling sessions;
  - 92% of consumer satisfaction surveys indicate good-excellent outcomes for Center services.

**Substance Abuse and Violence Prevention**

1. To continue to provide individual, family, and group counseling including assessment, referral, and after care.
2. To track a set of measurable performance-based objectives based on the Youth Behavioral Risk survey.
3. To reduce the number of students who do drive with someone who has been drinking from 13% to 10% by 2006.
4. To decrease the number of students who engage in binge drinking from 14% to 10% by 2006.
5. To continue to offer smoking cessation services at the High School.
6. To monitor the effectiveness of the Town's bartender trainer program in cooperation with the Police.
7. To continue to support youth diversionary programs in cooperation with the Police, Brookline Court, and Brookline Public Schools.
8. To maintain and enhance collaboration with the Police and the Courts to address substance abuse and violence prevention and treatment among youth.
9. To continue to support teen leadership programs in substance abuse prevention, including STEP (Student Teaching Effective Prevention) and SADD (Students Against Destructive Decisions).
10. To continue the planning and development of Brookline Coalition Against Substance Abuse (B-CASA) to reduce underage drinking and drug use.
11. To build participation in the Town's Employee Assistance Program (EAP).
12. To organize "National Night Out" in cooperation with community groups and Police during August 2004.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** HEALTH

**Substance Abuse and Violence Prevention (con't.)**

- 13. To continue to reduce the number of residents at risk of homelessness via the Newton-Brookline Consortium and agencies like Pine Street
- 14. To continue to serve on the Domestic Violence Roundtable Steering Committee and help plan "Safety Net", our award-winning TV show.

**ACCOMPLISHMENTS**

**Administration**

- 1. Responded to flu vaccine shortages by developing protocols for targeting limited doses to high-risk citizens and employees. Secured additional vaccine from private sources and vaccinated 2,000 at-risk citizens.
- 2. Secured \$150,000 in grant funding from non-town sources including a dozen public/private partnerships.
- 3. Released Healthy Brookline, Vol. 8, an update of Youth Risk Factor data.
- 4. Built the Friends of Brookline Public Health, recruiting 130 members.
- 5. Held the Seventh Annual Public Health Policy Forum entitled "Achieving Access to Healthcare and Medication", attracting over 200 citizens.
- 6. Maintained the Public Health Nursing Services with the VNA of Boston.
- 7. Planned, implemented, and evaluated a multi-faceted program of surveillance, education, and control to address West Nile Virus in Brookline.
- 8. Led Local Health 2000 and Community Health Network (CHNA) efforts.
- 9. Enhanced outreach to linguistic and ethnic minorities via a joint health series targeting Russian-speaking residents and translation of department materials.
- 10. Working closely with the Town's Emergency Preparedness Committee, led the Town's response to the threats of bio-terrorism and hired a new Emergency Preparedness Coordinator with grant funding.
- 11. Conducted two retail store tobacco compliance checks, averaging 82% compliance.
- 12. Began specification and design work with the Building Department for the Health Center renovation, including creating a "Green Building".
- 13. Received \$100,000 in funding from the Mass Technology Collaborative to assist in creating a "Green Building".

**Environmental Health**

- 1. Revised and implemented massage establishment and practitioner licensing requirements due to issues of non-compliance within the industry. Revision included criminal record background checks, national certification and testing requirements and certification of compliance with state workers compensation insurance requirements.
- 2. Performed undercover compliance checks with Police Department of massage establishments. This resulted in three establishment closures. In addition, Police and Environmental Health staff performed inspections of all licensed establishments.

**ACCOMPLISHMENTS (con't.)**

**Environmental Health (con't.)**

- 3. Launched, in conjunction with the DPW, a mercury disposal program to reduce mercury in the environment.
- 4. Applied for and received an electric car as part of a grant program with General Motors Corporation Advanced Technology Division, to be shared with the Public Health Nursing Division.
- 5. Started using tablet PCs for food service inspections. The tablet PC is being evaluated for appropriate field use and compatibility with the current inspection software program "Permit Plus".
- 6. Re-instituted the inter-departmental Animal Control Committee and held monthly meetings with five other Town departments.
- 7. Applied larvicides, in conjunction with the DPW, to all catch basins (3,500) to prevent the proliferation of adult mosquitoes.
- 8. Assisted the School Department and Building Department in completing a survey and sampling requirements for testing for lead in water in all schools.
- 9. Assisted in gathering information on environmentally sensitive projects in the Town, including the proposed Boylston Street bio-technical laboratory, Hammond Street landfill and redevelopment at St. Aidan's.
- 10. Continued to serve on state-appointed committees, including the Bio-Terrorism Workforce Development, Environmental Health Workforce Development, and Revisions to the State Sanitary Code for Housing.

**Child Health**

- 1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 267 children and youth.
- 2. Provided technical assistance to school nurses in the area of communicable disease investigation/surveillance focusing on varicella and pertussis, and helped nurses in disease outbreak investigations.
- 3. Inspected, certified, and monitored 15 daycare programs in Brookline.
- 4. Implemented a dozen educational programs on tobacco control, including activities associated with the Great American Smoke out.
- 5. Awarded continuation funding by Mass DPH for Essential (formerly enhanced) School Health Services.
- 6. Served as a regional depot for vaccine distribution and distributed over 32,000 doses of vaccine to local pediatricians and general providers.
- 7. Implemented a bike safety program in elementary schools in conjunction with the Police and School Departments.
- 8. Secured additional funding and assisted in promoting a program to counter bullying among elementary school youth.
- 9. Continued to offer educational programs on rabies, including video presentations, to all daycare centers in Brookline.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM**

HEALTH

**ACCOMPLISHMENTS (con't.)**

**Child Health (con't.)**

- 10. Maintained the Dating Violence Intervention Program in the high school, reaching several hundred students with counseling and educational sessions.
- 11. Conducted an open house for the Pediatric Dental Clinic, attended by 35 children.
- 12. Took the Dental Health Road Show to area pre-schools.

**Community Health Services**

- 1. Co-led "Clean-Air Works", leading to Massachusetts going "smoke-free" and secured funding to re-institute regular compliance checks of vendors to prevent sales to minors.
- 2. Responded to flu vaccine shortages by developing protocols for targeting limited doses to high-risk citizens and employees.
- 3. Implemented control measures within 24 hours for 100% of communicable disease investigations. Tracked and controlled six communicable disease outbreaks, and created a database to enhance surveillance and track communicable diseases.
- 4. Continued for a sixth year the Community Balance Training Program and offered three-part health service at the Brookline Senior Center.
- 5. Maintained partnerships with BI/Deaconess Medical Center (Elder Health), Brigham and Women's (Women's Health), St. Elizabeth's Medical Center (health of Russian speakers), and Harvard Pilgrim Foundation (Domestic Violence).
- 6. Maintained a comprehensive training program and continued the deployment of Automatic External Defibrillators (AED) in Brookline. With numerous partners, developed a Town-wide AED public awareness and training project.
- 7. Supported "Car-Free School day" at elementary schools in conjunction with DPW's Parks and Open Space Division.
- 8. Secured funding to promote skin cancer prevention at local summer camps and summer school programs.
- 9. In conjunction with Brookline Adult Education, offered yoga, first aid, and CPR courses for the public and at summer school programs for the public.
- 10. Responded to the international SARS outbreak with fact sheets, educational materials, enhanced surveillance, and consultation to the School Department.
- 11. Offered multiple blood drives at Brookline Main Library.
- 12. Offered basic public health classes at Brookline family housing ESL classes.
- 13. Supported the local Civilian Emergency Response Team and gained hands-on experience in running mass vaccination clinics.

**Mental Health**

- 1. Provided 27,000 hours of mental health counseling services and 6,750 hours of community education and outreach to children, teens, families adults and seniors. Served a total of 2,780 Brookline residents, 30% of which were delivered in the home or other community settings.

**ACCOMPLISHMENTS (con't.)**

**Mental Health (con't.)**

- 2. Provided 1,200 hours of consultation, crisis intervention, education and information to the staff of Brookline schools, police, courts and other Town departments and community agencies.
- 3. Provided 660 hours of community mediation services to assist residents in resolving family, neighbor, teen group, and landlord/tenant disputes to avoid violence and remain outside the court system.
- 4. Co-sponsored National Depression Screening Day with the Health Department and the Senior Center, resulting in the education and evaluation of Brookline elders. Coordinated joint sponsorship of a short-term depression group for seniors as a result of Screening Day activities.
- 5. Provided emergency shelter or diversion to 15 Brookline teens, ages 12 to 16 years, for up to 30 days; 65% returned to live with their families.
- 6. Offered three homeless Brookline young men, ages 16-18 years, a safe and supportive home in a Transition to Independent Living Program for up to 18 months, in collaboration with the Brookline Housing Authority.
- 7. Successfully applied for and received a \$30,000 grant from the United Way to provide leadership skills and support services for 65 Brookline Asian-American girls and their families. Conducted six groups at Pierce, Runkle and Baker Elementary Schools for 1st – 6th graders. Sponsored four groups for 6 to 10 year old girls adopted from China and their families.
- 8. Offered a 10-week psycho-education and support group for gay and lesbian parents of young children (ages 6-12 years).
- 9. Sponsored a forum on Issues of Gay Marriage attended by 40 participants.
- 10. Created an Israeli Families Stress Initiative, sponsored through grant funding, to assess the needs of immigrant and visiting Brookline Israeli youth and families. The Department plans to develop school-based support groups for students at Devotion School, a mother's group, and a resource manual in the coming year.
- 10. Launched the Brookline High Risk Youth Task Force, in collaboration with other Brookline agencies, to assist high school students and their families to successfully return to school following psychiatric, substance abuse and medical hospitalizations. Hired a full-time Program Coordinator, based at Brookline HS, and a part-time academic tutor, who served 35 youth and families; 85% of youth returned to and stayed in school throughout the year.
- 11. Successfully applied for and received a four-year Robert Wood Johnson Local Initiatives Grant of \$300,000, with matching funds in the same amount from local Brookline philanthropies, coordinated by the Brookline Community Fund.
- 12. Continued to evaluate counseling services through the use of standardized clinical outcomes measures using the BASIS 32, Beck Depression Inventory, and Child Behavioral Check List, to assess the effectiveness of mental health services on increasing functioning at home, in school and the community.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** HEALTH

**ACCOMPLISHMENTS (con't.)**

**Mental Health (con't.)**

13. Purchased a building at 41 Garrison Road to assure the future of community based mental health services for Brookline residents and the community. The BCMHC Board of Directors will launch a Capital Campaign to secure and renovate office space.

**Substance Abuse and Violence Prevention**

1. Provided assessment, 1,500 counseling sessions, referral, and monitored the progress of 147 individuals, including 32 town employees, in the adult program.
2. Conducted 250 class presentations and over 3,000 counseling sessions, including assessment, referral, and aftercare for students, parents, staff, and others, in the youth program.
3. With a grant from the Brookline Community Fund, ran the STARS Program (Students Talking About Respect), a summer youth mentoring basketball program serving 80 students.
4. Working with the Brookline, Newton, Watertown Homelessness Consortium, received \$165,000 in continuation funding from HUD to serve individuals at risk for homelessness.
5. Worked with eight homeless clients and assisted in completing a homelessness survey in Brookline.
6. Continued a uniform certification program for bartenders, working with the Police, Town Counsel, and private sector bartender training programs.
7. Maintained a town-wide youth diversionary program in cooperation with the Police Department, School Department, and court.
8. Working with STEP Peer Leaders, provided alcohol and drug abuse prevention education to over 400 middle school students.
9. Continued a revised No Smoking policy at the high school, including an educational component in cooperation with high school personnel, parents, and staff. Provided smoking cessation support to BHS students.
10. Conducted the annual Youth Risk Behavior Survey for freshman.
11. Wrote and administered the Safe and Drug-Free School and Communities Act grant and the Drug-Free Communities Support Program grant.
12. Continued an Office of Juvenile Justice and Delinquency Prevention Grant to implement the STEP (Students Teaching Effective Prevention) Program and B-CASA (Brookline Coalition Against Substance Abuse). Enlisted over 50 students as active leaders in reducing underage drinking and drug use. Held three B-CASA community forums with over 75 community members participating in the development of substance abuse prevention strategies.
13. Provided support and consultation to 30 self-help groups in Brookline, including four operating out of the Town Health Center.
14. Worked with Police, Housing Authority, and others to successfully implement National Night Out in Brookline in August, 2003.
15. Continued S.A.D.D. (Students Against Destructive Decisions) in grades 9-12 at Brookline High School serving over 200 students. Initiated a town-wide 8th grade S.A.D.D. program.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b><u>ENVIRONMENTAL HEALTH</u></b>					
% of Consumers Complaints					
Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales:					
Compliance Rate (avg.)	89%	90%	82%	90%	90%
Reported Rabies Exposure	125	90	120	120	120
Positive Rabid Animals	3	3	1	1	1
Human Receiving Rabies					
Post-exposure Prophylaxis	32	20	17	17	17
Animal Control Quarantines	54	75	70	70	70
Dead Birds Reported (WNV)	52	N/A	44	N/A	N/A
Birds Positive for WNV	3	N/A	0	N/A	N/A
Mosquitoes Pos. for WNV	1	N/A	0	N/A	N/A
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with					
Critical Violations	25%	25%	25%	25%	25%
% Restaurants requiring					
Enforcement Actions	2%	2%	2%	2%	2%
% Restaurants receiving formal					
orientation	100%	100%	100%	100%	100%
% Order Letter issued w/i	90%	90%	90%	90%	90%
3 days	90%	90%	90%	90%	90%
Court Actions	50	50	12	15	15
No. Tickets issued*	903	800	200	200	200
Solid Waste Inspections*	1,200	1,200	500	500	500
<i>*An inter-departmental program (Health &amp; DPW). Tickets figure includes warnings.</i>					
Swimming Pool Inspections	62	62	60	60	60
Lead Paint Inspections	4	5	3	3	3
Lead Paint Removal Notices	10	15	8	8	8
Asbestos Inspections	15	15	15	15	15
Asbestos Removal Notices	113	110	130	130	130
Food Inspections	720	720	710	710	710
Food Permits Issued	360	350	350	350	350
Housing Inspections	740	740	725	725	725
Order Letters	330	330	295	295	295
Tanning Salon Inspections	15	15	8	8	8
Taxi Safety Inspections	188	180	171	170	170
Weighing/Measuring Devices Tested for Accuracy					
Scales	223	225	229	230	230
Gasoline/Fuel Oil	72	75	197	190	190
Taxi Meter	188	180	171	170	170
Scanner Inspections	3	3	3	3	3



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM**

HEALTH

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>CHILD HEALTH</b>					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	N/A	1	N/A	N/A
Lead Tests on Children	6	10	12	12	12
Child Immunizations (Indvls)	290	290	267	270	270
Day Care Inspections	175	175	170	170	170
Day Care Licenses Issued	16	16	16	17	17
Day Care Ed. Programs	8	8	10	10	10
<b>COMMUNITY HEALTH</b>					
Disease Outbreaks Tracked	4	N/A	6	N/A	N/A
Disease Cases Confirmed	178	N/A	117	N/A	N/A
Animal Bites to Humans	125	N/A	125	N/A	N/A
Total Flu Shots	2,293	2,300	2,559	2300	N/A
Town Employee Flu Shots*	470	470	548	470	N/A
<i>* Occupational Health-led program</i>					
Choke-Saver Certification	176	175	130	175	140
TB Screening (Mantoux)*	174	170	47	170	50
<i>* TB Testing of school employees rescinded</i>					
TB Infected Persons	89	N/A	89	N/A	N/A
Active TB Cases	3	N/A	1	N/A	N/A
Blood Press. Screenings	768	750	736	750	750
Pneumonia Immunizations	31	30	32	30	30
Tetanus/Diphtheria	11	11	18	11	20
<b>MENTAL HEALTH</b>					
Emergency appts w/i 24 hrs	95%	96%	95%	96%	96%
Routine appts w/i 10 days	95%	96%	96%	96%	96%
Satisfaction with services	92%	92%	92%	92%	92%
Improvements by 6 visits	86%	87%	87%	88%	88%
Residents Served	2,780	2,790	2,780	2,800	2,800
Counseling Services	26,800	27,000	27,050	27,100	27,150
Outreach services	5,250	6,700	5,250	6,700	9,310
High School students successfully returning to and staying in school following hospitalization (BHRYS Program)					
New		New	20	55	90

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<b>SUBSTANCE ABUSE</b>					
Students using marijuana >100x*	3.5%	N/A	N/A	N/A	N/A
Students using alcohol before age 14*	25%	N/A	N/A	N/A	N/A
<i>*These data are collected every two years.</i>					
Counseling Svcs. (adults/youth)	4,666	4,500	4,030	4,500	4,000
Class Presentations	280	280	240	280	250
Staff Consults/Trainings	200	200	200	200	200
Community Presentations	24	25	12	25	15
School Violation Referrals	65	60	107	60	100
Police/Youth Diversion Referrals*	34	30	97	30	90
<i>*Walk and Talk Officers account for significant increase</i>					
Students Served	2,100	2,200	2,412	2,200	2,400
Youth Smoking Cessation Referrals	15	15	15	15	15



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM**

HEALTH

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	664,304	643,233	657,265	14,031	2.2%
Services	263,887	266,280	278,720	12,441	4.7%
Supplies	10,570	12,570	13,127	557	4.4%
Other	3,620	3,620	3,620	0	0.0%
Capital	25,330	9,280	10,580	1,300	14.0%
<b>TOTAL</b>	<b>967,711</b>	<b>934,982</b>	<b>963,312</b>	<b>28,330</b>	<b>3.0%</b>
BENEFITS			314,844		
REVENUE	178,739	161,400	161,400		

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	265,899	191,230	200,800	9,569	5.0%
Environmental Health	293,693	334,569	343,466	8,897	2.7%
Child Health	79,926	28,479	30,233	1,754	6.2%
Community Health	124,123	169,177	171,707	2,530	1.5%
Mental Health	146,446	150,804	155,313	4,509	3.0%
Substance Abuse	57,624	60,723	61,794	1,071	1.8%
<b>TOTAL</b>	<b>967,711</b>	<b>934,982</b>	<b>963,312</b>	<b>28,331</b>	<b>3.0%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	223,355	145,021	147,308	2,287	1.6%
Services	31,787	32,589	38,571	5,982	18.4%
Supplies	3,054	2,020	2,020	0	0.0%
Other	3,263	2,320	2,320	0	0.0%
Capital	4,440	9,280	10,580	1,300	14.0%
<b>TOTAL</b>	<b>265,899</b>	<b>191,230</b>	<b>200,800</b>	<b>9,569</b>	<b>5.0%</b>

**ENVIRONMENTAL HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	249,131	310,869	319,209	8,340	2.7%
Services	20,706	18,400	18,400	0	0.0%
Supplies	2,660	4,750	5,307	557	11.7%
Other	307	550	550	0	0.0%
Capital	20,889	0	0	0	0.0%
<b>TOTAL</b>	<b>293,693</b>	<b>334,569</b>	<b>343,466</b>	<b>8,897</b>	<b>2.7%</b>

**CHILD HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	32,133	10,747	12,014	1,267	11.8%
Services	46,553	16,232	16,719	487	3.0%
Supplies	1,225	1,250	1,250	0	0.0%
Other	15	250	250	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>79,926</b>	<b>28,479</b>	<b>30,233</b>	<b>1,754</b>	<b>6.2%</b>

**COMMUNITY HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	102,215	116,623	117,690	1,067	0.9%
Services	18,397	48,754	50,217	1,463	3.0%
Supplies	3,476	3,550	3,550	0	0.0%
Other	35	250	250	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>124,123</b>	<b>169,177</b>	<b>171,707</b>	<b>2,530</b>	<b>1.5%</b>

**MENTAL HEALTH**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	0	0	0	0	0.0%
Services	146,446	150,304	154,813	4,509	3.0%
Supplies	0	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>146,446</b>	<b>150,804</b>	<b>155,313</b>	<b>4,509</b>	<b>3.0%</b>

**SUBSTANCE ABUSE**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	57,468	59,973	61,044	1,071	1.8%
Services	0	0	0	0	0.0%
Supplies	156	500	500	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>57,624</b>	<b>60,723</b>	<b>61,794</b>	<b>1,071</b>	<b>1.8%</b>



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY - ELEMENTS**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** HEALTH

**ENVIRONMENTAL HEALTH SUB-PROGRAM**

**SUMMARY OF ELEMENTS**

ELEMENTS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
General	127,344	130,645	138,860	8,215	6.3%
Food Inspection	74,560	98,760	99,049	289	0.3%
Housing Inspection	59,975	84,963	85,793	830	1.0%
Weights & Measures	31,814	20,201	19,763	-438	-2.2%
<b>TOTAL</b>	<b>293,693</b>	<b>334,569</b>	<b>343,466</b>	<b>8,897</b>	<b>2.7%</b>

**GENERAL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	98,360	108,645	116,303	7,658	7.0%
Services	20,706	18,400	18,400	0	0.0%
Supplies	1,043	3,250	3,807	557	17.1%
Other	272	350	350	0	0.0%
Capital	6,963	0	0	0	
<b>TOTAL</b>	<b>127,344</b>	<b>130,646</b>	<b>138,860</b>	<b>8,214</b>	<b>6.3%</b>

**FOOD INSPECTION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	67,127	98,160	98,449	289	0.3%
Services	0	0	0	0	0.0%
Supplies	470	500	500	0	0.0%
Other	0	100	100	0	0.0%
Capital	6,963	0	0	0	
<b>TOTAL</b>	<b>74,560</b>	<b>98,760</b>	<b>99,049</b>	<b>289</b>	<b>0.3%</b>

**HOUSING INSPECTION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	52,658	84,463	85,293	830	1.0%
Services	0	0	0	0	0.0%
Supplies	354	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	6,963	0	0	0	
<b>TOTAL</b>	<b>59,975</b>	<b>84,963</b>	<b>85,793</b>	<b>830</b>	<b>1.0%</b>

**WEIGHTS AND MEASURES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	30,986	19,601	19,163	-438	-2.2%
Services	0	0	0	0	0.0%
Supplies	793	500	500	0	0.0%
Other	35	100	100	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>31,814</b>	<b>20,201</b>	<b>19,763</b>	<b>-438</b>	<b>-2.2%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM**

HEALTH

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries			(0.50)	(1)					
	Dir. of Pub. Health/Human Ser.	D-6	1.00	1.00	84,230	99,218	1.00	93,482	1.00	94,884
	Chief Sanitarian/Asst. Dir. of Health	T-10	0.00	1.00	64,017	69,647	1.00	62,652	1.00	63,766
	Chief Inspector	G-17	1.00	0.00	57,551	58,350	0.00	0	0.00	0
	Coord. Substance Abuse & Violence Prev.	T-7	0.00	1.00	54,722	61,916	1.00	58,723	1.00	59,769
	Drug and Alcohol Coordinator	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Coord. Alcohol/Drug Abuse Treatment Svcs.	T-7	0.00	1.00	54,722	61,916	1.00	58,723	1.00	59,769
	Substance Abuse Coordinator	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Public Health Sanitarian	GN-11	0.00	0.00	54,050	56,770	0.00	0	1.00	54,942
	Sanitarian	G-15	1.00	1.00	51,304	51,943	1.00	54,050	0.00	0
	Senior Public Health Inspector	GN-10	0.00	0.00	49,588	52,083	0.00	0	3.00	151,218
	Senior Sanitary Inspector	G-13	3.00	3.00	46,852	47,491	3.00	148,764	0.00	0
	Principal Clerk	C-9	1.00	1.00	39,259	40,882	1.00	40,315	1.00	40,477
	Senior Clerk Typist	C-4	1.00	1.00	32,529	34,086	1.00	33,748	1.00	34,086
	<i>Less 6-month impact of Pay Plan adjustment</i>							(4,721)		
	Subtotal		10.00	10.00			10.00	545,735	10.00	558,911
510102	Permanent Part Time Salaries									
	Sealer of Weights/Measures	D-2	0.45	0.45	59,133	69,655	0.00	0	0.00	0
	Dep. Inspector Weights/Measures		0.40	0.40		\$16.56/hr.	0.40	17,793	0.40	17,793
	Inspector of Animals		0.20	0.20		\$1,000/month	0.20	11,420	0.20	12,000
	Community Health Manager (1)	T-7	0.00	0.70	54,722	61,916	0.70	29,566	0.70	29,566
	Community Health Coordinator		0.70	0.00		25.04/hr	0.00	0	0.00	0
	Day Care Inspector		0.60	0.60	\$680/month	\$1,484/month	0.60	25,961	0.60	25,961
	Subtotal		2.35	2.35			1.90	84,739	1.90	85,320
510901	Temporary Part Time Salaries									
	Graduate Student Interns		1.50	1.50		\$2,000/yr.	1.50	3,000	1.50	3,000
	Subtotal		1.50	1.50			1.50	3,000	1.50	3,000
	<i>Full Time/Part Time Salaries-Grants</i>									
	Substance Abuse Counselor	T-4	1.00	1.00	43,440	49,151	1.00	45,000	1.00	45,801
	Violence Prevention Coordinator		0.45	0.45		\$21.79/hr.	0.45	19,578	0.45	19,578
	Senior Clerk-Typist	C-4	0.67	0.67	32,529	34,086	0.67	22,501	0.67	22,611
	Program Coordinator		0.33	0.33		\$1,354/mo.	0.33	16,573	0.33	16,573
	Graduate Student Interns		3.50	3.50		\$2,000/yr.	3.50	7,000	3.50	7,000
	Emergency Preparation Coordinator		0.00	0.00		30,000	1.00	40,000	1.00	40,000
			5.95	5.95			6.95	150,652	6.95	151,563
	<i>Grants</i>									
	Private Grants							(36,974)		(37,084)
	State Grant via Police Dept.							(19,578)		(19,578)
	School Dept. Reimb.							(54,100)		(54,901)
	Federal Grant (HHS)							(30,000)		(30,000)
	State Grant							(10,000)		(10,000)
	Net Grant-Funded Salary Total		5.95	5.95			6.95	0	6.95	0
	Other									
510300	Regular Overtime							2,759		2,759
513044	Longevity Pay							3,550		3,775
515501	Uniform/Clothing Allowance/ In Lieu of Boots							3,450		3,500
	Subtotal							9,759		10,034
	<b>Total</b>		<b>19.80</b>	<b>19.80</b>			<b>20.35</b>	<b>643,233</b>	<b>20.35</b>	<b>657,265</b>

(1) 30% of this position is funded via a private grant. The \$29,566 is the net salary (\$42,237 is the full salary.)



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**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, as well as assistance in paying medical bills, to those who meet specific eligibility requirements. The Department receives state reimbursement for 75% of benefit expenditures and assists Veterans in obtaining benefits from the Veterans Administration and from other programs funded 100% by the federal government.

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.

**FY2006 OBJECTIVES**

1. To continue to maintain a high level of accuracy in reporting and filing Veteran's Benefits forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.
2. To work with the Brookline Housing Authority, Pine Street and the Coalition to End Homelessness in securing housing for needy veterans and their dependents.
3. To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment), healthcare (Medicare/Medicaid, Mass. Health, Springwell), and housing to help improve their lives while lessening the Town's financial burden.
4. To work with the Veterans of Foreign Wars, American Legion and all other veterans organizations to coordinate the Memorial Day, Veterans Day and Flag Day Celebrations.
5. 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.
6. To refer veterans in need of legal advice to agencies that offer pro bono legal counsel.
7. To ensure all Brookline veterans are offered assistance through Veterans' Services in a timely and professional manner and are treated with the highest level of dignity and respect for serving their country in a time of need.

**BUDGET STATEMENT**

The FY06 budget reflects an increase of \$431 (0.2%) due to Steps and other contractual obligations (\$571), partially offset by a savings in service contracts for equipment.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	80,606	103,418	103,989	571	0.6%
Services	1,861	2,173	2,033	-140	-6.4%
Supplies	517	650	650	0	0.0%
Other	81,270	84,995	84,995	0	0.0%
Capital	823	1,162	1,162	0	0.0%
<b>TOTAL</b>	<b>165,077</b>	<b>192,398</b>	<b>192,829</b>	<b>431</b>	<b>0.2%</b>
BENEFITS			49,939		
REVENUE	0	0	0		



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** VETERANS

**ACCOMPLISHMENTS**

1. Continued to achieve a 100% approval of all Veterans' Benefits by filing precise and accurate claims to the Boston Veterans Services Department.
2. Financially assisted 13 Brookline Veterans and their families in their time of need.
3. Coordinated with the VA Hospitals in getting proper medical treatment for Veterans in need of outreach counseling and mental health assessments.
4. Aided veterans with employment searches and helped enroll them in technical training classes at the New England Shelter for Homeless Veterans.
5. Received donations of clothing, furniture and medical equipment for disabled veterans that were forwarded to Pine Street Housing in Brookline and the VA Hospital.
6. Filed VA Claims for non-service and service connected disabilities, burial allowances, widow's pension, and education benefits.
7. Continued to maintain over 300 VA Case Files in-house.
8. Began using a new Access Program from the State Department of Veterans' Services to help with the application process and monthly medical/benefits payment reporting.
9. Housed several homeless veterans with the assistance of Brookline's drug and alcohol counselor and Brookline Housing Authority and Pine Street.
10. Worked with Brookline Mental Health, Council on Aging and the VA Outpatient Program to ensure proper mental health treatment for aging veterans.
11. Filed applications for headstone/grave markers for widows/dependents of deceased veterans.
12. 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 visits, and medications).
13. Decorated over 3,000 graves for Memorial Day Services honoring veterans.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<u>Performance:</u>					
% of Claims Approved by the State	100%	100%	100%	100%	100%
Funds Raised for Flag Day	\$24,000	\$25,000	\$31,000	\$25,000	\$25,000
% of Flag Day Costs Covered through Private Sources	N/A*	70%	100%	70%	70%
Flag Day Volunteers	40	40	40	40	40
<u>Workload:</u>					
Recipients of Benefits (Monthly Average)	12	12	11	12	12
Service Recipients	560	560	560	560	560
Information Requests	790	790	790	790	790

\*In FY2003, the parade was cancelled due to inclement weather.



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM**

VETERANS

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Veterans Director / Emergency Prep. Coordinator	T-10	0.00	0.00	61,555	69,647	1.00	61,555	1.00	62,651
	Director of Veterans' Services (1)	D-2	1.00	1.00	59,133	69,655	0.00	0	0.00	0
	Head Clerk	C-8	0.00	0.00	38,068	39,680	1.00	39,680	1.00	39,680
	Head Clerk	C-9	1.00	1.00	39,259	40,882	0.00	0	0.00	0
	Subtotal		2.00	2.00			2.00	101,235	2.00	102,331
	Other									
510300	Overtime							683		683
513044	Longevity Pay							1,250		725
515501	Clothing/Uniform Allowance (In lieu of boots)							250		250
	Subtotal							2,183		1,658
	<b>Total</b>		<b>2.00</b>	<b>2.00</b>			<b>2.00</b>	<b>103,418</b>	<b>2.00</b>	<b>103,989</b>
	(1) Prior to FY2005, 45% of salary was included under Health Department budget.									



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**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 assistant, 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 FY06 budget reflects a decrease of \$19,727 (2.9%) due primarily to a change in how the BETS program is accounted for (the \$24,000 reduction in "Other" reflects the move back to the CDBG budget). Personnel decreases \$3,259 (0.6%) for increases in the CDBG and Grants charge-offs (\$6,477 and \$670, respectively), partially offset by increases for Steps and other contractual obligations (\$3,577) and the implementation of the new AFSCME Pay Plan (\$311). Services increase \$7,532 (6.6%) due primarily to Natural Gas (\$7,245).

**FY2006 OBJECTIVES**

1. To assist in fundraising efforts to support the van with all private money, an estimated value of \$20,000 per year.
2. To continue to assist the non-profit in its fundraising efforts to cover the cost of programs, supplies, and equipment for Senior Center, an estimated value of \$50,000 per year.
3. To expand the van program to four days a week.
4. To determine the need and cost of expanding hours of operation of the Senior Center.
5. To provide on-going outreach programs to Brookline Housing Authority (BHA) residents.
6. To recruit members and assist Rogerson Communities in promoting the Fitness First Program at the Senior Center.
7. To conduct an over-85 outreach project.
8. To update, publish, and distribute 2,000 Elder Resource Guides.
9. To produce a five-year strategic plan for Brookline elders.
10. To assist the Town's tercentennial committee in celebrating Brookline's 300th anniversary.
11. To celebrate the Council's 50th anniversary.
12. To continue to recruit, train, supervise, and retain volunteers that are critical to the daily operation of the Senior Center.
13. To continue to obtain CDBG funds for three critical Council on Aging programs: taxi discount program, home care, and jobs program for seniors.
14. To continue the highly successful intergenerational programs with the Brookline Public Schools.
15. To continue to work with various Town departments and other Town non-profits to provide high-quality programs and services to Brookline elders.
16. To provide information, referral, and assistance to Town employees and their families on geriatric issues.
17. To continue with our diversity efforts to ensure that all elders receive services, support, and translation services.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	500,940	514,103	510,844	-3,259	-0.6%
Services	118,131	114,546	122,078	7,532	6.6%
Supplies	10,213	20,250	20,250	0	0.0%
Other	2,029	26,150	2,150	-24,000	-91.8%
Capital	0	6,961	6,961	0	0.0%
<b>TOTAL</b>	<b>631,313</b>	<b>682,010</b>	<b>662,283</b>	<b>-19,727</b>	<b>-2.9%</b>
BENEFITS			194,589		
REVENUE	5,000	6,000	6,000		



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP**

HUMAN SERVICES

**PROGRAM SUMMARY**

**PROGRAM**

COUNCIL ON AGING

**ACCOMPLISHMENTS**

1. Secured over \$120,000 in federal, state, and private grant monies to fund over 15 positions, as well as direct programs, at the Senior Center.
2. Began a new van program to transport over 150 seniors to and from the Senior Center at no cost to the Town.
3. Mailed an outreach newsletter to over 4,800 households with a member over 65.
4. Conducted the first-ever Job Fair at Senior Center with 11 employers and over 75 seniors participating.
5. Conducted an annual survey of Senior Center participants.
6. Began a new JOBS program to employ low-income seniors and provide assistance with Senior Center programs.
7. Successfully began the first-ever Career in Aging program to introduce high school students to the field of gerontology.
8. Published an Elder Resource Guide and distributed over 1,000 copies.
9. Hired a substitute driver for the Elderbus to reduce days when the bus is not available.
10. Continued successful collaboration with the Greater Boston Chinese Golden Age Center to provide over 100 Asian elders with outreach, translation, programs and social services.
11. Offered weekly Social Security Office services to Brookline residents after Social Security proposed to close their Brookline office.
12. Collaborated with various Town departments and local agencies to provide quality programming at the Senior Center.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
Elderbus Contributions					
Donated*	\$3,685	\$3,900	\$3,958	\$3,900	\$4,000
Van Program					
Rides Given	New	New	1,400	2,000	2,000
Number of Riders	New	New	150	200	200
Volunteers - Total	260	265	280	265	275
Volunteers - New	52	50	42	50	50
Job Placements	42	45	45	45	45
Total Caseload	New	New	126	130	130
Geriatric Social Work					
New Referrals	120	100	104	100	100
Homecare Program (HELP)					
New Referrals	60	75	64	75	70
Total Clients	288	280	284	290	290
Information/Referral					
Annual Phone Calls	10,218	10,500	10,300	10,500	10,500
Taxi Discount Program (BETS)					
Total Clients	750	850	690	690	700
New Referrals	70	70	43	65	65
Senior Center					
Average # Daily Programs	New	12	12	12	12
Average # Daily Participants	New	150	200	200	200

\*Prior to FY2003, donations funded the Elderbus Driver's salary. The position is now fully-funded by the Town, so donations support fuel and maintenance costs.



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** COUNCIL ON AGING

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Director	D-4	1.00	1.00	71,551	84,038	1.00	74,819	1.00	75,941
	Supervisor of Services	T-7	0.00	1.00	54,722	61,916	1.00	57,697	1.00	58,724
	Staff and Volunteer Coordinator	G-16	1.00	0.00	55,917	56,716	0.00	0	0.00	0
	Program Manager	T-5	0.00	1.00	46,915	53,083	1.00	50,346	1.00	51,242
	Senior Counselor	G-14	1.00	0.00	48,583	49,222	0.00	0	0.00	0
	Clinical Social Worker III	T-4	0.00	1.00	43,440	49,151	1.00	44,213	1.00	45,000
	Group Worker	G-10	1.00	0.00	43,037	43,676	0.00	0	0.00	0
	Home Care Coordinator	T-3	0.00	1.00	40,223	45,510	1.00	43,071	1.00	41,667
	Counselor II	G-10	1.00	0.00	43,037	43,676	0.00	0	0.00	0
	Building Custodian	MN-2	0.00	0.00	37,037	38,923	0.00	0	1.00	38,923
	Building Custodian	G-8	1.00	1.00	38,092	38,572	1.00	38,923	0.00	0
	Clinical Social Worker I	T-1	0.00	1.00	34,485	39,018	1.00	38,335	1.00	39,018
	Counselor I	G-7	1.00	0.00	36,562	37,041	0.00	0	0.00	0
	Senior Clerk Typist	C-7	1.00	1.00	36,538	38,136	1.00	37,758	1.00	37,758
	Bus Driver	GN-3	0.00	0.00	29,014	30,475	0.00	0	1.00	30,475
	Elderbus Driver		1.00	1.00		\$15.32/hour	1.00	29,980	0.00	0
	<i>Less 6-month impact of payplan adjustment</i>							(254)		
	Subtotal		9.00	9.00			9.00	415,142	9.00	418,748
510102	Permanent Part Time Salaries									
	Houseworker	G-1	0.50	0.60	27,323	27,802	0.00	0	0.00	0
	Group Leader- COA	GN-2	0.00	0.00	26,377	27,704	0.00	0	0.80	22,164
	Group Leader		0.80	0.80		\$13.87/hour	0.80	21,804	0.00	0
	Clinical Social Worker II	T-3	0.00	0.53	40,223	45,510	0.53	23,843	0.53	24,120
	Counselor II	G-10	0.50	0.00	43,037	43,676	0.00	0	0.00	0
	Clinical Social Worker I	T-1	0.00	0.50	34,485	39,018	0.50	18,834	0.50	19,168
	Counselor I	G-7	0.50	0.00	36,562	37,041	0.00	0	0.00	0
	Assistant Home Care Coordinator (HELP)	T-1	0.00	1.00	34,485	39,018	1.00	37,665	1.00	38,335
	<i>Less CDBG Charge Off</i>									(8,118)
	<i>Less 6-month impact of payplan adjustment</i>							(57)		
	Subtotal		2.30	3.43			2.83	102,089	2.83	95,669
	Full Time/Part Time Salaries-Grants									
	Community Aide		1.40	1.40	\$10.72/hour	\$11.03/hour	1.40	30,217	1.40	30,217
	HELP Program Counselor	G-7	1.00	0.00	36,562	37,041	0.00	0	0.00	0
	JOBS Program Coordinator		0.45	0.45		\$17.06/hour	0.45	15,032	0.45	15,032
	Elderbus Driver		1.00	0.00		\$15.32/hour	0.00	0	0.00	0
	BETS Coordinator		0.33	0.33		\$17.71/hour	0.33	6,925	0.33	6,925
	Community Aides		1.00	1.00	\$10.72/hour	\$11.03/hour	1.00	20,565	1.00	20,565
	Other		5.18	3.18			3.18	72,739	3.18	72,739
513044	Longevity Pay							3,420		3,645
515501	Clothing/Uniform Allowance (In lieu of boots)							900		900
	Subtotal							4,320		4,545
	<b>Total</b>		<b>16.48</b>	<b>15.61</b>			<b>15.01</b>	<b>514,103</b>	<b>15.01</b>	<b>510,844</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP** HUMAN SERVICES

**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 FY06 budget reflects an increase of \$1,355 (1%) due to Steps and other contractual obligations.

**FY2006 OBJECTIVES**

**Human Relations - Youth Resources**

1. To engage in strategic planning to enhance the Commission's ability to serve residents in the areas of inter-group relations, civil rights and youth advocacy.
2. To continue to provide staff assistance to the Brookline Domestic Violence Roundtable.
3. To assume a leadership role in the production of the 10th season of "The Safety Net" CATV program on domestic violence.
4. To sponsor the annual Human Relations Youth Awards.
5. To help generate private sector jobs for teenagers.
6. To conduct forums on current issues in the areas of inter-group relations, civil rights and youth advocacy in cooperation with other Town groups.

**PROGRAM SUMMARY**

**PROGRAM** HUMAN RELATIONS - YOUTH RESOURCES

**FY2006 OBJECTIVES (con't.)**

**Human Relations - Youth Resources (con't.)**

7. To work with the Massachusetts Association of Human Relations/Human Rights Commissions on regional programming.
8. To do programming with regard to the celebration of Martin Luther King Day, Asian American Heritage Month and the Russian American community, as well as to work with the Brookline 300 Committee.
9. To prepare the federal EEO-4 report on diversity in the municipal work force.

**Americans with Disabilities Act Coordinator**

1. To work with Town Departments and residents in carrying out mandates of Section 504 and Title II of the Americans with Disabilities Act (ADA).
2. To revise the Town's ADA Transition Plan.

**Broadband Monitoring Committee**

1. To work with residents, businesses, Town agencies, and organizations to resolve complaints regarding Comcast and RCN as Ombudsman for CATV.
2. To staff the Broadband Monitoring Committee.
3. To assist the CATV Coordinating Committee with license renewal for Comcast and RCN.
4. To expand the Department's utilization of the Town's website to more fully communicate with Town residents and businesses.

**Emergency Management/Public Safety**

1. To continue to participate on the Town's Emergency Management Team in the aftermath of terrorist attacks on the United States.
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.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	122,158	120,942	122,237	1,295	1.1%
Services	2,067	4,372	4,432	60	1.4%
Supplies	2,647	4,100	4,100	0	0.0%
Other	197	600	600	0	0.0%
Capital	486	1,160	1,160	0	0.0%
<b>TOTAL</b>	<b>127,555</b>	<b>131,174</b>	<b>132,529</b>	<b>1,355</b>	<b>1.0%</b>
BENEFITS			31,874		
REVENUE	0	100	100		



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
HUMAN SERVICES

**PROGRAM**  
HUMAN RELATIONS - YOUTH RESOURCES

**ACCOMPLISHMENTS**

**Human Relations - Youth Resources**

1. Worked with the Town Administrator to discuss issues of mutual concern in the areas of inter-group relations, civil rights and youth advocacy.
2. Met regularly with the Schools, Brookline Housing Authority, Brookline School-Community Partnership (S-CP), and the Recreation Department to discuss youth-related matters.
3. Assisted the School-Community Partnership in recruiting summer jobs.
4. Met with Senator Cynthia Creem to discuss the impact of budget cuts on the delivery of human services.
5. Participated on the Comprehensive Plan Committee, CDBG Committee and Brookline 300 Committee.
6. Co-sponsored a program on domestic violence.
7. Assisted in the production of 9th season of "The Safety Net" CATV program produced by the Brookline Domestic Violence Roundtable (DVRT).
8. Assisted in the planning of monthly meetings of the DVRT.
9. Sponsored the annual Youth Awards with the Brookline Rotary.
10. Worked with Comcast to arrange for the appearance of the C-SPAN Bus at the Devotion School.
11. Worked with the Superintendent of Schools to discuss ways in which the Commission may work more closely with the schools.
12. Co-sponsored with the Health Department a program on youth nutrition.
13. Co-sponsored along with the Brookline Coalition for Authentic Reform in Education (CARE) a forum on their concerns with the No Child Left Behind Act.
14. Assisted the Brookline METCO Coordinator in establishing a Brookline Advisory Board.
15. Sponsored the 2004 Martin Luther King Day program with a dramatic presentation by actress Marcia Estabrook as escaped slave Ellen Craft.
16. Sponsored a panel discussion on the Asian experience in Brookline.
17. Commission Vice Chair Dr. Ed Wang was a panel participant on the Brookline Reads program focusing on "Snow in August".
18. Commission Chair Dr. Susan Howards was appointed to the MBTA Civilian Advisory Committee for Civil Rights.
19. Worked with Facing History and Ourselves on educational programming.
20. The Director represented the Commission at the Asian Bank reception
21. Participated in meetings of Town-Wide School Diversity Committee.
22. Worked with Massachusetts Association of Human Relations/Human Rights Commissions on regional programs.

**Americans with Disabilities Act Coordinator**

1. Advocated for residents and other people with disabilities.
2. Worked with Commission for the Disabled Chair and Town departments in updating the self-evaluation component of the revised ADA Transition Plan.

**ACCOMPLISHMENTS (con't.)**

**Americans with Disabilities Act Coordinator (con't.)**

3. Worked with the MA Office on Disability and Town departments on ADA compliance, including an audit of polling places in the town.

**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. Received 305 complaints and inquiries from residents regarding CATV.
3. Worked on a year-long study of the Comcast system with the Town's consultant William Pohts.
4. Worked with the CATV Coordinating Committee on the Comcast Renewal License.
5. Broadband Monitoring Committee Chair Fran Berger served on the Governor's Special Commission on Cable Regulation.

**Emergency Management/Public Safety**

1. Participated on the Town's Emergency Management Team.
2. Commission Chair Dr. Susan Howards was a participant in the Brookline Community Emergency Response Team.
3. In conjunction with the Police Department, presented a panel discussion on the Northeastern University Racial and Gender Profiling Project
4. Participated on the Norfolk District Attorney's Anti-Crime Council and served on a sub-committee dealing with youths with learning disabilities who become involved with the juvenile justice system.
5. The Commission Director was appointed to the Norfolk Sheriff's Recruitment Community Involvement Board.
6. Hosted an information table at the 2004 National Night Out (Women Taking Back the Night) program on Pearl Street.
7. Presented a panel discussion on the death penalty in cooperation with Brookline Adult and Community Education and the Library.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
Full-time/Part-time					
Minorities Employed	*	64	64	65	65
Full-time/Part-time					
Women Employed	249	251	201	201	201
Youth Awards Presented	49	50	47	50	50
CATV Complaints/ Inquiries Processed	203	275	305	275	275
Events Sponsored	7	New	8	8	8



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** HUMAN SERVICES

**PROGRAM** HUMAN RELATIONS - YOUTH RESOURCES

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Director	D-4	1.0	1.0	71,551	84,283	1.00	83,038	1.00	84,283
	Senior Clerk Stenographer	C-5	1.0	1.0	34,378	35,954	1.00	35,954	1.00	35,954
	Subtotal		2.0	2.0			2.00	118,992	2.00	120,237
510901	Temporary Part-time Salaries									
	Events Coordinator		0.3	0.3			0.00	0	0.00	0
	Subtotal		0.3	0.3			0.00	0	0.00	0
513044	Longevity Pay							1,700		1,750
515501	Clothing/Uniform Allowance (In lieu of Boots)							250		250
	Subtotal							1,950		2,000
	<b>Total</b>		<b>2.3</b>	<b>2.3</b>			<b>2.00</b>	<b>120,942</b>	<b>2.00</b>	<b>122,237</b>



**FY2006 PROGRAM BUDGET**

**THIS PAGE RESERVED FOR NOTES**



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

LEISURE SERVICES

RECREATION

**PROGRAM DESCRIPTION**

The Park and Recreation Commission consists of seven residents appointed by the Board of Selectmen and serves as the policy-making body 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-efficient 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.

In addition to the four sub-programs listed below, the Department also oversees the Brookline Golf Club at Putterham Meadows and the Recreation Revolving Fund. Please see the detail of these two separate funds that follow this General Fund budget recommendation.

1. The **Administration Sub-program** is responsible for the overall work of the Department in accordance with the policies established by the Park and Recreation Commission. Staff organize, maintain, and control all recreation programs activities, 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 department funds, prepares annual estimates of financial need and master plans, and supervises the recording of receipts and expenditures.

2. The **Swimming Pool Sub-program** funds the complex that consists of three pools: a 42' x 75' pool, a 30' x 36' diving pool, and a 25' x 36' teaching pool. The major aspects of service are to provide swimming, life saving, and competitive swimming. All facilities are shared with the School Department during the school day throughout the year. Conditioning and stroke mechanics are offered to all participants. Day camp participants use the pool on a regular basis during the camp season. Sailing tests for sailing clubs and on-going merit badge testing for Boy and Girl scout troops, as well as American Red Cross certified programs, are also available. The pool is available for rental by private groups.

**PROGRAM DESCRIPTION (con't.)**

3. The **Summer Programs Sub-program** supports the activities that take place at Brookline's 26 playgrounds, all of which are open to local residents for leisure time self-directed activities. Program offerings include:

- Summer Day Camps are conducted for children ages 4 to 6 at the Main Facility and the Soule Recreation Center and ages 7 to 12 at the Pierce School and Larz Anderson Park. Each day includes varied activities and special events. These camps are in operation from 8:30 a.m. to 4:00 p.m., Monday through Friday.
- Twilight softball leagues are conducted for men and women of all ages.
- Tennis is available in 11 different areas. A qualified company that provides professional tennis instructors is contracted with to teach individual and class lessons.
- Gardening is conducted in 72 plots at Larz Anderson Park.
- Four summer concerts are planned as several one-day special events for families throughout town along with various offerings for teenagers.
- The Brookline Golden Age Club offers day field trips, runs the Senior Scene newspaper, and holds an annual holiday party.

Youth Workers are an integral part of staffing for all Town departments and the administration of this program is coordinated by the Recreation Office.

4. The **Fall, Winter, and Spring Sub-program** supports all programs offered during those three seasons. These activities are available to all age groups throughout Brookline and include both passive and active leisure time offerings. Corresponding fees and charges that support these activities are fixed at levels that provide access to residents from all socio-economic backgrounds. Provisions for scholarships, as required, are addressed on a case-by-case basis.

**BUDGET STATEMENT**

The FY06 budget reflects an increase of \$44,713 (3.6%). Personnel increases \$12,547 (1.2%) for the implementation of the new AFSCME Pay Plan (\$7,726) and Steps and other contractual obligations (\$4,821). Services increase \$27,568 (15.4%) for Natural Gas (\$23,190), Transportation Rentals and Leases (\$1,800), Building Cleaning Services (\$1,360), Data Processing Equipment Repair and Maintenance (\$467), Heating Oil (\$450), and Copier Leaser (\$300). Supplies increase \$5,798 (14.2%) for Gasoline (\$2,420), Diesel (\$2,378), and Recreation Supplies (\$1,000). Capital decreases \$1,200 (15.8%).



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP** LEISURE SERVICES

RECREATION

**FY2006 OBJECTIVES**

1. To prepare a Park and Recreation Facilities Master Plan through collaboration with the Department of Public Works' Division of Parks, Open Space, School Department, School Committee, Conservation Commission, Park and Recreation Commission and the Board of Selectmen.
2. To continue to pursue opportunities for access to recreational facilities and joint public-private financing of recreational facilities.
3. To pursue playground and playing field improvements including upgrading equipment and fields.
4. To rehabilitate and upgrade recreational facilities including the swimming pool, tennis courts, and basketball courts.
5. To continue staff training opportunities at the pool, early childhood programming and Day Camp.
6. To increase on-line registrations by 5%.

**ACCOMPLISHMENTS**

1. The Youth Sports Council established a Code of Ethics for all Brookline Youth Sports Organizations.
2. Instituted a new "Green Dog Off-Leash Pilot Program" after Town Meeting approval. The Park and Recreation Commission reported to Town Meeting on all aspects of this pilot program at the May 2005 Town Meeting.
3. Chose Pressley Associates as the consultant for the Parks, Open Space and Recreation Master Plan. The Master Plan is underway for a Fall 2005 completion.
4. Continued to work with the Brookline 300 Committee to establish programming for Brookline's 300 Anniversary celebrations.
5. Worked with the Health Department to install Automatic External Defibrillators (AEDs) at the Evelyn Kirrane Aquatics Center, Main Gymnasium and Golf Course.
6. Purchased new lifeguard chairs and teaching platforms for the swimming pool.
7. In conjunction with the Brookline School-Community Partnership, transferred operation of the CDBG Youth Employment Program under the auspices of the Partnership, with all payroll remaining within the Recreation Department.
8. Received over \$13,000 in grant funds through the Brookline Community Fund to include a new handicap lift at the swimming pool.
9. Completely refurbished the main office at the Eliot Recreation Center.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
Registration by Telephone	2,620	2,600	2,250	2,300	2,200
On-Line Registration/Payment					
# of Registrations	1,551	1,600	1,693	1,700	1,700
\$ Collected	\$98,700	\$100,000	\$105,809	\$110,000	\$115,000
Telephone Inquiries	2,020	2,000	1,900	1,800	700
Commission Projects	22	20	21	22	22
Larz Anderson Picnic Permits	828	860	826	830	850
Larz Anderson Picnic					
Attendees	4,960	4,800	4,980	4,900	4,900
Playing Field Permits	3,810	3,900	3,628	3,800	3,800
Pool Use by:					
General Public	73,800	74,000	72,900	73,000	73,000
Grammar Schools	7,120	7,300	7,110	7,200	7,200
BHS Swim Team	70	70	74	70	70
Recreation Swim Team	262	270	210	240	240
Pool Rental (hours)	1,535	1,550	1,520	1,550	1,550
Adult Swim Lessons	210	210	210	210	210
Children Swim Lessons	1,050	1,050	1,038	1,050	1,050
Life Saving & C.P.R.	23	18	24	22	22
Scuba Diving Lessons	30	30	30	30	30
Aqua Babies	49	50	48	50	50
Community Gardens	72	72	72	72	72
Outdoor Tennis	1,775	1,800	1,655	1,700	1,700
Men's Softball	236	230	228	230	230
Women's Softball	129	130	0	0	0
Day Camps	462	480	492	480	480
Special Events	1,700	1,700	1,700	1,700	1,700
Girl's Softball	221	220	232	220	220
% of Concerts					
Privately Sponsored	100%	100%	100%	100%	100%
Larz Anderson Skating Rink:					
General Public	22,674	22,000	23,464	23,000	23,000
Senior Hockey League	92	90	94	90	90
Youth Hockey League	277	220	232	240	240
Brookline HS Hockey	110	112	109	110	110
Rink Rentals	438	450	452	450	450
After School Enrichment	44	45	43	45	45
Main Gym	367	450	410	400	400
Youth Basketball	308	300	289	300	300
Indoor Tennis (Open Play)	400	400	344	350	350
Indoor Tennis (Lessons)	350	350	330	335	335



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP** LEISURE SERVICES

RECREATION

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,063,938	1,022,336	1,034,883	12,547	1.2%
Services	184,587	178,952	206,520	27,568	15.4%
Supplies	39,386	40,846	46,644	5,798	14.2%
Other	2,200	2,400	2,400	0	0.0%
Capital	1,842	7,580	6,380	-1,200	-15.8%
<b>TOTAL</b>	<b>1,291,953</b>	<b>1,252,114</b>	<b>1,296,827</b>	<b>44,713</b>	<b>3.6%</b>
BENEFITS			599,054		
REVENUE	345,802	350,000	330,000		

**SUMMARY OF SUB-PROGRAMS**

ELEMENTS	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	243,716	220,357	220,672	315	0.1%
Swimming Pool	294,194	272,536	280,620	8,084	3.0%
Summer Programs	462,649	454,321	463,723	9,401	2.1%
Fall, Winter, Spring Programs	291,394	304,899	331,812	26,913	8.8%
<b>TOTAL</b>	<b>1,291,953</b>	<b>1,252,114</b>	<b>1,296,827</b>	<b>44,713</b>	<b>3.6%</b>
Enterprise	1,210,668	1,390,863	1,196,950	-193,913	-13.9%
Revolving Fund	692,491	1,009,781	1,096,279	86,497	8.6%

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	209,482	184,368	178,663	-5,705	-3.1%
Services	24,306	22,909	24,131	1,221	5.3%
Supplies	5,886	4,300	9,098	4,798	111.6%
Other	2,200	2,400	2,400	0	0.0%
Capital	1,842	6,380	6,380	0	0.0%
<b>TOTAL</b>	<b>243,716</b>	<b>220,357</b>	<b>220,672</b>	<b>315</b>	<b>0.1%</b>

**SWIMMING POOL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	288,289	262,419	270,703	8,284	3.2%
Services	1,003	3,900	3,900	0	0.0%
Supplies	4,902	5,017	6,017	1,000	19.9%
Other	0	0	0	0	0.0%
Capital	0	1,200	0	-1,200	0.0%
<b>TOTAL</b>	<b>294,194</b>	<b>272,536</b>	<b>280,620</b>	<b>8,084</b>	<b>3.0%</b>

**SUMMER PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	395,507	389,919	397,167	7,248	1.9%
Services	50,314	44,992	47,146	2,153	4.8%
Supplies	16,828	19,410	19,410	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>462,649</b>	<b>454,321</b>	<b>463,723</b>	<b>9,401</b>	<b>2.1%</b>

**FALL, WINTER, SPRING PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	170,660	185,630	188,350	2,720	1.5%
Services	108,963	107,150	131,344	24,193	22.6%
Supplies	11,771	12,119	12,119	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>291,394</b>	<b>304,899</b>	<b>331,812</b>	<b>26,913</b>	<b>8.8%</b>



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

LEISURE SERVICES

RECREATION

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-5	1.00	1.00	77,900	91,869	1.00	86,557	1.00	87,856
	Area Manager / Programs	GN-10	0.00	0.00	49,588	52,083	0.00	0	1.00	50,406
	Area Manager/Programs	G-14	1.00	1.00	48,583	49,222	1.00	49,588	0.00	0
	Building Custodian	MN-4	0.00	0.00	37,037	38,923	0.00	0	1.00	42,412
	Building Custodian	G-8	1.25	1.00	38,092	38,572	1.00	41,888	0.00	0
	Recreation Supervisor II	T-7	0.00	1.00	54,722	61,916	1.00	58,723	1.00	59,769
	Recreation Supervisor I	T-6	0.00	0.40	50,669	57,329	1.00	57,329	1.00	57,329
	Recreation Supervisor	R-8	1.40	0.00	55,651	56,716	0.00	0	0.00	0
	Area Manager / Aquatic Director	GN-10	0.00	0.00	49,588	52,083	0.00	0	1.00	52,083
	Area Manager/Swimming Pool	R-7	1.00	1.00	51,201	51,839	1.00	51,629	0.00	0
	Recreation Leader	GN-7	0.00	0.00	41,676	43,773	0.00	0	5.00	218,932
	Recreation Leader	R-4	4.70	4.70	42,956	43,595	5.00	218,932	0.00	0
	Assistant Recreation Leader/Aquatics	GN-5	0.00	0.00	36,234	38,057	0.00	0	1.00	36,832
	Assistant Recreation Leader/Aquatics	R-3	1.00	1.00	35,527	36,006	1.00	36,234	0.00	0
	Locker Attendant	R-1	1.00	1.00		32,957	1.00	32,311	1.00	32,957
	Head Clerk	C-9	1.00	1.00	39,259	40,882	0.00	0	0.00	0
	Senior Clerk Typist	C-4	1.00	1.00	32,529	34,086	1.00	34,086	1.00	33,422
	<i>Less 6-month impact of Pay Plan adjustment</i>							(7,726)		
	Subtotal		14.35	14.10			14.00	659,551	14.00	671,998
510901	Temporary Part Time Salaries									
	Lifeguard/WSI Pool		20.00	20.00	\$9.17/hr.	\$11.97/hr.	20.00	34,828	20.00	34,828
	Counselor/Day Camp		90.00	90.00	\$7.75/hr.	\$16.50/hr.	90.00	224,962	90.00	224,962
	Buses/Camps & After School		5.00	5.00	\$15.30/hr.	\$17.00/hr.	5.00	13,890	5.00	13,890
	Assistant Leader/Gym		3.00	3.00	\$9.17/hr.	\$11.97/hr.	3.00	31,804	3.00	31,804
	Assistant Leader/Rink Guard		6.00	6.00	\$9.17/hr.	\$12.33/hr.	6.00	4,752	6.00	4,752
	Vacation Coverage/Co-op Students		5.00	5.00	\$7.75/hr.	\$16.50/hr.	5.00	19,639	5.00	19,639
	Subtotal		129.00	129.00			129.00	329,876	129.00	329,876
	Other									
510140	Shift Differential							9,690		9,690
510300	Regular Overtime							12,169		12,169
513044	Longevity Pay							8,800		8,900
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,250		2,250
	Subtotal							32,909		33,009
	<b>Total</b>		<b>143.35</b>	<b>143.10</b>			<b>143.00</b>	<b>1,022,336</b>	<b>143.00</b>	<b>1,034,883</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM**

**GROUP**

LEISURE SERVICES

**PROGRAM DESCRIPTION**

The Brookline Golf Club at Putterham Meadows is an 18-hole public course designed and built by Stiles and Van Kleek in 1931. The Brookline Golf Club features a practice putting green, practice chipping green, teaching areas, and an irrigation system.

The clubhouse adjacent to the course houses an administrative office, a large foyer with tables and chairs, a complete sandwich bar with kitchen, and private locker room facilities for men and women. A completely equipped pro-shop is also maintained.

More than \$2 million dollars in capital improvements have been implemented since FY03. These include: renovation of tee complexes, sand bunkers, and greens throughout the course; installation of paved cart paths; renovation of the irrigator and remote control systems; and improvements to the interior of the clubhouse.

The finances of the Golf Course are accounted for in an Enterprise Funds, 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 debt service and fringe benefits.

**BUDGET STATEMENT**

The FY2006 budget reflects a decrease of \$193,193 (13.9%).

Personnel increases \$158,415 (61.8%) due primarily to the annualization of the costs associated with moving the grounds maintenance operation in-house. (An additional \$166,777 is required to fund a full year's costs of the new Head Superintendent, Assistant Superintendent, and Seasonals, along with Overtime.) Other Personnel changes include \$14,021 for Collective Bargaining, \$1,010 for the implementation of the new AFSCME Pay Plan, the reduction of \$13,394 due to the move of 1/3 of the Golf Pro to the Recreation Revolving Fund (during the winter months, the Golf Pro manages the Skating Rink), and the reduction of \$10,000 for Cashiers.

**PROGRAM SUMMARY**

**PROGRAM**

GOLF ENTERPRISE FUND

**BUDGET STATEMENT (con't.)**

Services decrease \$350,168 (67.7%), also due to the move to an in-house grounds maintenance operation: the contractual line-item is reduced \$354,556. Other changes in Services include \$188 for utilities, \$13,400 for the maintenance of the new equipment, a \$7,000 reduction in Advertising Services, a \$6,000 reduction in Printing Services, and a \$2,000 reduction in Building Repair and Maintenance.

Supplies increase \$18,515 (21.1%) for Agricultural Supplies (\$25,000), Equipment Maintenance Supplies (\$5,000), Diesel (\$2,450), and Gasoline (\$1,065), all of which are required as part of the new in-house grounds maintenance operation. Partially offsetting these increases is a \$15,000 decrease in Recreation Supplies.

Capital increases \$80,000 and funds the new leased equipment necessary to run the in-house grounds maintenance operation.

The Intragovernmental Reimbursement decreases \$102,131 (21.2%) due primarily to the reduction in the Town Fee of \$132,662 to \$92,338. That decrease is partially offset by increases in Fringe Benefit costs associated with the new employees of the in-house grounds maintenance operation.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	169,680	256,208	414,624	158,415	61.8%
Services	607,863	517,330	167,162	-350,168	-67.7%
Supplies	54,397	87,650	106,165	18,515	21.1%
Other	2,147	0	0	0	0.0%
Capital	0	5,580	85,580	80,000	1433.7%
Intragov'tal Reimbursement	376,581	481,684	379,553	-102,131	-21.2%
Reserve	0	42,411	43,866	1,455	3.4%
<b>TOTAL</b>	<b>1,210,668</b>	<b>1,390,863</b>	<b>1,196,950</b>	<b>-193,913</b>	<b>-13.9%</b>
BENEFITS	0	0	43,028		
REVENUE	1,168,977	1,390,863	1,196,950		



**FY2006 PROGRAM BUDGET**

**PROGRAM GROUP**

LEISURE SERVICES

**PROGRAM SUMMARY**

**PROGRAM**

GOLF ENTERPRISE FUND

**FY2006 OBJECTIVES**

1. To continue to meet with all interested citizens to discuss all aspects of the golf course operations.
2. To continue to oversee implementation of the Golf Course Master Plan.
3. To continue implementation of the Golf Marketing Plan.

**ACCOMPLISHMENTS**

1. Brought the grounds maintenance operation in-house, thereby improving the quality of service and reducing the cost of the operation.
2. Developed and implemented a new marketing program at the course.
3. Continued to improve and pave numerous golf cart paths.
4. Improved results of the Starter crew by implementing better training and oversight measures.
5. Continued to improve the golf course web site: [www.brooklinegolf.com](http://www.brooklinegolf.com)

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<i># of Rounds:</i>					
Open Plays	34,342	38,000	37,015	38,000	38,000
Oakes Tourney	65	40	48	40	40
William F. Sullivan Tourney	160	0	0	0	0
Steeple Chase Tourney	98	80	74	80	80
Spring Scramble	72	60	44	50	50
Youth Sports Tourney	150	150	156	150	150
School Boy Tourney	208	210	220	210	210
Girls State H.S. Tourney	197	200	190	200	200
State Qualifying Tourney	142	140	144	140	140
Junior Golf	132	160	162	150	155
Golf Teams (BU, NU, Beaver)	70	70	70	70	70
Junior Golf Camp	121	125	130	125	125



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM GROUP** LEISURE SERVICES

**PROGRAM** GOLF ENTERPRISE FUND

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Director of Golf	T-9	0.00	1.00	59,188	66,968	1.00	66,968	1.00	66,968
	Golf Director	G-19	1.00	0.00	63,961	64,760	0.00	0	0.00	0
	Head Superintendent (1)	GN-13	0.00	0.00	58,038	60,959	1.00	18,901	1.00	58,038
	Assistant Superintendent (1)	GN-7	0.00	0.00	41,676	43,773	1.00	13,573	1.00	41,676
	Junior Custodian	G-8	0.75	0.00	38,092	38,572	0.00	0	0.00	0
	Recreation Supervisor I	T-6	0.00	0.60	50,669	57,329	0.00	0	0.00	0
	Recreation Supervisor	R-8	0.60	0.00	55,651	56,716	0.00	0	0.00	0
	Head Golf Pro / Rink Manager (2)	GN-8	0.00	0.00	45,305	47,582	0.00	0	0.67	30,201
	Recreation Leader (Head Golf Pro/Rink Supervisor)	R-4	1.00	1.00	42,956	43,595	1.00	43,595	0.00	0
	Less 6-month impact of Pay Plan implementation							(1,010)		
	Subtotal		3.35	2.60			4.00	142,027	3.67	196,883
510901	Temporary Part Time Salaries									
	Seasonals (1)		0.00	0.00		\$11.32 / hr.	10.00	44,374	10.00	135,840
	Cashier/Golf		1.00	1.00			1.00	57,232	1.00	47,232
	Vacation Coverage/Co-op Students							4,851		4,851
	Subtotal		1.00	1.00			11.00	106,457	11.00	187,923
	Other									
510300	Regular Overtime							7,725		15,796
	Subtotal							7,725		15,796
	Collective Bargaining Increase									14,021
	<b>Total</b>		<b>4.35</b>	<b>3.60</b>			<b>15.00</b>	<b>256,208</b>	<b>14.67</b>	<b>414,624</b>
<p>(1) These positions began March, 2005, so only that portion of the FY05 funding is shown.            (2) Starting in FY06, 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund; 1/3 charged to Recreation Revolving Fund</p>										



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** LEISURE SERVICES

**PROGRAM** RECREATION REVOLVING FUND

**PROGRAM DESCRIPTION**

Under Section 53E1/2, Chapter 44 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 of these same programs.

**BUDGET STATEMENT**

The FY06 budget reflects an increase of \$86,497 (8.6%). Of the increase, \$65,419 come from Personnel, the most significant items being \$25,743 for Collective Bargaining; \$15,101 for moving 1/3 of the Golf Pro / Skating Rink Manager from the Golf Course Enterprise Fund to the Revolving Fund (he works the winter months at the rink); and \$14,642 to reflect the full cost of the Bus Driver, of which \$12,118 comes back from the School Department.

Services increase \$4,072 (4.2%) due to a combination of decreases in E-Commerce Services (\$13,650) and Advertising (\$5,000) and increases in Printing (\$8,000), Entertainers/Lecturers (\$7,000), Banking (\$5,000), Other Rentals / Leases (\$1,000), and Education / Training (\$1,000).

Supplies increase \$9,550 (10.3%) for Recreation Supplies (\$5,800), Food Service Supplies (\$2,000), and Public Safety Supplies (\$1,750).

The Intragovernmental Reimbursement increases \$6,956 (6.2%) for Fringe Benefit costs.

**FY2006 OBJECTIVES**

1. To develop performing arts programs such as children's theater, and classes for adults and children.
2. To create a new Environmental Park Ranger position in conjunction with the Department of Parks and Open Space. Included as part of this position will be environmental education classes for children and adults.

**FY2006 OBJECTIVES (con't.)**

3. To increase the revenue at the Skating Rink by 10%.
4. To expand the number of times and locations for the portable Skate Park throughout Brookline.
5. To work in conjunction with the BHS Athletic Department to assist high school coaches in establishing sport clinics for students in grades 6, 7, and 8.

**ACCOMPLISHMENTS**

1. Added Red Cross Babysitting classes to the list of program offerings.
2. Expanded the Early Childhood programming at Soule Recreation Center in cooperation with the School Department. The program now includes extended day care for working parents.
3. Increased enrollment in the Infant/Toddler program held at the Soule Recreation Center by 50%.
4. Instituted a portable skate park at various parks throughout the Town.
5. Expanded rental hours and skate hours at the Larz Anderson Skating Rink.
6. Increased the number of class offerings for Youth Sports Coaches training.
7. Expanded the High School summer soccer camp to two weeks.
8. Added new classes in Pet First Aid, Adult & Child CPR, and Standard First Aid.
9. Covered 100% of all costs for all programs within the Revolving Fund by fees collected and deposited into the Revolving Fund.

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2003	ESTIMATE FY2004	ACTUAL FY2004	ESTIMATE FY2005	ESTIMATE FY2006
<i># of Participants:</i>					
Recreation Swim team	262	270	210	240	240
Aqua Babies	60	60	64	60	60
Girl's Softball League	221	220	232	225	230
Ballet	52	40	44	55	55
Tap	38	40	38	35	35
Youth Soccer	1,928	1,900	1,845	1,900	1,900
Ski Lessons	373	380	310	375	350
Snowboarding	218	225	212	210	210
Junior Golf	96	100	98	100	100
Teen Basketball League	72	70	88	90	90



<b>FY2006 PROGRAM BUDGET</b>				<b>FINANCIAL SUMMARY</b>			
<b>PROGRAM</b>				<b>PROGRAM</b>			
<b>GROUP</b>		LEISURE SERVICES		RECREATION REVOLVING FUND			

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	439,598	697,578	762,998	65,419	9.4%
Services	55,207	96,070	100,142	4,072	4.2%
Supplies	105,897	93,132	102,682	9,550	10.3%
Other	7,283	7,900	8,400	500	6.3%
Capital	1,620	2,320	2,320	0	0.0%
Intragovernmental Reimbursement	82,886	112,781	119,737	6,956	6.2%
<b>TOTAL</b>	<b>692,491</b>	<b>1,009,781</b>	<b>1,096,279</b>	<b>86,497</b>	<b>8.6%</b>
BENEFITS			116,141		
REVENUE	720,323	1,013,532	1,102,424	88,892	8.8%

**SUMMARY OF SUB-PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Administration	164,079	236,693	246,193	9,500	4.0%
Aquatic	139,077	116,042	122,233	6,191	5.3%
School Programs	192,861	441,826	458,857	17,031	3.9%
Cultural	8,719	13,034	13,226	192	1.5%
Facility Program	25,070	31,365	37,628	6,263	20.0%
Skiing	14,457	12,819	13,213	394	3.1%
Various Lessons	1,324	1,210	13,770	12,560	1038.0%
Youth Soccer	58,323	56,281	64,096	7,815	13.9%
Ice Skating and Rink	12,970	22,176	38,503	16,327	73.6%
Teen Programs	27,688	37,028	40,884	3,856	10.4%
Youth Sports Leagues	47,923	41,307	45,365	4,058	9.8%
Environmental Education	0	0	2,312	2,312	
<b>TOTAL</b>	<b>692,491</b>	<b>1,009,781</b>	<b>1,096,279</b>	<b>86,498</b>	<b>8.6%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	64,226	73,296	78,490	5,194	7.1%
Services	16,967	50,036	44,386	-5,650	-11.3%
Supplies	0	0	3,000	3,000	0.0%
Other	0	0	0	0	0.0%
Capital	0	580	580	0	0.0%
Intragovernmental Reimbursement	82,886	112,781	119,737	6,956	6.2%
<b>TOTAL</b>	<b>164,079</b>	<b>236,693</b>	<b>246,193</b>	<b>9,500</b>	<b>4.0%</b>
REVENUE	0	0	0	0	0.0%

**SCHOOL PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	158,100	413,376	429,407	16,031	3.9%
Services	6,976	10,500	11,500	1,000	9.5%
Supplies	27,785	17,950	17,950	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>192,861</b>	<b>441,826</b>	<b>458,857</b>	<b>17,031</b>	<b>3.9%</b>
REVENUE	212,854	502,260	430,366	-71,894	-14.3%

**AQUATIC**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	115,856	92,113	95,732	3,619	3.9%
Services	8,784	5,108	5,180	72	1.4%
Supplies	10,317	13,581	16,081	2,500	18.4%
Other	2,500	3,500	3,500	0	0.0%
Capital	1,620	1,740	1,740	0	0.0%
<b>TOTAL</b>	<b>139,077</b>	<b>116,042</b>	<b>122,233</b>	<b>6,191</b>	<b>5.3%</b>
REVENUE	194,338	164,065	220,450	56,385	34.4%

**CULTURAL**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	4,471	5,484	5,676	192	3.5%
Services	1,117	6,250	6,250	0	0.0%
Supplies	3,131	1,300	1,300	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>8,719</b>	<b>13,034</b>	<b>13,226</b>	<b>192</b>	<b>1.5%</b>
REVENUE	8,910	11,880	11,950	70	0.6%



**FY2006 PROGRAM BUDGET**

**FINANCIAL SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP** LEISURE SERVICES

RECREATION REVOLVING FUND

**FACILITY PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	9,643	14,840	17,303	2,463	16.6%
Services	4,380	4,200	5,200	1,000	23.8%
Supplies	11,047	12,325	15,125	2,800	22.7%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>25,070</b>	<b>31,365</b>	<b>37,628</b>	<b>6,263</b>	<b>20.0%</b>
REVENUE	34,549	32,200	42,336	10,136	31.5%

**ICE SKATING AND RINK**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	8,441	12,790	28,867	16,077	125.7%
Services	1,030	1,200	1,350	150	12.5%
Supplies	3,499	8,186	8,186	0	0.0%
Other	0	0	100	100	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>12,970</b>	<b>22,176</b>	<b>38,503</b>	<b>16,327</b>	<b>73.6%</b>
REVENUE	40,857	29,639	53,697	24,058	81.2%

**SKI PROGRAMS AND TRIPS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,811	1,943	2,337	394	20.3%
Services	0	10,876	10,876	0	0.0%
Supplies	12,646	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>14,457</b>	<b>12,819</b>	<b>13,213</b>	<b>394</b>	<b>3.1%</b>
REVENUE	11,405	15,748	20,015	4,267	27.1%

**TEEN PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	13,506	20,728	24,084	3,356	16.2%
Services	5,475	7,900	8,400	500	6.3%
Supplies	8,707	8,400	8,400	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>27,688</b>	<b>37,028</b>	<b>40,884</b>	<b>3,856</b>	<b>10.4%</b>
REVENUE	17,962	36,540	38,907	2,367	6.5%

**VARIOUS LESSONS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	1,324	510	13,070	12,560	2462.7%
Services	0	0	0	0	0.0%
Supplies	0	700	700	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>1,324</b>	<b>1,210</b>	<b>13,770</b>	<b>12,560</b>	<b>1038.0%</b>
REVENUE	9,668	200	22,800	22,600	11300.0%

**YOUTH SPORTS LEAGUES**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	18,481	18,217	20,925	2,708	14.9%
Services	4,483	0	0	0	0.0%
Supplies	20,176	18,690	19,940	1,250	6.7%
Other	4,783	4,400	4,500	100	2.3%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>47,923</b>	<b>41,307</b>	<b>45,365</b>	<b>4,058</b>	<b>9.8%</b>
REVENUE	71,397	71,000	85,903	14,903	21.0%

**YOUTH SOCCER**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	43,739	44,281	44,796	515	1.2%
Services	5,993	0	7,000	7,000	0.0%
Supplies	8,591	12,000	12,000	0	0.0%
Other	0	0	300	300	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>58,323</b>	<b>56,281</b>	<b>64,096</b>	<b>7,815</b>	<b>13.9%</b>
REVENUE	118,383	150,000	171,000	21,000	14.0%

**ENVIRONMENTAL EDUCATION**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Personnel	NEW	NEW	2,312		
Services	NEW	NEW	0		
Supplies	NEW	NEW	0		
Other	NEW	NEW	0		
Capital	NEW	NEW	0		
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2,312</b>		
REVENUE	0	0	5,000		



**FY2006 PROGRAM BUDGET**

**PERSONNEL SERVICES SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP LEISURE SERVICES**

**RECREATION REVOLVING FUND**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2005 SALARY RANGE As of 1/3/05		FY2005 BUDGET		FY2006 RECOMMENDATION	
			FY2003	FY2004	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Area Manager	G-14	1.00	0.00	48,583	49,222	0.00	0	0.00	0
	Activity Specialist/Soccer	R-4	0.88	0.88	42,956	43,595	0.88	38,389	0.88	38,389
	Bookkeeper	C-9	0.00	0.00	39,259	40,882	1.00	39,989	1.00	40,314
	Head Golf Pro / Rink Manager (1)	GN-8	0.00	0.00	45,305	47,582	0.00	0	0.33	15,101
	Recreation Leader	GN-7	0.00	0.00	41,676	43,773	0.00	0	0.30	13,132
	Recreation Leader	R-4	0.00	0.30	42,956	43,595	0.30	13,132	0.00	0
	Assistant Recreation Leader/ Environmental	GN-5	0.00	0.00	36,234	38,057	0.00	0	1.00	36,234
	Assistant Recreation Leader	R-3	1.00	0.00	35,527	36,006	0.00	0	0.00	0
	Assistant Recreation Leader I - Children's Programs	GN-3	0.00	0.00	29,014	30,475	1.00	28,891	1.00	29,390
	Assistant Recreation Leader II - Children's Programs	GN-2	0.00	0.00	26,377	27,705	2.00	52,541	2.00	53,414
	After School Director		1.00	1.00	20,828	38,147	1.00	38,147	1.00	38,147
	Jr. Clerk Typist		0.30	0.40	20,828	26,505	0.00	0	0.00	0
	Day Care Director		0.00	1.00		33,946	1.00	33,946	1.00	33,946
	Day Care Teacher		0.00	4.00	26,426	29,363	0.00	0	0.00	0
	Rover		0.00	0.88	23,431		0.00	0	0.00	0
	Bus Driver	GN-3	0.00	0.00	29,014	30,475	0.00	0	1.00	30,291
	Bus Driver		0.00	0.53	\$15.30/hr.	\$17.00/hr.	0.53	15,649	0.00	0
	Less 6-month impact of Pay Plan implementation							(74)		
	Subtotal		4.18	8.99			7.71	260,610	9.51	328,359
	Reimbursement from DPW									(34,000)
	Net Subtotal		4.18	8.99			7.71	260,610	9.51	294,359
510102	Permanent Part Time Salaries									
	Assistant Recreation Leader I - Children's Programs	GN-3	0.00	0.00	29,014	30,475	1.30	34,160	1.30	36,738
	Assistant Recreation Leader II - Children's Programs	GN-2	0.00	0.00	29,014	30,475	2.48	59,603	2.48	60,209
	Pre-School Teacher		1.36	1.27	\$10.64 / hr.	\$13.54 / hr.	0.00	0	0.00	0
	Assistant Recreation Leader		0.00	0.53	\$11.97 / hr.		0.00	0	0.00	0
	Subtotal		1.36	1.80			3.78	93,763	3.78	96,947
510901	Temporary Part Time Salaries									
	Assistant Recreation Leader	R-3			\$10.64/hr.	\$20.00/hr.		87,817		87,817
	Teacher				\$9.17/hr.	\$13.50/hr.		34,046		34,046
	Teacher Assistant				\$9.17/hr.	\$12.33/hr.		58,833		58,833
	Lesson Coordinator				\$10.64/hr.	\$25.00/hr.		1,785		1,785
	Skate Teacher				\$7.75/hr.	\$11.97/hr.		3,672		3,672
	Skate Junior Teacher				\$7.75/hr.	\$12.33/hr.		990		990
	Snack Bar Worker				\$7.75/hr.	\$12.33/hr.		0		0
	Junior Golf Camp Instructor				\$30.00/hr.	\$50.00/hr.		7,650		7,650
	Referees/Umpires				\$8.50/hr.	\$18.00/hr.		20,920		13,920
	Swim Team Coach/ Asst Coach				\$10.64/hr.	\$20.00/hr.		25,573		25,072
	Lifeguard				\$7.75/hr.	\$12.33/hr.		17,697		17,697
	Instructor				\$10.64/hr.	\$20.00/hr.		22,969		22,969
	Assistant Instructor				\$7.75/hr.	\$12.33/hr.		11,903		11,903
	Dance Instructors/Swim Trainer				\$10.64/hr.	\$20.00/hr.		5,141		5,141
	Private Lesson Instructors				\$15.00/hr.	\$15.00/hr.		0		0
	Substitute Teachers				\$10.64/hr.	\$13.50/hr.		16,524		16,524
	Houseworker	MN-1			28,218	29,656		0		5,714
	Housekeeper				\$13.26/hr.	\$13.71/hr.		5,100		0
	Rover				\$10.64/hr.	\$12.33/hr.		14,602		14,602
	Bus Driver				\$15.30/hr.	\$17.00/hr.		0		7,632
	Subtotal							335,222		335,967
	Other									
510140	Shift Differential							260		260
510300	Regular Overtime							6,243		8,243
513044	Longevity Pay							0		0
515501	Clothing/Uniform Allowance							1,480		1,480
	Subtotal							7,983		9,982
	Collective Bargaining Increase									25,743
	(1) Starting in FY06, 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund; 1/3 charged to Recreation Revolving Fund									
	<b>Total</b>		<b>5.54</b>	<b>10.79</b>			<b>11.49</b>	<b>697,578</b>	<b>13.29</b>	<b>762,998</b>



**FY2006 PROGRAM BUDGET**

**THIS PAGE RESERVED FOR NOTES**



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

NON-DEPARTMENTAL

PERSONNEL BENEFITS

**PENSIONS-CONTRIBUTORY**

This account covers the pension benefit cost for town employees who are part of the Town's retirement system. There are approximately 1,606 active employees, 659 inactive employees, and 812 retired employees who are part of the system. In accordance with the Town's funding schedule approved by PERAC, the appropriation for FY06 is \$9,567,963; an increase of 4.3% (\$399,963) over FY05.

In 1989, the Town accepted the optional provision of the State Pension Reform law that commits the Town to funding its pension system in full over 40 years. The Town also had home rule legislation passed in 1992 that eliminated the requirement to appropriate more funds than a full funding payment schedule would dictate. In May, 1997, Town Meeting accepted Chapter 71 of the Acts of 1996 which provided for up to four additional years of creditable service for qualified veterans for retirement purposes. At the same Town Meeting, the provisions of Chapter 32, Sections 90A, 90C, and 90D were accepted that increased the pensions of current disabled retirees to a level between 30% and 35% of the current pay of the position from which they retired. Lastly, in September, 1998, Town Meeting voted to accept the provisions of Chapter 32, Section 103, which provides a limited cost-of-living adjustment for retirees. Retirees will receive up to a 3% adjustment on the first \$12,000 of pension benefits (maximum of \$360).

**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 20 retirees receiving such pensions. Total FY06 expenditures are projected at \$324,000, a decrease of \$11,000 (3.3%).

**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 \$25,000.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Pensions - Contributory	8,901,403	9,198,000	9,597,963	399,963	4.3%
Pensions - Non-Contributory	338,466	335,000	324,000	(11,000)	-3.3%
Employee Assistance Program	25,000	25,000	25,000	0	0.0%
Group Health Program	14,372,500	15,419,000	16,781,724	1,362,724	8.8%
Retiree Group Health Fund	626,133	0	0	0	-
Group Life Insurance	114,946	135,000	145,000	10,000	7.4%
Worker's Compensation	895,000	1,048,704	895,000	(153,704)	-14.7%
Unemployment Compensation	228,203	150,000	125,000	(25,000)	-16.7%
Medical Disability Fund	14,061	30,000	30,000	0	0.0%
Medicare Payroll Tax	871,274	1,060,000	1,050,000	(10,000)	-0.9%
<b>TOTAL EXPENDITURE</b>	<b>26,386,986</b>	<b>27,400,704</b>	<b>28,973,687</b>	<b>1,572,983</b>	<b>5.7%</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

NON-DEPARTMENTAL

PERSONNEL BENEFITS

**GROUP HEALTH PROGRAM**

Health insurance is a major cost center of the Town, accounting for approximately 10% 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 trends began to rise as the sector began to experience financial stress. Since then, the Town has realized significant increases in health insurance budget, as detailed in the following table:

FY	RATE CHANGE		BUDGET CHANGE
	BC / BS	HARVARD PILGRIM	
2001	20%	13%	\$1,250,000
2002	5%	1%	\$925,000
2003	5%	14.79%	\$1,150,000
2004	20%	17.56%	\$2,400,000
2005	see below	see below	\$1,050,000
<b>Total</b>			<b>\$6,775,000</b>

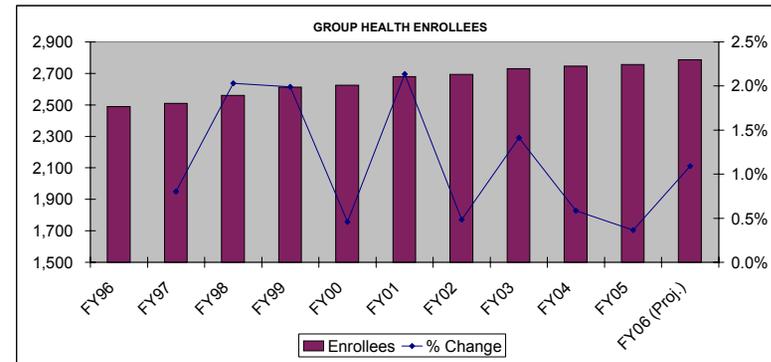
If not for the Town going out to bid for health insurance and the subsequent change to having Blue Cross / Blue Shield manage the entirety of the program, the FY05 group health budget would have increased \$1.8 million (12.8%). The rate increases would have been 11.5% for BC/BS and 20% for Harvard. (See below for a further explanation of the RFP.) To put the costs shown in the above table into perspective, over this five-year period, they total \$6.775 million, an amount that is approximately \$675,000 higher than the total cost-of-living increases for employees over that same time period.

The current group health plan for the Town, consisting of Blue Choice and HMO Blue, along with Medicare and various supplemental programs for eligible retirees, became effective October 1, 2004. 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 \$830,00 for the Town and \$275,000 for employees. (On an annualized basis, the savings would have been \$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.)

In FY06, a 10.3% increase is expected for the Blue Choice and HMO Blue plans and a 6.5% increase is expected for Medex. This results in a budget-to-budget increase of \$1.36 million, or 8.8%, bringing the proposed FY06 Group Health budget to \$16.78 million.

Currently, there are approximately 2,757 enrollees, both active and retired employees, of which 1,363 are Town employees and 1,394 are School employees. This represents an increase of 133 enrollees since FY00. The graph to the right shows the increase in the number of enrollees since FY96, during which time enrollment has increased 12% (297 enrollees), the result of additional school employees and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

Of the 2,757 enrollees, 65% (1,795) are in Blue Cross plans and 35% (962) are in Medicare Supplement plans (Blue Seniors and Medex). The composition of enrollees in terms of active employees versus retirees is 54% active and 46% retiree.





**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

NON-DEPARTMENTAL

PERSONNEL BENEFITS

**POST-RETIREMENT BENEFITS TRUST FUND**

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. Appropriations into and out of this fund require Town Meeting approval. 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. 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, close to 50% of all enrollees are retirees.

The Town has undertaken great efforts to recognize and begin to fund this liability. In fact, Brookline is one of the few communities in the state, if not the country, that has actually begun to fund it. The Fiscal Policy Review Committee (FPRC), a blue-ribbon citizen commission that was charged with reviewing the Town's reserve and capital funding policies, completed its work last year and recommended that appropriations into this fund be deferred. That recommendation was made based on the following:

- Despite setting aside more than \$3.6 million for the Fund, only a small proportion of the potential obligation has been satisfied. At this rate, the obligation would not be funded for more than a century.
- The Town should reconsider allocating funds for this purpose when a statewide approach is developed that delineates obligations for all cities and towns.
- After nearly a decade of discussion regarding potential accounting standards, GASB still has not promulgated accounting rules. Even when it does, the accounting guidelines will not dictate funding, simply reporting. Funding the liability is a matter of policy.

The FPRC recognized the looming major financial burden of retiree group health, but could not justify setting aside resources for such a long-term, outlying obligation in the face of immediate pressures on the operating and capital budgets. The FPRC recommended that funding of the liability should continue only when governments across the country are required to establish a funding schedule for this purpose. When that does occur, Brookline will have an important head start because of its prior funding, which has resulted in a fund balance of \$3.7 million.

**GROUP LIFE INSURANCE**

The Town provides a group life insurance program available for all employees and retirees. All employees, both active and retired, who choose to enroll are insured at \$5,000. There are currently 1,453 active employees and 841 retirees enrolled in the program. The Town has a three-year contract with Aetna Life Insurance Company that expires at the end of November, 2006. A total of \$145,000, an increase of \$10,000 (7.4%), is required for FY06.

**WORKERS' COMPENSATION**

The Town provides workers' compensation on a self-insured basis with a stop loss policy of \$750,000 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 FY06 requested budget is decreased by \$153,704 (14.7%) to \$895,000. The decrease is due to the fact that there is no infusion of Free Cash in FY06 as there was in FY05. Approximately \$300,000 of the requested budget is for retired employees whose compensation is continued by law but, in almost all cases, is offset by a reduction in their pension. The balance provides for active employees, most of whom are in the Department of Public Works and the School Department.

**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 \$507 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 FY04 data, approximately 29% of the claims and associated costs are for former Town employees, with the remaining 71% for former employees of the Public Schools. The FY06 budget is decreased \$25,000 (16.7%) to \$125,000.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

NON-DEPARTMENTAL

PERSONNEL BENEFITS

**MEDICAL DISABILITY FUND**

Chapter 41, Section 100B requires the Town to continue to pay for related medical payments and associated expenses for retired public safety employees. The FY06 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 FY06 requested amount is \$1.05 million, a decrease of \$10,000 (0.9%) from the amount budgeted in FY05.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP**

NON-DEPARTMENTAL

DEBT AND INTEREST

**LONG-TERM DEBT**

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, approximately 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 Section VIII 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, over \$156.5 million in bond authorizations have been voted by Town Meeting, including \$43.8 million for the High School renovation project. Inclusive of the High School, outstanding debt has gone from \$18 million in FY92 to approximately \$10 million in FY04. For this same time period, annual debt service has gone from \$3.8 million to a projected \$13 million. For FY06, long-term debt service is projected to total \$13,651,495, an increase of \$578,249 (4.4%) from FY05.

While debt service is increasing in FY06, there is a large decrease (\$597,000) in the "pay-as-you-go" component of the CIP, off-setting the increase in debt service. Since the Town's CIP Financing Policy requires that an amount equivalent to 5.5% of the prior year's net revenue be dedicated to the CIP, when there is an increase in the debt service component, the pay-as-you-go portion decreases, and vice-versa. The policy helps stabilize the overall impact of the CIP on the operating budget.

**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. Also, for large school projects approved for SBAB funding, communities are allowed to issue BANs for up to seven years since SBAB funding usually takes five to seven years to commence. This allows for the timing of principal repayment obligations to commence when state reimbursement commence. BAN interest costs for FY06 are projected at \$460,000, a decrease of \$12,000 (2.5%). The FY06 amount is for the Lawrence School renovation project.

**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 FY06 at \$60,000.

**PROGRAM COSTS**

CLASS OF EXPENDITURE	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Long-Term Debt - Principal	8,307,613	8,513,890	9,220,587	706,697	8.3%
Long-Term Debt - Interest	4,562,078	4,559,356	4,430,908	(128,449)	-2.8%
Total Long-Term Debt	12,869,691	13,073,246	13,651,495	578,249	4.4%
Bond Anticipation Notes	362,167	472,000	460,000	(12,000)	-2.5%
Abatement Interest and Refunds	19,542	60,000	60,000	0	0.0%
<b>TOTAL EXPENDITURE</b>	<b>13,251,400</b>	<b>13,605,246</b>	<b>14,171,495</b>	<b>566,249</b>	<b>4.2%</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP** NON-DEPARTMENTAL

UNCLASSIFIED

**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, for the printing and/or production costs of the Town's Annual Report, and the Annual Financial Plan. The budget has been level-funded at \$20,000 for FY06.

**MMA DUES**

The Massachusetts Municipal Association is an umbrella organization representing various municipal organizations. One of its most important functions is to serve as lobbyist on behalf of member cities and towns. The dues for FY06 are estimated to be \$12,106, an increase of \$295 (2.5%).

**GENERAL INSURANCE**

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for over one-half of all the general insurance costs. The total amount requested for FY06 is \$251,068, a \$33,392 (11.9%) decrease, the first sign of an improvement in the insurance market after large increases in each of the past couple of years.

**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 FY06 is budgeted at \$94,500, an increase of \$17,500 over the amount budgeted for FY05. The increase is due new GASB34 requirements. The remaining \$4,487, for outside professional consulting services that may be necessary to review organizational management issues and management training costs, represents a reduction of \$15,513 (25.9%).

**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 \$18,000.

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2004	BUDGET FY2005	REQUEST FY2006	FY06 vs. FY05	
				\$ CHANGE	% CHANGE
Out of State Travel	851	3,000	3,000	0	0.0%
Printing Warrants and Reports	16,378	20,000	20,000	0	0.0%
Mass. Municipal Association Dues	10,533	11,811	12,106	295	2.5%
General Insurance	230,000	285,000	251,068	(33,932)	-11.9%
Audit and Professional Services	137,036	137,000	138,987	1,987	1.5%
Contingency Fund	12,102	18,000	18,000	0	0.0%
Liability/Catastrophe Fund	100,000	172,896	406,616	233,719	135.2%
Affordable Housing Trust Fund	316,455	348,312	0	(348,312)	-100.0%
Stabilization Fund	0	246,892	39,004	(207,888)	-84.2%
Reserve Fund	1,070,000	1,476,305	1,524,420	48,115	3.3%
Property Tax Supported (0.75%)	1,070,000	1,107,229	1,143,315	36,086	3.3%
Free Cash Supported (0.25%)	0	369,076	381,105	12,029	3.3%
<b>TOTAL EXPENDITURE</b>	<b>1,893,355</b>	<b>2,719,217</b>	<b>2,413,201</b>	<b>(306,016)</b>	<b>-11.3%</b>



<b>FY2006 PROGRAM BUDGET</b>		<b>PROGRAM SUMMARY</b>	
<b>PROGRAM</b>		<b>PROGRAM</b>	
<b>GROUP</b>	NON-DEPARTMENTAL	UNCLASSIFIED	

**LIABILITY/CATASTROPHE FUND**

This reserve fund was established by Town Meeting in 1997 via Home Rule legislation that was eventually signed into law on April 3, 1998. 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. The amount required to achieve the recommended funding level for FY06 is \$406,616, an increase of \$233,719 (135%). The large deposit into the fund is due to the levels of use of the fund during FY05. All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies.

**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, in the amount of \$1 million, into the Fund. This was accomplished due to 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 \$7.5M, 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, \$0 is recommended for appropriation into the Affordable Housing Trust Fund in FY06, as Free Cash was certified at \$4.6 million.

**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 recommended 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. In order to meet the funding target in FY06, a deposit of \$39,004 is required. This would bring the fund balance to \$4.57 million.

**RESERVE FUND**

The Reserve Fund is administered by the Advisory Committee and is used to fund extraordinary and unforeseen expenses. 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 \$1,524,420, which represents an increase of \$48,115 (3.3%), 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 Section VIII of this Financial Plan.



**FY2006 PROGRAM BUDGET**

**THIS PAGE RESERVED FOR NOTES**



**Public Schools of Brookline  
Superintendent's FY'06 Budget Message**

**I. Budget Background**

The Public Schools of Brookline continue to be among the highest performing and most respected school systems in the United States, as measured by nearly every indicator of success for both public and private K-12 education. Brookline students are accepted at highly competitive colleges and universities in numbers that are significantly higher than most other school districts. In addition, Brookline's staff are recognized for their achievements by professional organizations, other school districts and by their peers. The citizens of Brookline take pride in their schools and continue to provide high levels of fiscal support through their tax dollars and personal support through their time, efforts and charitable contributions to Parent Teacher Organizations, the Brookline Foundation, the 21st Century Fund and many others.

As part of the recently completed entry plan process, stakeholders (e.g., School Committee members, Senior Cabinet, Principals, Curriculum and Program Coordinators, and parents) identified many areas of strength in Brookline's schools. In addition, a number of specific funding priorities were discussed. Although these issues, and many other, deserve the fiscal attention of the Superintendent and School Committee, we have focused our attention on what we believe are the four (4) top priorities for FY'06: Elementary Mathematics, Early Childhood Education, Instructional Technology, and Individualization of Instruction at Brookline High School.

*Elementary Mathematics*

While mathematics is currently included in the Program Review process, we believe that dramatic steps, specifically designed to improve student performance, must be taken even before complete results are available. Specifically, we believe that with additional resources and inquiry about our curriculum, instruction, and assessment strategies, we can and must do better. Moreover, strategies for addressing mathematics need to be implemented at multiple levels; improving teaching in the classroom, at the building level at grade level across the system and PK-12 as a school system. Our FY'06 recommendations, which are designed to build further on the mathematics specialist model begun last year, will increase the work with both struggling and high achieving students, with our math coordinators and teachers to support flexible grouping strategies, develop assessments of student learning, and engage teachers in conversations across grades about how the Learning Expectations are taught.

Specifically, we will target \$160,000 to increase the number of mathematics specialists available in our K-8 schools. Given the staffing levels provided in the FY'05 budget, as well as the support available through Title I at Lincoln, Pierce, Devotion and Runkle Schools, we believe that this increase will result in significant improvements to the level of mathematics support provided to students and classroom teachers throughout our eight (8) elementary schools.

By continuing to direct resources to mathematics at all levels: classroom, school, and the system, we are engaged in the necessary long term issues of program and curriculum inquiry, as well as providing immediate support for students in the classroom and at the building level.

*Early Childhood*

A strong educational program must begin with a strong program in Early Childhood Education. Brookline's Early Education Program for preschool students is a nationally recognized program and during the last several years, the School Committee has introduced and implemented a full day kindergarten program for all Brookline children. However, we believe that there is a need to expand the opportunities for additional students to take part in our preschool programs, for us to enhance our relationships with Head Start and the Recreational Department around their early childhood programs, and for us to facilitate preschool students attending a program in their K-8 elementary school, whenever possible. This will eventually mean adding programs at Devotion and Pierce.



## FY2006 PROGRAM BUDGET

However, given that the school system will need to closely examine the infrastructure (e.g., administration, therapists, etc.) necessary to fulfill all of these tasks at the same level of quality that this program has become known for, our specific recommendation for FY'06 is to: (1) move the afternoon preschool program, presently located at Runkl School, to Pierce or Devotion as a morning program in order to maximize participation; and (2) relocate the administrative offices of our Early Childhood Program from the Sperber Center to the Unified Arts Building at Brookline High School in order to prepare for future program expansion, as well as to better coordinate opportunities for high school students interested in career opportunities in early childhood education. The total cost of the program move included in the FY'06 budget is \$2,000.

### *Instructional Technology*

The Public Schools of Brookline have made significant strides in the implementation of technology throughout our schools in FY'05. However, these efforts come at a financial and implementation cost. Increased access to new technologies (e.g., student management system, upgraded operating systems, more sophisticated library operations) requires more support from technologists, training for existing staff, support from outside vendors, and professional development for teachers. Specifically, we propose the addition of one (1) technical support position for FY'06, at a cost of \$42,000.

In addition, we believe that the first step in providing for equitable staffing of Instructional Technology teachers across the system is to guarantee at least a 1.0 staff member at each school. This will require the addition of .55 positions, focused at Runkle (.15), Heath (.20) and Lincoln (.20), at a total cost of \$26,125, as well as setting the stage for providing more equitable funding at all schools.

The total cost of these program improvements in technology is \$68,125.

### *Brookline High School*

Brookline High School remains one of the exceptional secondary schools in the country. Our budgetary efforts at the high school for FY'06 will focus on providing more individualized and personalized attention for many more students, building on the success of the Tutorial program. We believe that this framework, which allows teachers to meet every day with small groups of students, can be expanded to address the needs of a much broader spectrum of the student body. We will be able to include students at academic levels who are struggling, students who are traveling below our radar screens, and students who have particular academic interests not now being addressed. In addition, many more teachers will be teaching four instead of five classes, diminishing their student load and enabling them to more effectively address the needs of all of the students. While the majority of our expansion of this program for FY'06 will come from revised priorities by the Headmaster and funding from the 21st Century Fund, declining enrollments, which should begin to affect BHS in FY'07, will permit us to expand this program in the coming years.

### *Other Considerations of Note*

Although these four areas are the major focus of our FY'06 budget, given current funding levels, the School Committee has identified other significant budget issues as priorities. Specifically, we will address the following program areas within the FY'06 budget: Elementary World Language, Special Education, Class Size and Program Review & Professional Development.

Elementary World Language. Fulfilling the system's commitment to elementary world language, as well as the School Committee's Budget Directive in this area, is a priority for the Administration in FY'06. Therefore, we are continuing to target funds to prepare a recommendation regarding reimplementation of a World Language Program for FY'07. A committee has been created and charged with the mission to inquire and advocate for the implementation of Early World Language Programs in Brookline Elementary Schools, as well as to work with teachers, principals, parents, and the School Committee to evaluate our previous program, share contemporary research, develop curricula and assessments that enhance our Learning Expectations, and design an implementation and professional development plan that will be supported by teachers, principals, and the community.



## FY2006 PROGRAM BUDGET

Elementary World Language Fulfilling the system's commitment to elementary world language, as well as the School Committee's Budget Directive in this area, is a priority for the Administration in FY'06. Therefore, we are continuing to target funds to prepare a recommendation regarding reimplementation of a World Language Program for FY'07. A committee has been created and charged with the mission to inquire and advocate for the implementation of Early World Language Programs in Brookline Elementary Schools, as well as to work with teachers, principals, parents, and the School Committee to evaluate our previous program, share contemporary research, develop curricula and assessments that enhance our Learning Expectations, and design an implementation and professional development plan that will be supported by teachers, principals, and the community.

Special Education. The Special Education Department continues servicing the needs of students with disabilities in recognition of the premise that placement in the least restrictive environment is both a belief and a requirement. The close relationship with regular education continues to be a priority and to that end significant shared professional development continues to take place, enhancing the opportunity for students to receive their services within regular education settings.

In addition, the district continues to analyze the available programming and determine where augmentation will allow for students to access a more comprehensive range of services within the district. Next year, a program is proposed for Brookline High School designed to complement the academic and vocational services currently offered specifically to entering high school students with intellectual disabilities. This model will allow students to have a base that will provide academics, support, pre-vocational skills and community experiences.

The final phase of program alignment will allow for a comprehensive program covering grades kindergarten to eight through three sections at Devotion School for children who have both therapeutic and adjustment needs. This, in addition to programs at other elementary schools (dedicated to language-based disabilities, emotional disabilities, PDD/autism) completes the relocation of programs able to serve the elementary grades in a single school, based on diagnosis and team recommendation. The outcome of this realignment process has served to provide program improvement, increased continuity and communication for parents and staff, and increased the opportunities for inclusion of students within these programs.

Class Size. We believe that the assumptions utilized to build this budget will allow us to meet or, in some cases, improve upon the class size parameters espoused in the School Committee's budget directives. Specifically, class sizes in the elementary schools should range between 16 and 24 in FY'06, with numbers in the lower range at the primary (K-2) levels and in more specialized courses at Brookline High School.

Program Review and Professional Development The reintroduction of a rigorous Program Review process, which began during FY'05, is one of the most important aspects of the attitude of continuous improvement demonstrated in the Public Schools of Brookline. Eventually, all curricular areas and programs will participate in this cyclical analysis as a means of reflecting on our progress and determining future direction. Mathematics, Gifted and Talented, and Instructional Technology will all be entering Phase II of the process, with Libraries, Visual Arts and Health/Physical Education beginning Phase I. There are expenses related to Phases I and II of this process that include contracting with an outside evaluator for each program, offering stipends to teachers and curriculum coordinators for their involvement on the Committees, and expenses related to researching and investigating exemplary programs in each area. Again, this meticulous process of self-examination is part of what outstanding organizations do to maintain excellence and improve their services to stakeholders.

Likewise, professional development is a shared value among educators, the School Committee, and the Brookline community. While the implementation of a successful Professional Development Day was certainly the professional development highlight of FY'05, the Public Schools of Brookline provide many outstanding opportunities for individual teachers and administrators to build upon their classroom skills through participation in in-district opportunities, including: Coordinator facilitated release days, Principal's use of faculty meetings for adult learning, and Critical Friends Groups. We believe that continuous growth, improvement and excellence is dependent on the strength of ongoing professional development and support programs for new and continuing teachers, administrators and other staff.



## FY2006 PROGRAM BUDGET

The FY'06 budget for these important areas of our overall operation will be level-funded at FY'05 levels. However, the Deputy Superintendent for Teaching and Learning has proposed, and I am recommending, a minor restructuring of leadership positions in these areas which, we believe, will result in less reliance on outside consultants and closer supervision of Curriculum and Program Coordinators. Specifically, two (2) positions will be restructured as part of our professional development, grants, and program review efforts.

### *One-Time Considerations*

Although we are mindful of the challenges that the FY'07 budget will present, particularly as a result of collective bargaining, program review and recommendations concerning elementary world language, the increased level of funding for Circuit Breaker in FY'05 presents us with an opportunity to devote some of these one-time funds to specific areas of the school program. In FY'06, these specific issues will include the upgrade of the library system for all libraries, textbooks (e.g., mathematics, science and social studies), startup costs for new Brookline High School courses, social studies textbooks, system website development costs, and moving costs for relocating our Early Childhood offices.

### *Potential Additions to the FY'06 Budget*

Clearly, there are a number of budgetary priorities that cannot be addressed at present in the FY'06 budget. However, given the preliminary status of some assumptions that we have made with respect to grants, staffing costs, and state funding, we believe that we may see more favorable outcomes in some important areas, therefore enabling us to fund certain of these priorities. Although a list of these initiatives is included below, the exact order of priority may vary according to the level of additional funding that becomes available, grant funds are identified, or other unanticipated factors.

After-School Programs System funding of after-school homework programs at our elementary schools represents an important priority for the system. Funding, along with the establishment of a framework regarding grade levels, hours of operation, and other important factors, would improve the student support function for all students in our buildings. The total cost of this program enhancement would be approximately \$25,000 to \$50,000.

Early Childhood Education The addition of another morning preschool classroom, located at Devotion or Pierce School, as well as the appropriate infrastructure (e.g., administration, therapists) to support the future growth of our early childhood programs, is another top priority. The total cost of these program enhancements would be approximately \$100,000 to \$130,000, depending on the level of infrastructure support to be provided.

Gifted and Talented Program The addition of 1.2 FTE teachers and additional Coordinator time (.40) is another important priority area. This enhancement, which would cost approximately \$87,000, would provide a range of .4 to .8 staffing at each building, while creating a 1.0 FTE Coordinator role.

Individualization of Brookline High School As stated earlier, the funding of additional opportunities for BHS teachers to provide more individualized attention for all students represents another system priority. This would be accomplished by having additional teachers teach four (4) major classes, while working in small groups or individually with students as their fifth assignment. The total cost of this program enhancement would be approximately \$50,000 to \$100,000, depending on the number of individualized opportunities to be created.

Elementary Staffing Equity Issues Although there are certainly a number of equity issues (in addition to the Instructional Technology teachers addressed in the FY'06 recommendations) among our K-8 schools, the most apparent seems to be the difference in funding for guidance (.40) and assistant principal (.20) at Runkle School. This program enhancement would represent an approximate cost of \$20,000.

K-8 World Language Coordinator Modifying the present grade 7-8 World Language Coordinator role (.20) to a .60 role, along with the accompanying responsibilities for the ongoing K-8 program study, would represent a total cost of approximately \$20,000 for FY'06.



**FY2006 PROGRAM BUDGET**

**II. Planning for FY'06 and the Future**

The Superintendent's Recommended Budget for FY'06 is based on revenue projections from a continuously improving economy. The Governor's Budget, upon which the Town is basing state aid projections, has an increase to Brookline of \$387,000, primarily from the restoration of Lottery funds. This is a significant improvement over FY'05 when state revenue was level funded and FY04 when state aid to Brookline was reduced by \$2.2 million. While it continues to be the taxpayers of Brookline whose support makes it possible for the Brookline Public Schools to see significant revenue growth for FY'06, a new and important supplement to this is state funding for Special Education services. This funding, named "Circuit Breaker", experienced a significant increase by the state legislature in FY'05. The continuation of this funding into FY'06 and beyond has allowed us to supplement our permanent growth capacity for FY'06 by \$1M.

Total growth of available funds for FY'06 at this time is \$3,162,060; representing growth of 5.6% over FY'05. Growing costs from Collective Bargaining, salary steps, Special Education and offsets for the loss of certain grants require \$2.7M of this growth. As a result very few dollars of the growth remain available for program expansion and enhancement. Additionally, as there will be much discussion and review as this Preliminary Budget moves through the review cycle I have highlighted those additional enhancements that I consider priorities, but for which we have not found funding. It is important for us to consider alternative choices as we move forward and for a dynamic organization to understand that there is still time to make adjustments to our plans through the spring

There are still a number of unknown funding components which could affect our planning; the largest of these is the outcome of the state budget negotiations between the Governor and the General Court. We will continue to monitor funding changes that will arise as the budget process unfolds, as well as working closely with the School Committee through its sub-committees and through the budget development calendar to listen to the feedback from parents, staff and other constituents as to the impact of the priority recommendations of this budget package. We will also continue to revisit options that could enhance our revenue or reduce our costs.

The recommended Budget acknowledges that we cannot accomplish every goal within the current economic climate. It does, however, move us forward in priority areas, and positions us to make improvements in the future. The Superintendent's Recommended Budget is the product of strong collaborative and collegial efforts among members of the School Administration, School Committee, Town Administration and other constituencies. It is presented with confidence that the Public Schools of Brookline will be able to maintain high standards of excellence and continue its growth and development of innovative programs even as we face the future challenges of limited budgets.

The concept of carrying funds forward to assist in future year growth is in keeping with the decade long goal of the Department to build our budget in a multi-year framework. Cost pressures rise and fall annually due to variability in many aspects of cost growth: program development, grant funding, collective bargaining and economic factors. Building a budget with an eye to the multi-year effects of cyclical cost and revenue change helps the organization to build and maintain a stable base.

Responding to the School Committee Budget Directives to maintain adequate contingencies, this budget includes four (4) contingency accounts: a \$100,000 General Contingency account, a Special Education Private Placement account of \$300,000, an Enrollment Contingency account of \$95,000 and a Grant contingency account of \$94,000. The General Contingency, while minimalist in some respects, represents a commitment to financial flexibility that has existed in the budget since FY'94. Moreover, the Special Education contingencies are reserves for a service population whose costs are very volatile, and while we have experienced slower growth in FY'05 and in FY'06 in projected costs than was true in prior years, an appropriate level of reserves is essential.



**FY2006 PROGRAM BUDGET**

**III. FY'06 Budget Development Summary**

*Revenue*

Projected net revenue growth for the School Department for FY'06 is \$3,189,910. This includes \$2,189,910 from the allocations of the Town/School Partnership after fixed cost growth (e.g., health insurance, energy, etc.), as well as \$1,000,000 in permanent growth from the Circuit Breaker program.

In addition, the FY'06 recommended budget assumes the utilization of funds from three (3) revolving funds to supplement the general fund:

- Tuition – we are projecting funding of \$225,000 for this revenue source, up from the FY'05 budget of \$202,850, based on a recommended increase in the tuition rate from \$10,000 to \$11,000 and a recommended increase in the materials fee from \$1,000 to \$1,200;
- Building Use – we are projecting level funding of \$30,000 for this revenue source;
- Adult Education – while the economy has affected the Adult Education program during the past three (3) years, to the point where the program has not generated a profit during that time, the healthy fund balance from prior years can continue to support the general fund for FY'06 at a level of \$120,000.

However, the FY'05 budget assumed \$50,000 in funding from the Food Service revolving account. Given that this account has a negative balance, which has required that we focus our efforts on generating a profit during the coming years, we will not assume any revenue from this account in FY'06.

The overall increase in available revenue for FY'06, therefore, is \$3,162,060.

*Expenditure Growth & Maintenance of Effort*

The projections for cost increases to maintain our current effort are estimated to be \$2,931,258. The major categories for which we will set aside funds are as follows.

Special Education: \$528,750

The budget anticipates continued program growth for Special Education over FY'05. The major aspect of this growth is expected to cover service costs for out-of-district placements budgeted at \$427,000. In-house enhancements include staffing for a first grade inclusion model at Heath School (\$30,000), increased staffing for adaptive physical education (\$14,250), the creation of a new program at Brookline High School for students with intellectual disabilities (\$47,500) and an increase in summer programming (\$10,000).

Current Staffing: \$2,077,348

The cost of collective bargaining and other contractual increases for FY'06 is estimated at \$1,671,198. In addition, salary increases in FY'06 for step and lane advancement estimated at \$887,000 is offset by the differential between the salaries of retiring teachers and staff on leave and their replacements, resulting in a \$637,000 savings. The result is the need to only budget the net cost of \$250,000. In addition, new longevity costs (\$90,000) and ELBO payments (\$66,150) are reflected here.

Summer Programs: \$65,193

Funding to continue summer programs previously paid for through grants is estimated at \$65,193 for FY'06. This includes Project Discovery (\$18,826) and Project Achieve (\$31,367). In addition, the High School summer program requires \$15,000 in funding in order to continue providing scholarships and offering first-time credit courses.

Brookline Health Department: \$12,000

The cost of providing secretarial support to the school-based doctor, through the Health Department, has been adjusted for FY'06.

Contracts for Transportation and Cleaning: \$58,428



**FY2006 PROGRAM BUDGET**

Brookline Health Department \$12,000

The cost of providing secretarial support to the school-based doctor, through the Health Department, has been adjusted for FY'06.

Contracts for Transportation and Cleaning \$58,428

The school system will be rebidding contracts in these areas for FY'06. We are anticipating up to a 5% increase in costs over present funding levels.

Grant Contingency \$94,539

We are anticipating up to a 15% reduction in Title I funding, resulting in a need for the school system to provide additional funding in order to maintain present services at Devotion, Pierce, Lincoln and Runkle.

Enrollment Adjustments & Contingency \$95,000

Based on present enrollments, we believe that Lawrence will require an additional section of 4th grade in FY'06, while Devotion will require one fewer section of 2nd grade. However, in order to ensure that we have flexibility if these proposed changes or other anticipated staffing levels do not come to fruition, we are including 2.0 FTEs in the FY'06 budget.

*Program Enhancements*

Elementary Mathematics \$160,000

We propose to increase the number of mathematics specialists available in our K-8 schools.

Early Childhood \$2,000

We propose moving the afternoon preschool program, currently located at Runkle, to the Pierce or Devotion School as a morning offering, thereby maximizing participation in the program.

Technology \$68,125

We propose the addition of 1.0 FTE technician to serve the upgraded infrastructure in our schools, as well as .55 Instructional Technology teachers, to be staffed at Lincoln, Runkle and Heath Schools, thereby bringing minimum staffing in our K-8 schools to at least 1.0 FTE per building.

Brookline High School \$0

We propose providing more individualized and personalized attention for many more students at Brookline High School through a model which would have more teachers teaching four (4) classes. Teachers would, therefore, be able to assume more responsibilities with students who are struggling and/or have particular academic interests with their remaining teaching period. For FY'06, this model would operate at no additional costs to the system, due primarily to revised priorities by the Headmaster.

**IV. SUMMARY**

Brookline is clearly at the forefront of providing quality public education to its residents. However, our stakeholders believe that successful school systems and organizations only remain high performing when they strive for continuous improvement. Therefore, we have many initiatives currently underway in the system to ensure that Brookline will remain at the forefront of education in the Commonwealth and nation.



**FY2006 PROGRAM BUDGET**

The most prominent example of this work is the Equity Project, designed to eliminate the achievement gap among Brookline's diverse student body. While most of our students achieve at high levels, gaps in achievement remain for low-income children, English Language Learners, Hispanic students, African-American students, and other groups of students. In addition to the work of the Core Team, which includes representatives of all schools within our system, we have identified six (6) targeted areas which, we believe, hold the key to closing and, eventually, eliminating this gap by raising achievement for all students. These areas include, but are not limited to, increasing opportunities for students to participate in our early education programs, attracting and retaining a more diverse professional and support staff, streamlining support for students in after-school and summer programs (e.g., homework support), creating better transitions between our K-8 schools and Brookline High School, increasing our capacity for gathering, reporting and utilizing data in decision making, and providing a Brookline experience for METCO students beginning in preschool or kindergarten whenever possible. In addition, Brookline has become an active member of the national Minority Student Achievement Network (MSAN), a consortium of twenty-five high regarded school districts dedicated to eliminating the achievement gaps and increasing achievement for all students. Clearly, the Equity Project has become the overarching plan for the Public Schools of Brookline, by which nearly all other initiatives will be measured, and which will serve as the basis for an even more comprehensive strategic planning process in 2005-2006.

We believe that the recommended FY'06 budget represents a thoughtful attempt to put the spirit of the Equity Project into action; that is, to implement some of the technical aspects of the project (e.g., early childhood education, individualization of secondary education, small class sizes) that position Brookline to close the achievement gap and provide an excellent education for all students.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM**

**PROGRAM**

**GROUP** NON-APPROPRIATED EXPENSES

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 \$7,939,029, a decrease of \$330,226 (4%) for FY06. The total projected State and County Assessments of \$5,251,146, a decrease of \$9,877 (0.2%), includes \$4,233,927 for the MBTA and \$572,204 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Tax Titles/ Court Judgments/ Deficits, and the Tax Levy Overlay.

<b>CLASS OF EXPENDITURE</b>	<b>ACTUAL FY2004</b>	<b>BUDGET FY2005</b>	<b>REQUEST FY2006</b>	<b>BUDGET INCREASE</b>
State and County Assessments				
County	534,406	547,767	572,204	24,437
Health Insurance	3,099	10,458	0	(10,458)
Air Pollution District	19,694	20,085	20,794	709
MAPC	14,855	15,046	15,428	382
Special Education	15,867	16,743	17,413	670
School Choice Assessment	2,451	2,451	0	(2,451)
Charter School Sending Tuition	0	0	100,640	100,640
Registry Parking Surcharges	202,720	202,720	290,740	88,020
MBTA	4,667,139	4,445,753	4,233,927	(211,826)
<b>SUB-TOTAL - STATE AND COUNTY ASSESSMENTS</b>	<b>5,460,231</b>	<b>5,261,023</b>	<b>5,251,146</b>	<b>(9,877)</b>
Education Offsets	1,013,561	1,157,237	1,162,883	5,646
Tax Levy Overlay	1,500,000	1,800,995	1,500,000	(300,995)
Tax Titles/ Court Judgments/ Deficits	6,387	50,000	25,000	(25,000)
<b>SUB-TOTAL - MISC. NON-APPROPRIATED</b>	<b>2,519,948</b>	<b>3,008,232</b>	<b>2,687,883</b>	<b>(320,349)</b>
<b>TOTAL NON-APPROPRIATED</b>	<b>7,980,179</b>	<b>8,269,255</b>	<b>7,939,029</b>	<b>(330,226)</b>



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** NON-APPROPRIATED EXPENSES

**PROGRAM** NON-APPROPRIATED EXPENSES

**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 are expected to be updated by the State in CY2005. Under the present EQV's, Brookline pays more than 12% 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 FY06 assessment will increase \$24,437 (4.5%) to a total of \$572,204

**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 FY06 are estimated at \$0, a decrease of \$10,458 (100%).

**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 FY06 are estimated at \$20,794, an increase of \$709 (3.5%).

**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 current assessment is expected to increase \$382 (2.5%) for FY06, resulting in a projected cost of \$15,428.

**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 FY05 assessment was \$16,743 and, based on the Preliminary Cheery Sheets, is expected to increase \$670 (4%) for FY06, resulting in a projected cost of \$17,413.

**SCHOOL CHOICE ASSESSMENT**

The School Choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Tuition is paid by the sending district to the receiving district. The State assesses a municipality or regional school district that sends pupils to another school district under School Choice. The current assessment is \$2,451 and, based on the Preliminary Cheery Sheets, is expected to be eliminated for Brookline in FY06.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** NON-APPROPRIATED EXPENSES

**PROGRAM** NON-APPROPRIATED EXPENSES

**CHARTER SCHOOL SENDING TUITION**

General Laws Chapter 71, Section 89 (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 Preliminary Cheery Sheet that was published by the Division of Local Services based on the Governor's budget includes a \$100,640 assessment for Brookline, its first such assessment. It covers the costs of eight students attending a Charter School.

**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 FY06 surcharge assessment is estimated at \$290,740, an increase of \$88,020 (43.4%).

**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 decline over a six-year period, ending in FY06, until it reaches \$127.5 million. With the total assessment being spread over a larger number of communities, the assessment for the original 78 communities will be lowered over the six-year period. Beginning in FY07, total assessments cannot increase by more than 2 1/2% annually.

For purposes of determining each community's assessment, the expenses are broken down into two categories: local and express service. Express service, which basically involves rapid transit service, is assessed 75% by the commuter count (the number of people who live in the town but work elsewhere), and 25% by the number of people boarding in the community. The boarding count is taken for a one-week period each Spring. The local service is assessed 50% by population and 50% by the total deficit divided by the route miles in a community.

The MBTA is required by law to notify the State Treasurer of the amount of the Net Assessable Cost of Service to be assessed to the municipalities within the district. The Statement of Facts is the official document for assessment purposes and is formally approved and certified by the MBTA Board of Directors. The FY05 total assessment for all communities was \$137.73 million, with the Town's assessment at \$4,445,753. The assessment is expected to continue to decline for FY06 and is estimated at \$4,233,927 (a decrease of 4.8%). Beginning in FY07, the Town can expect an increase of no greater than 2.5%.



**FY2006 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP** NON-APPROPRIATED EXPENSES

**PROGRAM** NON-APPROPRIATED EXPENSES

**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 largest piece of these Offsets is for the METCO program, which comprises \$1.056 million of the total. Chapter 76, Section 12A, provides financial assistance to communities that educate children who reside in other towns where racial imbalance exists. Each school system must submit a plan to the Board of Education that shall include an estimate of the costs associated with its implementation. If the plan is approved by the Board of Education, it enters into an agreement for reimbursement with the school system. The other two components of Education Offsets are School Lunch (\$20,830) and Libraries (\$85,646), increases of \$3,109 (17.5%) and \$2,537 (3.1%), respectively. A more detailed explanation of these items can be found in the financing section (Section II) under State Aid. Total Offsets are projected to increase \$5,646 (0.5%) in FY06 to \$1,162,883.

**TAX LEVY OVERLAY**

State law requires that the 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. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation. The proposed overlay for FY06 is \$1.5 million, or approximately 1.2% of the total property tax levy.

**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 which 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 FY06 are projected to decrease 50% to \$25,000.



**FY2006 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
<i>Selectmen</i>	10 Leased PC's	5,801			
	<b>Selectmen Total</b>	<b>5,801</b>			
<i>Human Resources Dept.</i>	6 Leased PC's	3,480			
	<b>Human Resources Department Total</b>	<b>3,480</b>			
<i>Information Technology Dept.</i>	18 Leased PC's	11,955			
	14 Leased Servers	26,593			
	<b>Information Technology Department Total</b>	<b>38,548</b>			
<i>Finance Department</i>					
	Comptroller 10 Leased PC's	5,800			
	Purchasing 7 Leased PC's	4,060			
	Assessors 10 Leased PC's 1 Leased Server	5,800 2,172			
	Sub-Total Assessors	7,972			
	<b>Finance Department Total</b>	<b>23,632</b>			
<i>Legal Services</i>	9 Leased PC's	5,221			
	<b>Legal Services Total</b>	<b>5,221</b>			
<i>Advisory Committee</i>	1 Leased PC	581			
	<b>Advisory Committee Total</b>	<b>581</b>			
<i>Town Clerk</i>	6 Leased PC's	3,480			
	<b>Town Clerk Total</b>	<b>3,480</b>			
<i>Planning/Community Development</i>	13 Leased PC's	7,542			
	<b>Planning &amp; Community Development Dept. Total</b>	<b>7,542</b>			
<i>Economic Development</i>	3 Leased PC's	1,743			
	<b>Economic Development Dept. Total</b>	<b>1,743</b>			



**FY2006 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
<i>Police Department</i>	9 Vehicles	291,974			
	26 Leased Rugged In-Car Laptops	60,666			
	7 Leased PC's	4,060			
	Motorola radios, batteries, chargers, clips and antennas	28,000			
	<b>Police Department Total</b>	<b>384,700</b>			
<i>Fire Department</i>	16 Leased PC's	9,280			
	6 Leased Printers	2,105			
	Replace Service Truck	23,500			
	SCBA Testing Equipment	10,500			
	Public Safety Equipment	16,850			
	<b>Fire Department Total</b>	<b>62,235</b>			
<i>Building Department</i>	15 Leased PC's	8,700			
	2 Leased Servers	3,288			
	1 Hybrid Vehicle	22,500			
	1 Van	24,000			
	Snowblower	1,500			
	<b>Building Department Total</b>	<b>59,988</b>			
<i>Department of Public Works</i>	Administration	9 Leased PC's	5,220		
	Engineering/Transportation	17 Leased PC's	9,860		
	Sanitation	4 Leased PC's	2,320		
		Mack MR600 Packer (Third year of three-year lease)	49,974		
		Madvac Sidewalk Vacuum	32,025		
		Sub-Total Sanitation	84,319		
	Highway	8 Leased PC's	4,640		
Volvo Snowfighter (Third year of three-year lease)		65,674			
Volvo L110 Loader (Third year of three-year lease)		44,284			
Backhoe / Loader (Second year of three-year lease)		21,862			
Street Sweeper (Second year of three-year lease)		27,404			
Municipal Tractor w/Attachments (Second year of three-year lease)		40,958			
2 Combination Dump/Sander Trucks (First year of three-year lease)		98,136			
3 Pickup Trucks w/ Plow (First year of three-year lease)		85,275			
Pelican Street Sweeper (First year of three-year lease)		32,933			
	Sub-Total Highway	421,166			



**FY2006 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
Parks and Open Space	13 Leased PC's/Laptops	7,540			
	Municipal Tractor (Third year of three-year lease)	43,068			
	Backhoe / Loader (Second year of three-year lease)	15,810			
	Jacobsen HR15 Model #9016	64,000			
	1 Ton Pickup w/ Rack Body and Plow	35,017			
	Landscape Trailer	4,000			
	Small Engine Purchase	10,000			
	Sub-Total Parks and Open Space				179,435
	<b>Department of Public Works Total</b>				<b>700,000</b>
Library	5 Leased PC's	2,901			
	30 Leased PC's for Branch Libraries	17,400			
	30 Leased PC's for Main Library	17,400			
	Office/Library Equipment	5,160			
	<b>Library Total</b>				<b>42,861</b>
Health Department	16 Leased PC's	9,280			
	Printer	1,300			
	<b>Health Department Total</b>				<b>10,580</b>
Veterans Services	2 Leased PC's	1,161			
	<b>Veterans Services Total</b>				<b>1,161</b>
Council on Aging	12 Leased PC's	6,961			
	<b>Council on Aging Total</b>				<b>6,961</b>
Human Relations-Youth Resources	2 Leased PC's	1,160			
	<b>Human Relations-Youth Resources Total</b>				<b>1,160</b>
Recreation Department	11 Leased PC's	6,380			
	<b>Recreation Department Total</b>				<b>6,380</b>
	<b>TOTAL GENERAL FUND</b>				<b>1,366,057</b>



**FY2006 PROGRAM BUDGET**

**CAPITAL OUTLAY SUMMARY**

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
	<b>ENTERPRISE FUNDS</b>				
<i>Water</i>	10 Leased PC's	5,800			
	Construction Materials & Equipment	35,000			
	Maintenance Equipment	10,000			
	Water Meters & Equipment	50,000			
	15,000 GVW Cab & Chassis w/ Utility Body and PTO Compressor	52,000			
	Mid-sized Service Van w/Tool Compartments	22,000			
	Sub-Total Water Enterprise	<b>174,800</b>			
<i>Sewer</i>	Construction Materials & Equipment	20,000			
	41,000 GVW Dump Truck w/ Plow	115,000			
	8,600 GVW Pickup Truck w/ 4WD	26,600			
	Sealed Roll Off Container - 15 cu yd	8,000			
	Sub-Total Sewer Enterprise	<b>169,600</b>			
	<b>Water and Sewer Enterprise Fund Total</b>	<b>344,400</b>			
<i>Golf Course</i>	1 Leased PC	580			
	Landscaping Equipment (leased)	85,000			
	<b>Golf Course Enterprise Fund Total</b>	<b>85,580</b>			
	<b>TOTAL ENTERPRISE FUNDS</b>	<b>429,980</b>			
	<b>RECREATION REVOLVING FUND</b>				
	4 Leased PC's	2,320			
	<b>Recreation Revolving Fund Total</b>	<b>2,320</b>			



**CAPITAL IMPROVEMENTS PROGRAM**

The preparation of the annual Capital Improvements Program (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 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. Further, the Selectmen themselves hold a public hearing each year to take citizen comments about capital improvements.

The recommendations contained herein are in compliance with the Board of Selectmen's Capital Improvement Program (CIP) Policies, including the key provision of dedicating an amount equivalent to 5.5% of the prior year's net revenue. These policies 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 Section VIII of this Financial Plan. The table below presents the indicators that are to be monitored per the Debt Management Policies section of the CIP Financing Policies, along with other standard debt measurement variables.

**TABLE 1**

VARIABLE	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Total Outstanding Debt (in millions)	\$99.6	\$97.3	\$102.0	\$96.3	\$90.3	\$87.9	\$78.3
General Fund Outstanding Debt (in millions)	\$83.4	\$82.6	\$85.8	\$79.7	\$75.0	\$72.0	\$64.3
Total Debt Service (in millions)	\$12.9	\$13.7	\$14.1	\$14.8	\$14.4	\$14.4	\$14.3
General Fund Debt Service (in millions)	\$10.1	\$10.9	\$11.4	\$11.9	\$11.7	\$11.6	\$11.5
Total Debt Service Per Capita	\$226	\$239	\$248	\$260	\$252	\$252	\$251
General Fund Debt Service Per Capita	\$176	\$191	\$199	\$209	\$204	\$203	\$201
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	3.1%	2.9%	3.0%	2.8%	2.5%	2.4%	2.1%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	2.6%	2.5%	2.5%	2.3%	2.1%	2.0%	1.7%
B. Total Outstanding Debt Per Capita	\$1,748	\$1,707	\$1,789	\$1,690	\$1,584	\$1,543	\$1,375
General Fund Outstanding Debt Per Capita	\$1,464	\$1,448	\$1,505	\$1,399	\$1,316	\$1,263	\$1,129
C. Total Outstanding Debt as a %age of Assessed Value (AV)	0.8%	0.8%	0.8%	0.8%	0.7%	0.7%	0.6%
General Fund Outstanding Debt as a %age of Assessed Value (AV)	0.7%	0.7%	0.7%	0.6%	0.6%	0.5%	0.5%
D. Total Debt Maturing Within 10 Years	72%	75%	76%	80%	84%	87%	89%
General Fund Debt Maturing Within 10 Years	70%	73%	74%	78%	83%	87%	89%
E. CIP Financing as a %age of Prior Year's Net Revenue	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Debt-Financed CIP as a %age of Prior Year's Net Revenue	4.20%	4.63%	4.54%	4.78%	4.52%	4.34%	4.16%
Revenue-Financed CIP as a %age of Prior Year's Net Revenue	1.30%	0.87%	0.96%	0.72%	0.98%	1.16%	1.34%

**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 \$2,146 (for FY06).
- 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.



## FY2006 PROGRAM BUDGET

## CAPITAL IMPROVEMENTS PROGRAM

The recommended FY06-FY11 CIP calls for an investment of \$73.48 million, for an average of approximately \$12.25 million per year. This continues the Town's commitment to prevent the decline of its infrastructure and to reduce the backlog of projects. Over the last 10 years, the Town has authorized more than \$216 million, for an average of over \$21.6 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 gone a long way toward addressing the backlog of capital projects and have dramatically improved the Town's physical assets.

Developing the CIP so as to stay within the Board's CIP financing policies was particularly challenging this year, due primarily to the fact that there are a number of large projects to which the Town is committed, including the renovation of the Runkle and Devotion Schools, the Health Center, and Town Hall. These projects will bring total outstanding debt from the General Fund and both Enterprise Funds to an estimated \$78.3 million, with annual debt service of \$14.3 million, in FY11.

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, 2003 was \$4.6 million, providing the CIP with additional pay-as-you-go capacity for FY06. Lower levels of Free Cash are estimated for the out-years of the CIP, due to the projected reduction in revenue surpluses. CDBG funds add \$1.4 million over the six-year CIP, providing much-needed funding for street rehabilitation and tree planting, to name a couple of the projects CDBG supports. State/Federal grants total \$1.8 million over the six-year period, most of which (\$1.6 million) comes from the State's Chapter 90 program (road repairs).

Water and Sewer projects total \$9.25 million over the six years. The major project (\$6 million) is the continuation of the Wastewater System Improvement plan. While debt service payments for water and sewer projects are actually paid for out of the General Fund, it should be clearly noted that a transfer from the Water and Sewer Enterprise Fund is made to reimburse the General Fund. The same holds true for any Golf projects. The debt service payments are built into the water and sewer rates and golf fee structure. No tax revenue supports either water and sewer or golf projects.

The other significant funding component of the CIP is "Other" funds, the largest piece being an expected \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that would be used to fund the construction of a playing field on the State-owned site across the street.

Some of the major projects being proposed include:

- . Devotion School Rehab - \$27.12 million
- . Town Hall Rehab - \$11.76 million
- . Runkle School Rehab - \$8.7 million
- . Wastewater System - \$6 million
- . Fisher Hill Reservoir Re-Use - \$4.6 million (of which \$3.25 million is from "Other" funds)
- . Health Center Rehab - \$4.5 million
- . Old Lincoln School (e.g., HVAC, Sprinklers, ADA/Bathrooms) - \$3.95 million



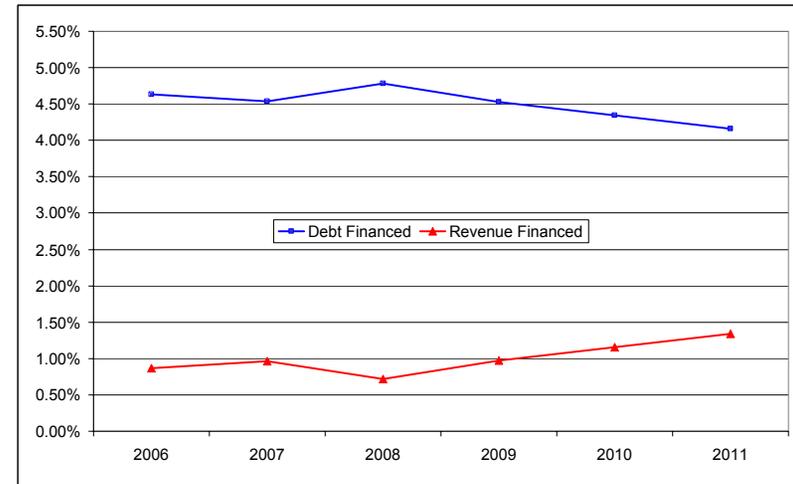
## FY2006 PROGRAM BUDGET

## CAPITAL IMPROVEMENTS PROGRAM

Continued major investments include:

- . Open Space/Playgrounds - \$12.5 million
- . Street and Sidewalk Rehab - \$10.2 million
- . Water Meters - \$2 million
- . Specific Elementary School projects - \$1.6 million
- . Specific High School projects - \$1.4 million
- . Information Technology - \$1.5 million
- . General Town/School Building Repairs (e.g., ADA, Security, Roof) - \$1.375 million
- . Fire Apparatus / Equipment - \$825,000
- . Branch Library Improvements - \$685,000
- . RFID Technology in Library - \$520,000

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 debt service associated with the major projects included in the CIP results in an increase in FY08 of the portion being funded through debt. That portion then begins to decline through FY11, resulting in an increase in the amount of pay-as-you-go available for the CIP in those years.



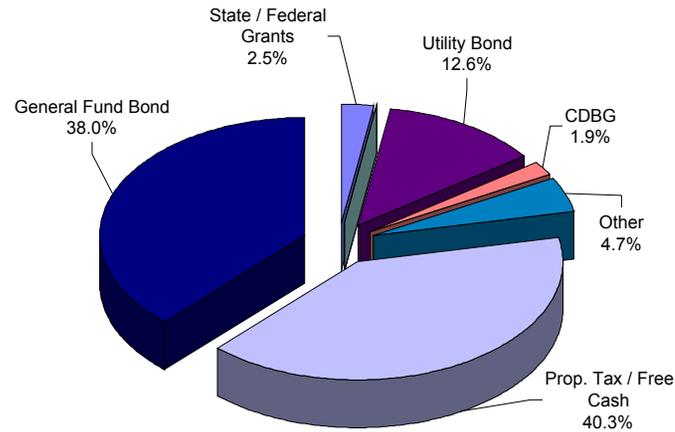
The graphs on the following page summarize the FY06 - FY11 CIP in by revenue source and by category (i.e., facility repair / renovation, infrastructure, parks/open spaces). As shown in the graph on the left, 40% of the six-year CIP is funded via property tax / free cash, 38% from General Fund-supported bonds, and close to 13% from bonds supported by the Water and Sewer Enterprise Fund. The remaining 9% comes from state / federal grants, including the CDBG grant, and outside sources. The graph on the right breaks out the six-year CIP by category. Nearly one-half of the CIP goes toward facility renovations/repairs (e.g., Health Building, Town Hall, Runkle and Devotion Schools, ), with 30% for infrastructure repairs (streets, sidewalks, water and sewer system) and 17% for Parks/Open Space/Playgrounds. The final categories are Miscellaneous (e.g., IT, Firefighter Turnout gear ) at 3.7% and Vehicles (Fire apparatus) at close to 1%.



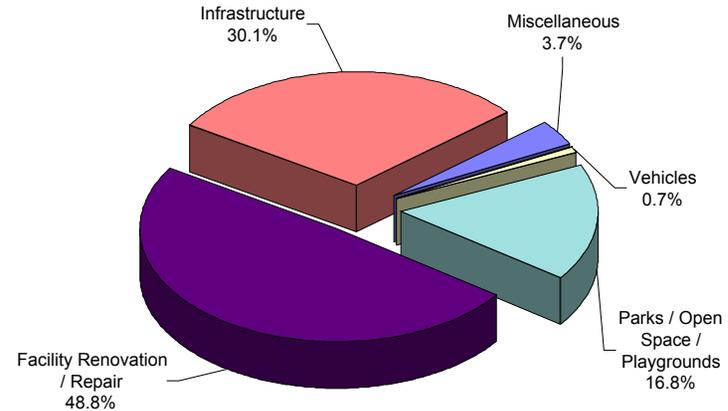
## FY2006 PROGRAM BUDGET

## CAPITAL IMPROVEMENTS PROGRAM

### CIP FUNDING BY SOURCE - 6 YR. TOTAL



### CIP BY CATEGORY - 6 YR. TOTAL



It is important to note that the recommendations contained in the CIP are based upon our best estimates of future revenues. 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.

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 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, and recently reaffirmed by the Fiscal Policy Review Committee (FPRC), are only effective if followed. Continued challenges lie ahead. The FY06 - FY11 CIP is tightly balanced, but the fiscal prudence dictated by the CIP policies will help meet the challenge.



**FY2006 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

**TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2006 - FY2011**

**REVENUE CODES:**

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

**CATEGORY CODES (CC):**

1 = New Facility Construction  
 2 = Facility Renovation / Repair  
 3 = Parks/Open Space/Playgrounds  
 4 = Infrastructure  
 5 = Vehicles  
 6 = Miscellaneous  
 4 = Infrastructure  
 5 = Vehicles  
 6 = Miscellaneous

CC	Total	Prior Year (FY05)	2006		2007		Future Capital Improvement Plan				Future Years		
			2006		2007		2008	2009	2010	2011			
<b>GENERAL GOVERNMENT</b>													
2	Town Hall - Upgrade Facility	11,760,000		1,260,000	B	10,500,000	B						
2	Health Dept Renovations	4,500,000	400,000	4,100,000	B								
6	Public Bldg Furnishings & Equipment	135,486	31,469	29,017	A			25,000	A		25,000	A	25,000
2	Historical Buildings - Putterham School	265,000											265,000
2	Reservoir Buildings	350,000									50,000	A	300,000
6	DRE Voting Machines	110,000		110,000	A								
6	Technology Applications	2,000,000	250,000	250,000	A	250,000	A	250,000	A	250,000	A	250,000	A
General Government Sub-Total		19,120,486	681,469	5,749,017		10,750,000		275,000	250,000	275,000	300,000		840,000
<b>PLANNING &amp; COMMUNITY LEVEL</b>													
4	Coolidge Corner Parking - Feas. Study	40,000	40,000										
4	Street Scape / Civic Space	1,100,000	205,000					175,000	A		150,000	A	570,000
Planning & Community Development Sub-Total		1,140,000	245,000	-		-		175,000		-	150,000		570,000
<b>PUBLIC SAFETY</b>													
2	Portable Emergency Generator	105,000	105,000										
6	SCBA Air Compressor	60,000				60,000	A						
6	Turnout Gear	240,000				120,000	A	120,000	A				
5	Engine # 1	375,000		375,000	A								
5	Ladder # 1	1,000,000											1,000,000
5	Fire Apparatus Rehab	200,000				50,000	A			100,000	A		50,000
2	Fire Station Diesel Exhaust Systems	200,000	200,000										
2	Fire Station AC	160,000	80,000	80,000	A								
2	Fire Station #5 Windows	230,000	30,000	200,000	A								
2	Fire Station #7 Upgrade - Feasibility	50,000								50,000	A		NA
Public Safety Sub-Total		2,620,000	415,000	655,000		230,000		120,000	-	150,000	-		1,050,000
<b>LIBRARY</b>													
3	Main Library Landscape	100,000	100,000										
2	Coolidge Corner Upgrade HVAC	300,000	200,000	100,000	A								
2	Coolidge Corner - Furniture / Front Desk / Driveway Rehab / Rear Windows	307,000	195,000							12,000	A	100,000	A
2	Putterham - ADA / Floor Repl / HVAC / Furnishings / Windows / Landscape	621,500	248,500	65,000	A			12,000	A	100,000	A	21,000	A
2	Library Interior Painting / Facelift	100,000								100,000	A		
6	RFID Conversion Project	520,000						400,000	A	40,000	A	40,000	A
6	Self Checkout Units (2)	50,000	50,000										
Library Sub-Total		1,998,500	793,500	165,000		-		412,000	240,000	73,000	315,000		-
<b>PUBLIC WORKS:</b>													
<b>Transportation</b>													
4	Village Closed Loop Signal System	250,000	250,000										
4	South/Grove Signal Modernization	120,000	120,000										
4	Newton St/West Roxbury Pkwy Improv.	150,000	150,000										
4	Horace James Circle Improvements	150,000	150,000										
4	Washington/School/Cypress Signal	125,000	25,000						100,000	A			
4	Harvard / Babcock Signal	25,000							25,000	A			
Transportation Sub-Total		820,000	695,000	-		-		-	125,000	-	-		-



**FY2006 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

**TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2006 - FY2011**

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CC	Total	Prior Year (FY05)	Future Capital Improvement Plan												Future Years		
			2006	2007	2008		2009		2010		2011						
<b>Engineering/Highway</b>																	
4	Handicapped Access ( ADA )	320,000	40,000	40,000	H	40,000	H	40,000	H	40,000	H	40,000	H	40,000	H	40,000	H
4	Street Rehab - Town	8,000,000	1,000,000	1,000,000	A	1,000,000	A	1,000,000	A	1,000,000	A	1,000,000	A	1,000,000	A	1,000,000	A
4	Street Rehab - State	2,132,771	568,739	710,924	C	853,108	C										
4	Street Rehab - CD	1,033,605	133,605			150,000	H	150,000	H	150,000	H	150,000	H	150,000	H	150,000	H
4	Traffic Calming	950,000	200,000	150,000	A	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A
4	Sidewalk Repair	1,640,000	240,000	200,000	A	200,000	A	200,000	A	200,000	A	200,000	A	200,000	A	200,000	A
4	Street Light Repair/Replacement Program	800,000	100,000	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A
4	Parking Meter Replacement Program	1,300,000				162,500	A	162,500	A	162,500	A	162,500	A	162,500	A	650,000	A
4	Riverway Park Pedestrian/Bike Path	75,000												75,000	A		
4	Centre St. East Parking Lot - Rehab.	165,000										165,000	A				
4	Village Improvements / Pedestrian Access	115,000		115,000	A												
4	Lincoln School Wall Repair	150,000				150,000	A										
4	Path Reconstruction	150,000		100,000	A	50,000	A										
3	Newton St. Landfill Assess. / Corrective Action	2,000,000	2,000,000														
4	Beacon Street Reconstruction-State	8,600,000	8,600,000														
<b>Engineering/Highway Sub-Total</b>		<b>27,431,376</b>	<b>12,882,344</b>	<b>2,415,924</b>		<b>2,643,108</b>		<b>1,752,500</b>		<b>1,752,500</b>		<b>1,917,500</b>		<b>1,827,500</b>		<b>2,240,000</b>	
<b>Water / Sewer</b>																	
4	Singletree Tank Interior Rehab.	250,000						250,000	G								
4	Storm Drain Improvements	1,000,000		500,000	G							500,000	G				
4	Wastewater System Improvements	6,000,000				6,000,000	G										
4	Water Meter Replacement	2,050,000	50,000	2,000,000	G												
<b>Water / Sewer Sub-Total</b>		<b>9,300,000</b>	<b>50,000</b>	<b>2,500,000</b>		<b>6,000,000</b>		<b>250,000</b>		<b>-</b>		<b>500,000</b>		<b>-</b>		<b>-</b>	
<b>Parks and Playgrounds</b>																	
3	Amory Field	350,000		350,000	A												
3	Billy Ward Playground	660,000												60,000	A	600,000	A
3	Brookline Reservoir Park	220,000														220,000	A
3	Dane Park	230,000	60,000	170,000	A											NA	
3	Downes Field Track	60,000	60,000														
3	Eliot Recreation Center Playground	660,000								60,000	A	600,000	A				
3	Fisher Hill - Acquisition, Design & Field	4,600,000				1,350,000	B	3,250,000	I								
3	Larz Anderson Park	185,000	185,000														
3	Lawton Playground	350,000	350,000														
3	Longwood Mall	35,000	35,000														
3	Newton St. Landfill Park - Town	175,000		175,000	A												
3	Newton St. Landfill Park - State	250,000		250,000	C												
3	Riverway Park	425,000														425,000	A
3	Soule Playground	850,000				350,000	A							500,000	A		
3	Turf - Downes/Landfill	300,000		300,000	A												
3	Downes Field Renovation - NFL Grant	200,000		200,000	I												
3	Downes Field Renovation - CDBG	230,000		230,000	H												
3	Winthrop Square / Minot Rose Garden	440,000						40,000	A	400,000	A						
3	Parks/Playgrounds Rehab/Upgrade	2,000,000	250,000	250,000	A	250,000	A	250,000	A	250,000	A	250,000	A	250,000	A	250,000	A
3	Town/School Ground Rehab.	960,000	120,000	120,000	A	120,000	A	120,000	A	120,000	A	120,000	A	120,000	A	120,000	A
3	Tree / Shrub Management	100,000	25,000					25,000	A			25,000	A			25,000	A
3	Tennis Courts / Basketball Courts	300,000	100,000			100,000	A			100,000	A						
3	Lighting & Amenities	150,000				150,000	A										
2	Comfort Stations	150,000								50,000	A	50,000	A	50,000	A		
2	Park & Forestry HQ Renov.	25,000										25,000	A			NA	A
<b>Parks and Playground Sub-Total</b>		<b>13,905,000</b>	<b>1,185,000</b>	<b>2,045,000</b>		<b>2,320,000</b>		<b>3,685,000</b>		<b>980,000</b>		<b>1,070,000</b>		<b>980,000</b>		<b>1,640,000</b>	



**FY2006 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

**TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2006 - FY2011**

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CC	Total	Prior Year (FY05)	Future Capital Improvement Plan											
			2006	2007	2008		2009		2010		2011		Future Years	
<b>Conservation/Open Space</b>														
3	800,000	100,000	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A	100,000	A
3	240,000	30,000	30,000	H	30,000	H	30,000	H	30,000	H	30,000	H	30,000	H
3	40,000	40,000												
3	80,000												80,000	A
3	25,000						25,000	A						
3	745,000	745,000												
3	905,000	905,000												
3	210,000	35,000			60,000	A	115,000	A						
3	200,000						100,000	A					100,000	A
3	200,000	50,000					50,000	A			50,000	A		50,000
	<b>3,445,000</b>	<b>1,905,000</b>	<b>130,000</b>		<b>190,000</b>		<b>420,000</b>		<b>130,000</b>		<b>180,000</b>		<b>310,000</b>	<b>180,000</b>
	<b>55,171,376</b>	<b>16,717,344</b>	<b>7,360,924</b>		<b>11,153,108</b>		<b>6,107,500</b>		<b>2,987,500</b>		<b>3,667,500</b>		<b>3,117,500</b>	<b>4,060,000</b>
<b>RECREATION</b>														
2	1,000,000	1,000,000												
6	100,000	100,000												
2	255,000				30,000	A	225,000	A						
2	50,000									50,000	A			
2	225,000	75,000										150,000	A	
	<b>1,630,000</b>	<b>1,175,000</b>	<b>-</b>		<b>30,000</b>		<b>225,000</b>		<b>-</b>		<b>50,000</b>		<b>150,000</b>	<b>-</b>
<b>SCHOOL</b>														
6	250,000	50,000	50,000	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A
6	475,000													475,000
2	240,000	80,000			80,000	A			80,000	A				
2	125,000		25,000	A	25,000	A	25,000	A	25,000	A	25,000	A		
2	400,000	50,000	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
2	400,000	50,000	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
2	500,000	100,000	100,000	A			100,000	A			100,000	A		100,000
2	675,000				75,000	A	200,000	A			200,000	A		200,000
2	1,389,000		48,000	A	525,000	A	146,000	A	175,000	A	45,000	A	450,000	A
2	616,000										66,000	A	550,000	A
2	336,000										36,000	A	300,000	A
2	27,120,000										240,000	A		26,880,000
2	500,000										500,000	A		
2	100,000		100,000	A										
2	120,000	120,000												
2	390,000	390,000												
2	3,950,000		290,000	A	560,000	A	1,980,000	B	530,000	A	280,000	A	250,000	A
2	-						60,000	A						
2	1,406,000	575,000	50,000	A			66,000	A	550,000	A			15,000	A
2	-						NA							
2	8,701,000				77,000	A			924,000	B	7,700,000	B		
6	65,000	65,000												
	<b>47,758,000</b>	<b>1,480,000</b>	<b>763,000</b>		<b>1,467,000</b>		<b>2,702,000</b>		<b>2,409,000</b>		<b>9,317,000</b>		<b>1,690,000</b>	<b>27,930,000</b>



**FY2006 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

**TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2006 - FY2011**

**REVENUE CODES:**

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

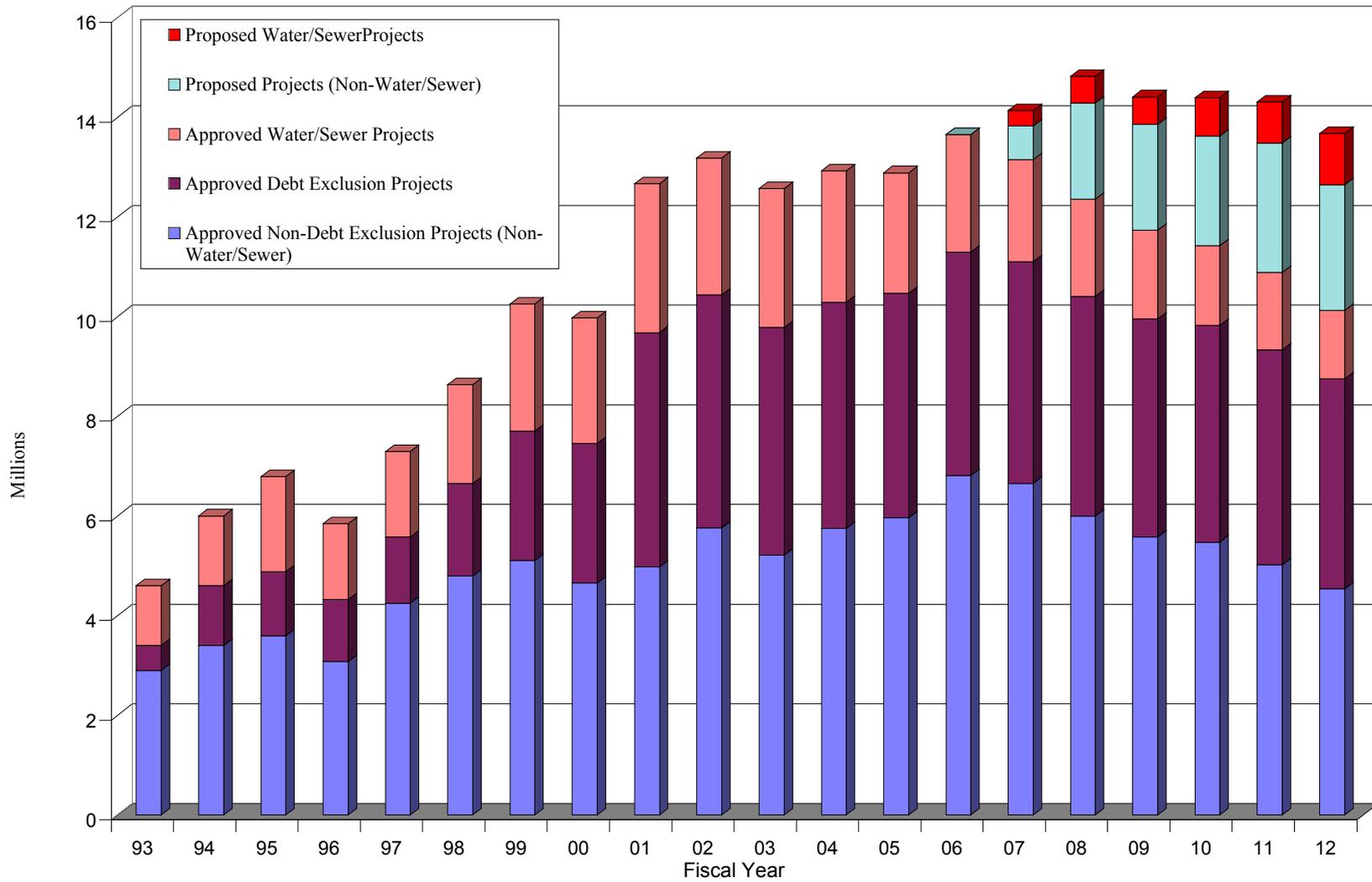
**CATEGORY CODES (CC):**

1 = New Facility Construction  
 2 = Facility Renovation / Repair  
 3 = Parks/Open Space/Playgrounds  
 4 = Infrastructure  
 5 = Vehicles  
 6 = Miscellaneous  
 4 = Infrastructure  
 5 = Vehicles  
 6 = Miscellaneous

CC	Total	Prior Year (FY05)	Future Capital Improvement Plan							
			2006	2007	2008	2009	2010	2011	Future Years	
<b>GRAND TOTAL BY SOURCE</b>										
A = Property Tax / Free Cash	47,652,989	10,819,969	5,102,017 35%	4,707,000 20%	4,316,500 43%	4,742,500 81%	5,262,500 38%	5,352,500 39%	7,350,000 21%	
B = General Fund Bond	55,439,002	745,000	5,360,000 37%	11,850,000 50%	1,980,000 20%	924,000 16%	7,700,000 56%	- 0%	26,880,000 78%	
C = State / Federal Grants	10,982,771	9,168,739	960,924 7%	853,108 4%	- 0%	- 0%	- 0%	- 0%	- 0%	
D = Golf Budget	-	-	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
E = Golf Bond	-	-	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
F = Utility Budget	50,000	50,000	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
G = Utility Bond	9,250,000	-	2,500,000 17%	6,000,000 25%	250,000 2%	- 0%	500,000 4%	- 0%	- 0%	
H = CDBG	1,848,605	228,605	300,000 2%	220,000 1%	220,000 2%	220,000 4%	220,000 2%	220,000 2%	220,000 1%	
I = Other	3,945,000	495,000	200,000 1%	- 0%	3,250,000 32%	- 0%	- 0%	- 0%	- 0%	
<b>Grand Total</b>	<b>129,168,362</b>	<b>21,507,313</b>	<b>14,422,941</b>	<b>23,630,108</b>	<b>10,016,500</b>	<b>5,886,500</b>	<b>13,682,500</b>	<b>5,572,500</b>	<b>34,450,000</b>	
<b>GRAND TOTAL BY ALLOCATION</b>										
General Government	19,120,486	681,469	5,749,017 40%	10,750,000 45%	275,000 3%	250,000 4%	275,000 2%	300,000 2%	840,000 2%	
Planning and Community Development	1,140,000	245,000	- 0%	- 0%	175,000 2%	- 0%	150,000 1%	- 0%	570,000 2%	
Public Safety	2,620,000	415,000	655,000 5%	230,000 1%	120,000 1%	- 0%	150,000 1%	- 0%	1,050,000 3%	
Library	1,998,500	793,500	165,000 1%	- 0%	412,000 4%	240,000 4%	73,000 1%	315,000 2%	- 0%	
DPW - Transportation	820,000	695,000	- 0%	- 0%	- 0%	125,000 2%	- 0%	- 0%	- 0%	
Engineering/Highway	27,431,376	12,882,344	2,415,924 17%	2,643,108 11%	1,752,500 17%	1,752,500 30%	1,917,500 14%	1,827,500 13%	2,240,000 7%	
Water / Sewer	9,300,000	50,000	2,500,000 17%	6,000,000 25%	250,000 2%	- 0%	500,000 4%	- 0%	- 0%	
Parks & Playgrounds	13,905,000	1,185,000	2,045,000 14%	2,320,000 10%	3,685,000 37%	980,000 17%	1,070,000 8%	980,000 7%	1,640,000 5%	
Conservation/Open Space	3,445,000	1,905,000	130,000 1%	190,000 1%	420,000 4%	130,000 2%	180,000 1%	310,000 2%	180,000 1%	
Recreation	1,630,000	1,175,000	- 0%	30,000 0%	225,000 2%	- 0%	50,000 0%	150,000 1%	- 0%	
Public Schools	47,758,000	1,480,000	763,000 5%	1,467,000 6%	2,702,000 27%	2,409,000 41%	9,317,000 68%	1,690,000 12%	27,930,000 81%	
<b>Grand Total</b>	<b>129,168,362</b>	<b>21,507,313</b>	<b>14,422,941</b>	<b>23,630,108</b>	<b>10,016,500</b>	<b>5,886,500</b>	<b>13,682,500</b>	<b>5,572,500</b>	<b>34,450,000</b>	
<b>GRAND TOTAL BY CATEGORY</b>										
1 New Facility Construction	-	-	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	- 0%	
2 Facility Renovation / Repair	67,721,500	3,998,500	6,518,000 45%	11,972,000 51%	2,914,000 29%	2,634,000 45%	9,500,000 69%	2,190,000 16%	27,995,000 81%	
3 Parks / Open Space / Playgrounds	19,175,000	5,090,000	2,175,000 15%	2,510,000 11%	4,105,000 41%	1,060,000 18%	1,175,000 9%	1,240,000 9%	1,820,000 5%	
4 Infrastructure	36,691,376	11,872,344	4,915,924 34%	8,643,108 37%	2,177,500 22%	1,877,500 32%	2,567,500 19%	1,827,500 13%	2,810,000 8%	
5 Vehicles	1,575,000	-	375,000 3%	50,000 0%	- 0%	- 0%	100,000 1%	- 0%	1,050,000 3%	
6 Miscellaneous	4,005,486	546,469	439,017 3%	455,000 2%	820,000 8%	315,000 5%	340,000 2%	315,000 2%	775,000 2%	
<b>Grand Total</b>	<b>129,168,362</b>	<b>21,507,313</b>	<b>14,422,941</b>	<b>23,630,108</b>	<b>10,016,500</b>	<b>5,886,500</b>	<b>13,682,500</b>	<b>5,572,500</b>	<b>34,450,000</b>	

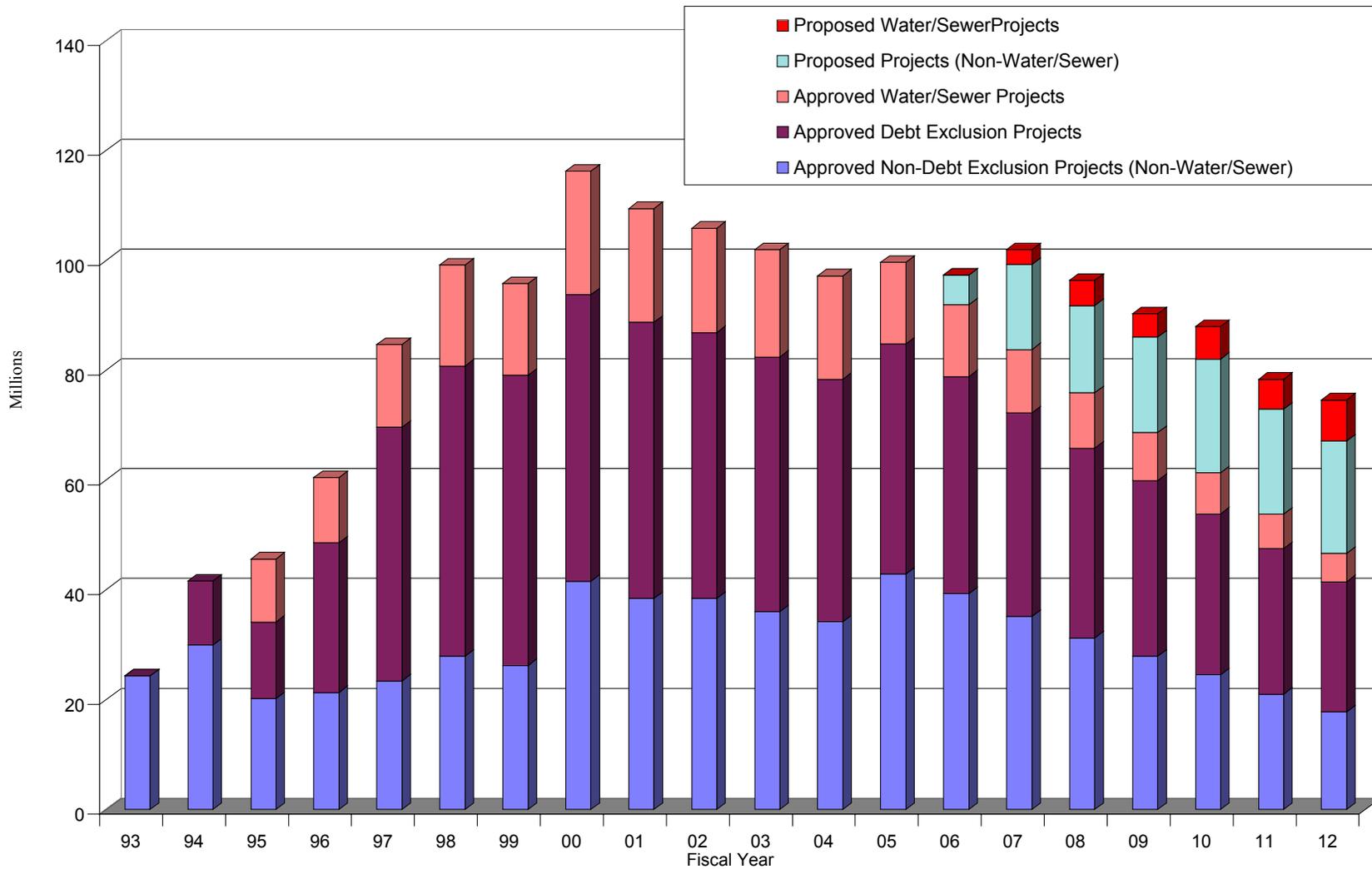


DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY06 - FY11 CIP





TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY06 - FY11 CIP



**TOWN OF BROOKLINE FISCAL POLICIES**

As approved by the Board of Selectmen on April 27, 2004

**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; 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:

- o when Free Cash exceeds \$6 million, 5% shall be allocated to the Affordable Housing Trust Fund.
- o when Free Cash exceeds \$7.5 million, 7.5% shall be allocated to the Affordable Housing Trust Fund.
- o 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.

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.



## FY2006 PROGRAM BUDGET

## FISCAL POLICIES

### 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.

- 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.

#### 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.

		FY97 ACTUAL	FY98 ACTUAL	FY99 ACTUAL	FY00 ACTUAL	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 FINANCIAL PLAN
	<b>REVENUES</b>										
	Property Taxes	84,086,279	87,663,921	91,118,977	95,990,703	99,542,462	103,690,844	108,240,242	114,247,135	119,852,045	124,540,213
	Local Receipts	30,788,428	33,976,504	35,604,205	39,669,445	39,109,205	19,390,029	22,956,312	19,033,233	17,981,628	18,800,300
	State Aid	11,698,710	12,666,523	13,865,847	15,544,669	19,302,568	19,993,861	19,071,684	17,298,584	17,094,030	17,636,724
	Free Cash	2,220,000	2,929,019	3,562,222	6,590,000	4,810,908	11,536,850	5,261,797	5,602,961	6,966,241	4,606,534
	Other Available Funds	2,307,098	2,260,198	2,231,293	2,308,309	6,542,000	6,779,885	8,334,680	7,884,611	11,255,330	7,933,796
	<b>TOTAL REVENUE</b>	<b>131,100,515</b>	<b>139,496,165</b>	<b>146,382,544</b>	<b>160,103,126</b>	<b>169,307,143</b>	<b>161,391,468</b>	<b>163,864,715</b>	<b>164,066,523</b>	<b>173,149,274</b>	<b>173,517,567</b>
	<b>EXPENDITURES</b>										
	<b>DEPARTMENTAL EXPENDITURES</b>										
	Selectmen	417,460	441,582	453,423	493,730	495,113	534,684	535,920	557,303	557,187	562,190
	Human Resources	193,766	187,019	232,809	328,014	328,271	262,432	382,227	372,256	378,587	449,445
	Information Technology	553,260	722,635	806,875	978,059	984,444	1,192,981	1,244,911	1,484,414	1,548,978	1,358,761
(1)	Finance Department	1,306,117	1,325,049	1,349,316	1,476,759	1,458,385	1,615,755	2,678,354	2,544,685	2,540,298	2,866,097
	<i>a. Comptroller</i>	257,584	268,914	288,296	329,168	324,525	367,452	310,760	346,011	339,211	430,047
	<i>b. Purchasing</i>	178,360	206,211	180,673	194,412	191,548	222,325	980,333	1,004,669	1,016,526	1,022,685
	<i>c. Assessing</i>	537,530	514,683	543,431	611,119	573,210	643,776	679,823	637,562	651,712	653,113
	<i>d. Treasurer</i>	332,643	335,241	336,916	342,060	369,102	382,202	707,438	556,443	532,849	760,252
	Legal Services	409,439	499,307	488,456	586,907	689,422	705,734	706,516	625,823	549,453	573,196
	Advisory Committee	13,682	15,212	19,553	15,761	15,381	16,501	17,943	15,187	20,884	21,449
	Town Clerk	374,890	315,211	389,324	408,212	434,369	369,832	484,320	453,174	512,265	444,333
(1)	Planning and Community Development	201,719	202,519	259,325	312,392	349,470	338,661	415,987	383,595	372,005	360,667
	<i>a. Planning</i>	170,539	171,476	212,711	264,452	194,966	174,526	304,443	293,893	226,401	229,343
	<i>b. Housing</i>	0	0	0	1,514	106,884	113,812	67,427	52,546	101,734	92,069
	<i>c. Preservation</i>	31,180	31,043	46,614	46,426	47,620	50,323	44,117	37,156	43,870	39,255
	Economic Development	62,530	113,096	117,766	141,428	123,314	137,687	169,778	163,449	175,124	178,142
	Police	8,953,582	9,328,015	9,620,242	10,440,888	10,911,612	11,400,777	12,183,285	12,518,772	13,027,694	13,079,369
	Fire	8,907,446	8,943,351	8,931,093	9,781,488	9,963,650	10,367,886	10,828,037	10,800,522	10,515,297	10,542,657
	Building	4,008,619	4,427,980	4,189,377	4,152,636	4,478,490	4,533,132	4,600,063	4,857,475	4,922,153	5,050,516
(1)	Public Works	20,471,372	22,073,241	22,945,965	22,123,320	24,782,920	10,727,692	11,406,533	11,429,023	11,426,874	11,528,199
	<i>a. Administration</i>	439,298	462,000	511,547	640,894	678,719	723,366	768,911	783,590	769,372	774,919
	<i>b. Engineering/Transportation</i>	514,147	568,303	601,669	506,088	641,985	594,350	611,680	705,177	781,079	793,296
	<i>c. Highway</i>	4,777,462	4,596,520	4,923,841	4,467,883	4,924,105	4,355,988	4,784,769	4,689,124	4,446,483	4,450,213
	<i>d. Sanitation</i>	2,110,486	2,132,285	2,393,594	2,515,218	2,851,046	2,747,460	2,816,116	2,736,325	2,893,594	2,912,322
	<i>e. Water</i>	3,848,159	4,052,823	4,295,607	4,439,207	4,681,783					
	<i>f. Sewer</i>	6,749,502	8,299,224	8,223,480	7,334,479	8,629,795					
	<i>g. Parks and Open Space</i>	1,547,010	1,645,385	1,679,752	1,873,625	1,987,227	1,917,502	1,905,660	2,514,808	2,536,345	2,597,449
	<i>h. Forestry</i>	290,771	121,225	118,363	138,889	200,486	177,093	339,719			
	<i>i. Cemetery</i>	143,597	141,355	152,084	162,527	145,509	153,721	179,678			
	<i>j. Transportation</i>	50,940	54,121	46,028	44,510	42,265	58,212				
	Library	2,325,695	2,365,670	2,446,948	2,590,909	2,657,648	2,714,330	2,847,260	2,947,165	2,977,439	3,037,290
	Health	742,270	771,475	796,087	837,151	849,320	937,363	944,404	967,711	934,983	963,312
	Veterans' Services	155,677	145,565	159,973	147,969	141,276	144,672	195,089	165,077	192,398	192,829
	Council on Aging	379,350	373,964	379,360	397,334	494,320	568,110	612,202	631,313	682,010	662,283
	Human Relations	112,323	134,157	149,135	181,841	186,091	213,077	134,123	127,555	131,174	132,529
	Recreation	1,067,977	1,032,382	1,107,844	1,120,662	1,156,638	1,228,887	1,244,910	1,291,953	1,252,114	1,296,827
(2)	Personal Services Reserve	509,123	1,264,569	420,002	1,282,641	766,756	780,000	1,474,526	1,100,283	1,180,357	750,000
(3)	Collective Bargaining - Town	845,000	800,000	977,100	1,100,000	1,250,000	1,228,862	1,340,000	1,187,950	1,500,000	2,150,000
	<i>Subtotal Town</i>	<i>50,657,174</i>	<i>53,417,430</i>	<i>54,842,871</i>	<i>56,515,460</i>	<i>60,500,134</i>	<i>48,010,193</i>	<i>51,631,862</i>	<i>52,336,452</i>	<i>53,897,274</i>	<i>56,200,090</i>
	<i>Schools</i>	<i>38,776,457</i>	<i>40,351,813</i>	<i>42,623,305</i>	<i>45,179,096</i>	<i>48,174,790</i>	<i>51,243,151</i>	<i>53,207,625</i>	<i>53,774,922</i>	<i>55,817,215</i>	<i>58,007,124</i>
	<b>TOTAL DEPARTMENTAL EXPENDITURES</b>	<b>89,433,631</b>	<b>93,769,243</b>	<b>97,466,176</b>	<b>101,694,556</b>	<b>108,674,924</b>	<b>99,253,344</b>	<b>104,839,487</b>	<b>106,111,374</b>	<b>109,714,489</b>	<b>114,207,215</b>

		FY97 ACTUAL	FY98 ACTUAL	FY99 ACTUAL	FY00 ACTUAL	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 FINANCIAL PLAN
	<b>NON-DEPARTMENTAL EXPENDITURES</b>										
(1)	Employee Benefits	16,428,304	17,258,431	18,429,334	18,802,790	20,273,360	21,105,951	23,140,735	26,386,986	27,400,704	28,973,687
	<i>a.) Pensions</i>	7,514,201	7,668,937	8,233,253	8,334,161	8,516,628	8,463,009	8,667,061	9,239,869	9,533,000	9,921,963
(4)	<i>b.) Group Health</i>	7,400,000	8,000,000	8,675,000	8,700,000	9,971,000	10,605,444	12,026,425	14,372,500	15,419,000	16,781,724
	<i>c.) Retiree Group Health Trust Fund</i>	0	0	0	35,000	60,000	120,000	229,750	626,133	0	0
	<i>d.) Employee Assistance Program (EAP)</i>	0	0	0	20,000	15,634	14,006	9,827	25,000	25,000	25,000
	<i>e.) Group Life</i>	56,595	61,467	68,178	71,601	70,047	79,327	86,548	114,946	135,000	145,000
(4)	<i>f.) Worker's Compensation</i>	800,000	775,000	775,000	800,000	800,000	825,000	1,095,000	895,000	1,048,704	895,000
	<i>g.) Unemployment Compensation</i>	85,792	125,000	63,842	110,000	60,799	155,000	180,000	228,203	150,000	125,000
	<i>h.) Medical Disabilities</i>	161,184	156,299	99,040	134,977	99,580	94,970	11,749	14,061	30,000	30,000
	<i>i.) Medicare Coverage</i>	410,532	471,728	515,021	597,051	679,672	749,195	834,375	871,274	1,060,000	1,050,000
(2)	Reserve Fund	325,696	532,153	717,287	527,947	874,880	930,687	851,935	1,070,000	1,476,305	1,524,420
	Liability/Catastrophe Fund		0	0	0	0	410,229	711,589	100,000	172,896	406,616
	Housing Trust Fund			0	0	0	1,000,000	311,225	316,455	348,312	0
	Stabilization Fund	0	740,000	800,000	1,560,000	95,400	235,000	0	0	246,892	39,004
	General Services	586,158	564,398	655,409	628,304	727,569	629,255				
	General Insurance	42,398	82,589	90,000	96,741	134,839	187,164	193,910	230,000	285,000	251,068
	Audit/Professional Services	66,428	90,000	82,456	95,000	110,492	104,007	148,949	137,036	137,000	138,987
	Contingency Fund	19,969	19,813	19,239	19,996	13,973	16,882	16,693	12,102	18,000	18,000
	Out-of-State Travel	3,000	2,896	1,190	3,000	1,494	539	0	851	3,000	3,000
	Printing of Warrants & Reports	13,516	20,000	20,000	14,619	19,022	19,132	16,775	16,378	20,000	20,000
	MMA Dues	9,000	9,300	9,700	10,000	10,444	10,533	10,713	10,533	11,811	12,106
	<i>Subtotal General</i>	740,469	1,528,996	1,677,994	2,427,660	1,113,233	2,612,741	1,409,854	1,893,355	2,719,217	2,413,201
(1)	Borrowing	7,454,993	8,725,394	10,277,767	9,826,766	13,183,004	12,752,494	13,193,367	13,251,400	13,605,246	14,171,495
	<i>a. Funded Debt - Principal</i>	5,091,260	5,616,260	6,163,260	5,551,408	7,546,408	7,528,518	7,944,798	8,307,613	8,513,890	9,220,587
	<i>b. Funded Debt - Interest</i>	2,091,260	2,339,853	2,653,001	2,384,213	5,120,429	4,901,313	4,598,159	4,562,078	4,559,356	4,430,908
	<i>c. Bond Anticipation Notes</i>	123,558	675,200	1,401,058	1,890,195	500,500	293,167	647,912	362,167	472,000	460,000
	<i>d. Abatement Interest and Refunds</i>	148,915	94,081	60,448	950	15,667	29,496	2,498	19,542	60,000	60,000
	<b>TOTAL NON-DEPARTMENTAL EXPENDITURES</b>	<b>24,623,766</b>	<b>27,512,821</b>	<b>30,385,095</b>	<b>31,057,216</b>	<b>34,569,597</b>	<b>36,471,186</b>	<b>37,743,956</b>	<b>41,531,741</b>	<b>43,725,167</b>	<b>45,558,383</b>
	<b>TOTAL GENERAL APPROPRIATIONS</b>	<b>114,057,397</b>	<b>121,282,064</b>	<b>127,851,271</b>	<b>132,751,772</b>	<b>143,244,521</b>	<b>135,724,530</b>	<b>142,583,443</b>	<b>147,643,115</b>	<b>153,439,656</b>	<b>159,765,597</b>
(5)	<b>TOTAL SPECIAL APPROPRIATIONS</b>	<b>4,278,442</b>	<b>4,067,887</b>	<b>4,487,887</b>	<b>7,202,887</b>	<b>11,808,691</b>	<b>11,342,260</b>	<b>6,997,911</b>	<b>7,066,117</b>	<b>11,438,708</b>	<b>5,812,941</b>
	<b>TOTAL APPROPRIATED EXPENDITURES</b>	<b>118,335,839</b>	<b>125,349,951</b>	<b>132,339,158</b>	<b>139,954,659</b>	<b>155,053,212</b>	<b>147,066,792</b>	<b>149,581,354</b>	<b>154,709,232</b>	<b>164,878,364</b>	<b>165,578,538</b>
	<b>NON-APPROPRIATED EXPENDITURES</b>										
	Cherry Sheet Offsets	980,427	964,085	971,338	986,362	1,171,140	1,189,066	1,148,519	1,013,561	1,157,237	1,162,883
	State & County Charges	5,597,692	5,738,724	5,813,039	5,737,237	6,117,420	5,741,060	5,638,706	5,460,231	5,262,677	5,251,146
	Overlay	1,844,721	1,990,678	2,344,564	3,212,154	2,096,864	2,393,355	2,560,059	1,500,000	1,800,995	1,500,000
	Deficits-Judgments-Tax Titles	181,258	200,000	324,838	50,000	220,000	0	71,250	6,387	50,000	25,000
	<b>TOTAL NON-APPROPRIATED EXPEND.</b>	<b>8,604,098</b>	<b>8,893,487</b>	<b>9,453,779</b>	<b>9,985,753</b>	<b>9,605,424</b>	<b>9,323,481</b>	<b>9,418,534</b>	<b>7,980,179</b>	<b>8,270,909</b>	<b>7,939,029</b>
	<b>TOTAL EXPENDITURES</b>	<b>126,939,937</b>	<b>134,243,438</b>	<b>141,792,937</b>	<b>149,940,415</b>	<b>164,658,636</b>	<b>156,390,271</b>	<b>158,999,888</b>	<b>162,689,411</b>	<b>173,149,273</b>	<b>173,517,567</b>
	<b>SURPLUS/(DEFICIT)</b>	<b>4,160,578</b>	<b>5,252,727</b>	<b>4,589,607</b>	<b>10,162,711</b>	<b>4,648,507</b>	<b>5,001,197</b>	<b>4,864,827</b>	<b>1,377,113</b>	<b>0</b>	<b>0</b>

(1) Breakdown provided for informational purposes.

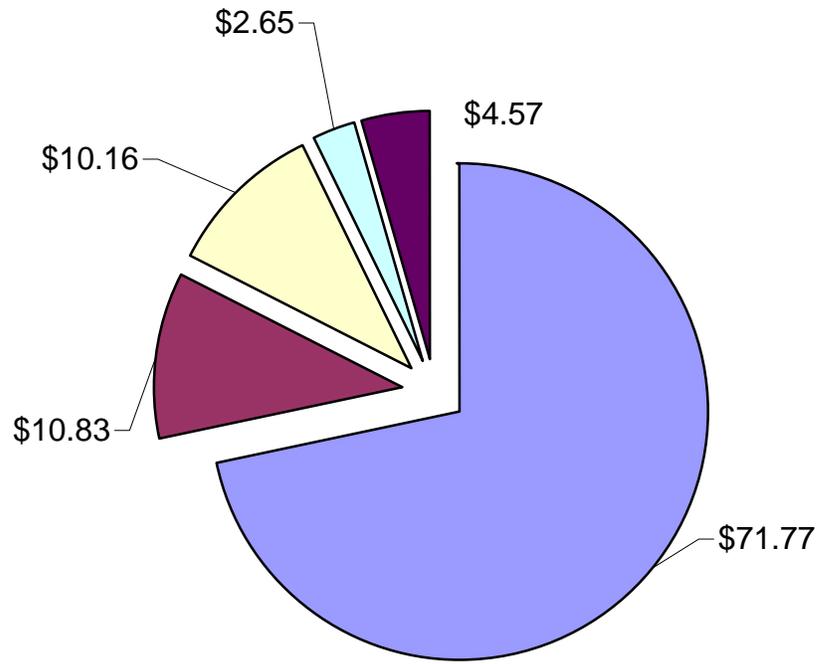
(2) FY97-04 figures provided for informational purposes. Funds were transferred to departmental budgets for expenditure.

(3) FY97-05 figures provided for informational purposes. Funds were transferred to departmental budgets for expenditure.

(4) Funds are transferred to trust funds for expenditure.

(5) Amounts appropriated.

### HOW EACH \$100 WILL BE RECEIVED



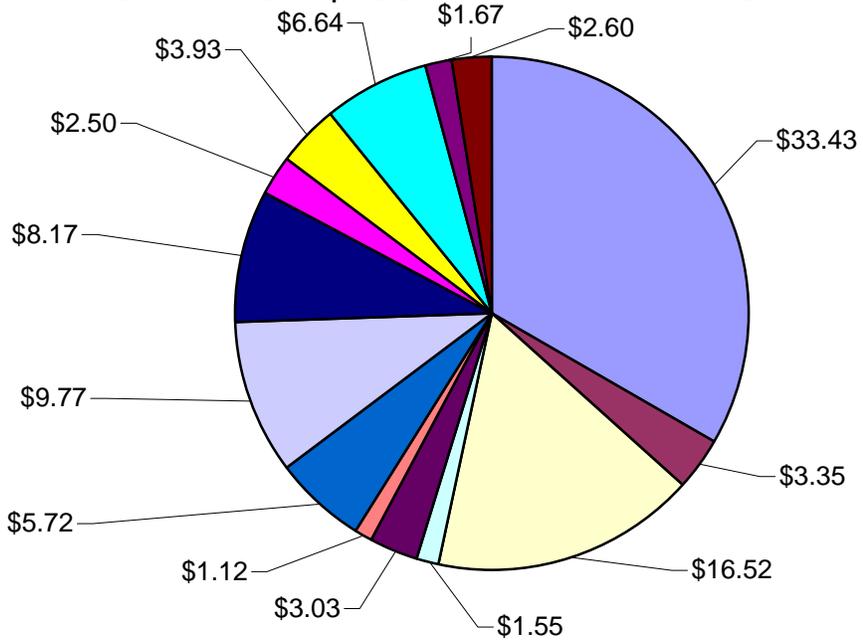
- Property Taxes
- Local Receipts
- State Aid
- Free Cash
- Other Available Funds

H

\$2.50  
\$8.17  
\$9.77  
\$5.72

- Educatio
- Other N
- Pension
- Leisure
- Coll Bar

# HOW EACH \$100 WILL BE APPROPRIATED



- |                          |                     |                 |
|--------------------------|---------------------|-----------------|
| Education                | Special Appr.       | Public Safety   |
| Other Non-Appr.          | State & Co. Charges | Human Svcs      |
| Pensions                 | Group Ins.          | Debt & Interest |
| Leisure & Cultural Svcs. | Admin/Fin           | Public Works    |
| Coll Barg/Pers Svcs      | Other Non-Dept.     |                 |