

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Board of Selectmen is composed of five members who are elected for staggered three-year terms. As directors of the municipal corporation, they are vested with the general management of the Town. The Selectmen initiate legislative policy by inserting articles in Town Meeting Warrants and then implement and enforce the votes subsequently adopted; establish town administrative policies; review and set fiscal guidelines for the annual Operating Budget and the six-year Capital Improvement Program (CIP); appoint department heads and members of many official boards and commissions; hold public hearings on important town issues and periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the State Legislature and in all regional and metropolitan affairs; and enforce Town by-laws and regulations. The Board also appoints the Town Administrator, who serves as the Chief Administrative Officer of the Town in accordance with the "Town Administrator Act" (Ch. 270 of the Acts of 1985, as amended).

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 FY18 budget increases \$8,547 (1.2%). Personnel increases \$8,067 (1.2%) for Steps (\$9,167), but there is a decrease in Longevity (\$1,100). The increase in Services (\$480; 7.9%) reflects an increase in the Wireless Communication line.

**FY2018 OBJECTIVES\***

*\*In no particular order.*

1. To continue to observe and implement policies and practices to ensure long-term financial sustainability, including:
  - the recommendations of the Override Study Committee, as adopted by Town Meeting Resolution in March, 2008.
  - the recommendations of the Efficiency Initiative Committee and OPEB Task Force, where feasible, and to explore new opportunities for improving productivity and eliminating unnecessary costs.
  - fiscal policies relative to reserves and capital financing as part of the ongoing effort to observe sound financial practices and retain the Aaa credit rating.
  - efforts to enter into PILOT Agreements with institutional non-profits along with an equitable approach for community-based organizations.
  - support of the business community and vibrant commercial districts.
2. To develop and implement a CIP that addresses the school space pressures brought on by the dramatic increase in K-12 enrollment, that at the same time preserves other high-priority projects:
  - to continue major public projects in progress, including the Devotion School, Municipal Service Center renovations, Water and Sewer infrastructure improvements, Brookline High School, the Ninth School at Baldwin, and Brookline Reservoir Park.
  - to complete major public projects in various stages of planning, including Brookline High School, a Major K-8 project, Gateway East/Village Square, Emerson Garden playground, Corey Hill park, and the fire training and maintenance facility.
  - to complete Coolidge Corner Library renovations.
  - to continue to invest in technology and energy efficiency projects that yield long-term operating budget relief.
  - to upgrade the fleet of parking meters.
3. To continue to work with the School Committee on the development and execution of a comprehensive plan to address the space and enrollment needs in the schools.
4. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.

<b>PROGRAM COSTS - SELECTMEN</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	653,842	658,717	666,784	8,067	1.2%
Services	6,995	6,100	6,580	480	7.9%
Supplies	3,991	4,000	4,000	0	0.0%
Other	17,232	17,600	17,600	0	0.0%
Capital	2,130	2,205	2,205	0	0.0%
<b>TOTAL</b>	<b>684,191</b>	<b>688,622</b>	<b>697,169</b>	<b>8,547</b>	<b>1.2%</b>
<b>BENEFITS</b>			<b>337,459</b>		
<b>REVENUE</b>	<b>562,667</b>	<b>502,575</b>	<b>512,575</b>	<b>10,000</b>	<b>2.0%</b>

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**FY2018 OBJECTIVES (Con't.)**

5. To integrate diversity and inclusion into the Town's business objective of providing excellent government services.
6. To continue to provide leadership and support to the Town Administrator, the Diversity, Inclusion and Community Relations Office, Boards and Commissions and other community stakeholders in collaborative efforts to implement meaningful diversity and inclusion initiatives.
7. To work closely with the Town Administrator and the Human Resources Office to establish effective recruitment networks to ensure broad and diverse recruitment pools for highly qualified individuals to serve the Town; while meeting its objective of creating a strategic succession plan, achieving a diverse management and leadership body.
8. To increase our measurement tools building on the metrics established by the Professional Diversity Network.
9. To support the Diversity, Inclusion and Community Relations Office, and the commissions it supports, to advance, promote and advocate for the human and civil rights of all through education, awareness, outreach and advocacy.
10. To conduct labor contract negotiations for equitable settlements, in conjunction within the Town's ability to pay as shaped by the objectives noted above, and to negotiate an agreement with the Public Employee Committee to provide quality employee health insurance benefits recognizing the Town's ability to pay and consistent with the practices of similar municipalities.
11. To continue to provide leadership to Brookline CAN- Community Aging Network.
12. To provide a variety of interesting daily/diverse programs at the Senior Center.
13. To continue to explore efforts on diversity to ensure all elders are served with particular emphasis on Spanish, Mandarin, Cantonese, and Russian speaking elders.
14. To ensure compliance with the provisions of the Americans with Disabilities Act.
15. To provide high quality, affordable homecare to Brookline elders and their families.
16. To provide leadership for the Town's efforts to reduce energy use and its impact on the environment:
  - to explore solar and other renewable energy generation opportunities on Town buildings and properties.
  - to identify and pursue, with the assistance of other municipal departments, energy efficiency improvement and funding opportunities for municipal buildings; including, but not limited to, the pursuit of net zero emissions for a Ninth K-8 School and other municipal buildings.
  - to complete the Town's LED Streetlight project.
  - to participate in and support the Climate Preparedness Task Force together with other municipalities of the Metropolitan Mayors Coalition.
17. To commence a Community Choice Electrical Aggregation Program and contract for electric supply for Brookline residents and businesses as authorized by M.G.L. 164, Section 134.
18. To increase the use of renewable resources and corresponding decreased use of carbon dioxide emitting sources for the generation of electricity for Brookline participants in the Community Choice Electrical Aggregation Program.
19. To continue to plan for a for a climate vulnerability assessment focused on the risks to local resources from climate change.

**FY2018 OBJECTIVES (Con't.)**

20. To expand technology utilization through the improvement and promotion of the BrooklineMA.gov website, BrookOnLine portal, mobile applications and supporting departmental initiatives such as:
  - using ClearGov to visualize the open checkbook and to give a comprehensive financial overview.
  - continuing to promote paperless billing options and online payments.
  - working toward improving and promoting departmental performance.
  - full implementation of pay by cell parking technology.
21. To ensure Brookline continues to invest in Public Safety related technology including:
  - supporting the Police Department's utilization of data sharing applications and tools to ensure effective and immediate availability of key Public Safety related information.
  - assisting the Fire Department in the utilization of technology to improve firefighter safety, to re-engineer business processes, and improve intra-departmental communication.
  - implementing the findings of the study of the Public Safety Computer Aided Dispatch (CAD) system.
22. To continue to coordinate the archiving and disseminating of information relative to the visual resources held by the Planning Department; explore mechanisms to work with the Library Department and Town Clerk to consolidate resources and develop a plan to effectively and efficiently preserve the Town's heritage.
23. To continue and ultimately expand the Hubway regional bike share system in Brookline by collaborating with Motivate International, Inc. and the Cities of Boston, Cambridge, and Somerville, and other municipalities that enter the program, as the parties seek to transition the system to a privatized model.
24. To integrate Hubway support into public benefit requests for new developments, to continue the expansion of the program.
25. To continue to provide staff support to the Zoning Board of Appeals by working with Comprehensive Permit applicants to accommodate adjustments to their proposed projects in order to better address neighborhood and municipal needs within the constraints of Chapter 40B.
26. To implement the goals of the Housing Production plan. More specifically, to prioritize the creation and maintenance of affordable housing to meet our 10% 40B cap, while balancing other community needs and concerns, including racial integration.
27. To continue to review plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Old Burying Ground, the Devotion House, Putterham School, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery, Larz Anderson Park and the Riverway/Olmsted Park.
28. To work with Selectmen-appointed committees to examine a potential rezoning of:
  - the block bounded by Pleasant, John, Green, Harvard and Beacon Streets.
  - the Holiday Inn property at 1200 Beacon Street.
29. To complete the Major Parcel Study to create a plan for the future of major private parcels as well as underutilized municipal parcels in order to respond to the needs identified in the Strategic Asset Plan.
30. To oversee the New England Treatment Access, Inc. medical marijuana dispensary in Brookline.

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**FY2018 OBJECTIVES (Con't.)**

31. To work closely with the Police and Fire Chiefs and the Town's Emergency Management Team to prepare for emergencies, including possible Avian Flu Epidemic, Ebola cases, and bio-terrorist attacks.
32. To provide guidance to the Police Department to ensure an appropriate balance between public safety needs and the rights of individuals and to continue to monitor policy considerations such as Citizen Complaints and the Video Camera Monitoring system.
33. To implement the changes in policies and procedures for the issuance of alcohol and food licenses as recommended by the Licensing Committee.
34. To assure opportunities for continued growth of the restaurant industry in Town by continuing efforts to extend the Town's liquor license quota.
35. To continue to monitor service quality performance of both Comcast and RCN.
36. To work through the Department of Public Works to ensure National Grid documents gas leaks throughout the community, grades them by severity, and undertakes appropriate mitigation and restoration actions.
37. To work with National Grid to ensure they document gas leaks throughout the community, grade them by severity, and undertake appropriate mitigation and restoration actions.
38. To implement an Automated Waste Collection System using wheeled carts for municipal solid waste.
39. To pursue "Complete streets" designation in future projects.
40. To continue to explore options to rectify inequities inherent in the Norfolk County structure.
41. To strengthen relationships with Boards and Commissions.
42. To provide Town resources and support to committees concerning the new public records law.
43. To form the following Selectmen's Committees as a result of Town Meeting:
  - a. Tobacco Control
  - b. Police Officer Training of Dangerous Dogs/Animals
  - c. Online Posting of Police Reports
  - d. Senior Tax Relief
  - e. Kent Street Lot
  - f. Tree Protection
  - g. Coolidge Corner Study Committee
44. To adopt appropriate regulations on the sale of so-called recreational marijuana and the siting of recreational marijuana retail establishments that address health and public safety concerns while collecting appropriate revenue and minimizing unreimbursed expenses on the Town.
45. To continually evaluate the operational and financial merits of contracted services to see if the Town would be better served by bring the services in-house.

**FY2018 OBJECTIVES (Con't.)**

46. To advocate for increases in state funding in order to alleviate pressure on the Town's budget. In particular increased funding for: Ch. 70 Educational Aid; Ch. 90 Road Improvement Aid; Unrestricted Government Aid.
47. To develop a clear and effective plan and policies and procedures to provide assistance and safe haven and sanctuary to immigrant and refugee communities in Brookline that includes the police department and other departments of Town government and community groups, including houses of worship, service organizations, political entities, nonprofit organizations, educational institutions, and citizens of Brookline.

**FY2017 ACCOMPLISHMENTS**

1. Retained the Aaa credit rating.
2. Continued to observe the recommendations of the 2008 Override Study Committee relative to long-term financial sustainability.
3. Continued the implementation of recommendations of the Efficiency Initiative Committee as part of the overall approach toward long-term sustainability.
4. Continued the commitment toward addressing unfunded retiree health benefits by increasing the on-going appropriation for OPEB's to \$4.5 million in FY18, including \$600,000 in Free Cash, bringing the Town closer to its Annual Required Contribution (ARC).
5. Augmented the Pension funding plan with \$200,000 in Free Cash in an effort to improve the funding status of that liability.
6. Followed the Fiscal Policy Review Committee's recommendations regarding undesignated fund balance in order to maintain the Town's Aaa bond rating.
7. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association (GFOA) for the FY2017 budget document.
8. Maintained a collaborative relationship with our Legislative Delegation.
9. Continued the Town/School Partnership.
10. Continued planning for the implementation of a number of major capital projects on the Town's CIP, including the 9th School at Baldwin and High School projects, the Muddy River Restoration, and the Village Square / Gateway East project.
11. Continued to work towards improving Brookline's status as an "Age Friendly Community".
12. Participated in Climate Week and continued to raise awareness and work toward reducing the carbon footprint of our community.
13. In partnership with the Coolidge Corner Theater, sponsored a celebration for Martin Luther King, Jr. Day celebrating the life and legacy of Dr. King.
14. Participated in the fifth annual "Brookline Day" community celebration.
15. Participated in the Bottled Water Study Committee, which lead to a new water refilling station truck being procured by the Water and Sewer Department.
16. Contributed to the River Road Study Committee in recommending rezoning of the Industrial Zone between River Road and Brookline Avenue in Brookline Village.
17. Continued implementation of Automated Waste Collection/Hybrid PAYT System and implemented a curbside used textile collection program.

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**FY2017 ACCOMPLISHMENTS (Con't.)**

- 18. Partnered with ClearGov to provide residents with an open checkbook platform, along with additional transparency.
- 19. Oversaw the opening of the NETA Medical Marijuana facility and kept in contact with management concerning changes to staffing and the overall operation of the business.
- 20. Held numerous public hearings concerning proposed 40B developments.
- 21. Reached out to state organizations concerning a stay, due to the influx of 40B developments proposals and the impact that they are having on the Planning Department, Zoning Board, and the overall staff of the Town.

**SELECTMEN**

**PERFORMANCE / WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<u>Performance:</u>					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass. *	14	14	14	14	14
Tax Levy Per Capita	\$3,089	\$3,215	\$3,299	\$3,406	\$3,451
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
<u>Workload:</u>					
Management					
Appointments	3	1	0	2	2
Licenses Issued	709	675	619	700	700
% of renewal licenses paid online	33%	35%	29%	35%	35%

\* Aaa's rated by Moody's

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ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-11	1.00	1.00	168,720	198,743	1.00	195,806	1.00	198,743
	Deputy Town Administrator	D-8	1.00	1.00	125,864	148,261	1.00	129,668	1.00	131,613
	Assistant Town Administrator	T-10	1.00	1.00	78,859	89,226	1.00	81,692	1.00	83,146
	Assistant to Town Administrator	T-8	1.00	1.00	72,910	82,494	1.00	75,529	1.00	76,873
	Recording Secretary	T-3	1.00	1.00	51,529	58,303	1.00	55,298	1.00	56,282
	Administrative Assistant	C-8	1.00	1.00	48,764	50,829	1.00	50,325	1.00	50,828
	Subtotal		6.00	6.00			6.00	588,317	6.00	597,484
510102	Permanent Part Time Salaries									
	Office Assistant	C-4	0.48	0.48	40,851	42,806	0.48	20,750	0.48	20,750
	Arts Council Coordinator					\$600 / month		7,200		7,200
	<i>Charge Off to Special Revenue Fund</i>							(7,200)		(7,200)
	Subtotal		0.48	0.48			0.48	20,750	0.48	20,750
	Other									
513044	Longevity Pay							3,450		2,350
514045	Stipend - Selectmen (Chair)							4,500		4,500
514045	Stipend - Selectmen (4)							3,500		14,000
514501	Stipend - Recording Secretary							7,800		7,800
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
515540	Automobile Allowance							7,500		7,500
578200	Annuity Contribution							10,200		10,200
514501	Life Insurance Reimbursement							1,500		1,500
	Subtotal							49,650		48,550
	<b>Total</b>		<b>6.48</b>	<b>6.48</b>			<b>6.48</b>	<b>658,717</b>	<b>6.48</b>	<b>666,784</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Human Resources**

**PROGRAM DESCRIPTION**

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

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

**BUDGET STATEMENT**

The FY18 budget represents an \$113,520 (20.7%) increase. Personnel increases \$3,520 (1.2%) for Steps (\$2,719) and Longevity (\$800). Services increase \$125,000 (62.3%) for Legal Services (\$100,000) and Professional Technical Services (\$25,000). Supplies increased \$10,000 (111.1%) for Data Processing Software for an Applicant Tracking system.

**FY2018 OBJECTIVES**

1. To work with Human Resources Board to update Human Resources policies including the Family Medical Leave and Military Policy to keep pace with changes in legal mandates. Develop Standards of Conduct. Conduct training of Town departments and divisions regarding policy changes.
2. To develop training for departments regarding Best Practices for recruiting and interviewing and for management of extended medical leave.
3. To roll-out a new applicant tracking software that will provide better analytics for the Office of Diversity, Inclusion and Community Relations.
4. To continue to develop collaborative relationships with the Town unions in an effort to attain mutual resolutions, reduce grievances and costly litigation.
5. To repeat the Employee Engagement Survey to identify challenge areas and to develop effective solutions of engaging employees by building best practices.
6. To develop employee survey for non-union employees and to develop better feedback mechanisms to engage our non-union, middle management on various workplace personnel issues.

**FY2018 OBJECTIVES (Con't.)**

5. To collaborate with the Office of Diversity, Inclusion and Community Relations to continue to work with the departments with the goal of identifying and establishing workforce performance measures that are tied to diversity and inclusion measures.
6. To continue to work with the Office of Diversity, Inclusion and Community Relations to increase town-wide diversity and inclusion efforts in areas of recruitment, hiring, management and governance practices.
7. To develop best practices to regularly communicate with departments and employees regarding policies, collective bargaining and benefit information.
8. To continue to examine all HR and Payroll processes and functions enabling the Town to develop better data and analytic tools to more efficiently manage personnel costs. Increase training to heighten skills of end users.
9. To develop and communicate standard procedures to efficiently separate employees from whether through retirement, resignation or termination. Continue to monitor unemployment claims to ensure employees separated from employee file the appropriate unemployment claims.
10. To continue to develop initiatives to reduce health care costs including partnering with the Public Employee Committee to provide employees with actions they can take to maximize their healthcare dollars and reduce costs, such as using a flexible spending account, use of the Health Reimbursement Account and wellness incentives.

<b>PROGRAM COSTS - HUMAN RESOURCES DEPARTMENT</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	302,781	305,711	309,230	3,520	1.2%
Services	408,165	200,709	325,709	125,000	62.3%
Supplies	8,366	9,000	19,000	10,000	111.1%
Other	7,538	31,000	31,000	0	0.0%
Capital	1,583	1,640	1,640	0	0.0%
<b>TOTAL</b>	<b>728,432</b>	<b>548,060</b>	<b>686,579</b>	<b>138,520</b>	<b>25.3%</b>
BENEFITS			252,453		
REVENUE	0	0	0		

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**PROGRAM GROUP: Administration and Finance  
PROGRAM: Human Resources**

**FY2017 ACCOMPLISHMENTS**

1. Reviewed and analyzed pay records to prepare and submit the first phase of the federal Affordability and Care Act's reporting requirement, working closely with the Town's Information Technology Department to ensure timely and accurate reporting.
2. Implemented new vacation accrual system for non-union employees to further reduce unfunded leave accrual liabilities.
3. Successfully negotiated collective bargaining agreements with Fire, Engineers, AFSCME Local 1358 (clerical and laborer) bargaining units.
4. Met regularly and collaborated with the Director, Diversity, Inclusion and Community Relations Office to identify inclusion and diversity goals and objectives for the Town's work environment; making revisions to the Town's Policy Against Discrimination, Sexual Harassment and Retaliation and developing a draft Equal Employment Opportunity policy.
5. Trained all police officers on the Town's Policy Against Discrimination, Sexual Harassment and Retaliation and Workplace Bantering with Dr. Gerald Cox.
6. Continued to identify new recruitment partners to refine strategies to increase the diversity of our recruitment pools and to develop systematic, cost-effective methods to use strategic partners based on type of vacancy and position.
7. Continued to develop efficiencies with the Payroll Division of the Finance Department for the Tyler Munis payroll system with a goal of developing better data and analytic tools to more efficiently manage personnel costs.
8. Reviewed the Classification and Pay Plan to address anticipated modifications or revisions, including continuing to monitor and assess efficiency of the new sick leave benefit for temporary employees and employees who are Less than Half-time.
9. Participated in ongoing training of NEO-Gov and the Civil Service process and procedures for police officer and firefighter hiring.
10. Utilized effective claims management and specialized legal support to keep unemployment costs at or below the previous fiscal year expenditures.
11. Utilized effective claims management, medical case management and specialized legal support to keep workers compensation costs at or below the previous fiscal year expenditures.
12. Continued to use our model case management with partnership New England Baptist Occupational Health Unit to ensure employees are returning to work safely and ready to work.
13. Continue to develop and implement employee workplace illness prevention programs by vaccinating employees for seasonal flu, providing education on wellness initiatives, and planning a new Minutes in Motion Plus program for FY2016 as well as instituting Wednesday Walks.
14. Continued to work closely with our Human Resources Board to resolve grievances, determine best practices and policy development.
15. Worked closely with the AFSCME union to proactively deal with and resolving matters with various Departments which resulted in a 20% reduction in grievances and arbitrations.

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Workers' Comp. Costs	\$1,395,242	\$1,550,000	\$1,464,718	\$1,400,000	\$1,550,000
Town	\$1,280,627	\$1,465,000	\$1,412,854	\$1,300,000	\$1,465,000
School	\$114,615	\$85,000	\$51,864	\$100,000	\$85,000
Job injuries (WC/Police & Fire)	104/74	71/30	106/39	104/74	106/39
Time Lost/No Time Lost (WC/Pol& Fir)	23/81-28/46	35/36 - 18/12	24/82 - 18/16	23/81-28/46	24/82 - 18/16
Management Training Programs	8	6	8	10	10
Employee Training Programs	21	25	27	25	25
Immunization Clinics/# of Employees	4/300	4/350	3/275	4/350	4/290
Sick Leave Hours/Permanent Employees	51,750	60,000	51,303	55,000	51,000
Unemployment Claims					
Paid/Processed	61/166	90/191	42/111	61/166	61/166
Town	30/67	33/70	18/43	30/67	30/67
School	0	38/121	28/68	31/99	31/99
Unemployment Costs	\$239,733	\$300,000	\$178,398	\$219,000	\$178,000
Town	\$121,899	\$160,000	\$110,879	\$112,000	\$110,000
School	\$117,834	\$140,000	\$67,519	\$107,000	\$68,000
Job Appl. Processed	2,807	2,200	2,776	2,800	2,800
CORI/SORI Checks	1,248	2,600	1,348	1,500	2,400

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Human Resources**

**PERFORMANCE/ WORKLOAD INDICATORS (CON'T.)**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Group Health Contracts	17	17	17	17	17
Group Health Changes	2,560	2,500	2,650	2,500	2,500
Group Health Subscribers	3,042	3,082	3,076	3,114	3,236
GIC-offered PPO Plans	1,292	1,311	227	209	247
% of Total	42.5%	42.5%	7.4%	6.7%	7.6%
GIC-offered POS Plans	NA	NA	1,038	1,084	1,076
% of Total	NA	NA	34.1%	34.8%	33.3%
GIC-offered HMO Plans	454	454	442	473	578
% of Total	14.9%	14.7%	14.4%	15.2%	17.9%
GIC-offered Indemnity Plans	46	46	46	44	44
% of Total	1.5%	1.5%	1.5%	1.4%	1.4%
Medicare Supplement Plans	1,250	1,271	1,281	1,305	1,291
% of Total	41.1%	41.2%	426.0%	41.9%	39.9%
Active	1,495	1,515	1,504	1,537	1,614
% of Total	49.1%	49.2%	48.9%	49.4%	49.9%
Retiree	1,547	1,567	1,572	1,577	1,622
% of Total	50.9%	50.8%	51.1%	50.6%	50.1%
Individual	2,149	2,179	2,177	2,192	2,279
% of Total	70.6%	70.7%	70.8%	70.4%	70.4%
Family	893	903	899	922	957
% of Total	29.4%	29.3%	29.2%	29.6%	29.6%
Town	1,354	1,364	1,360	1,361	1,389
% of Total	44.5%	44.3%	44.2%	43.7%	42.9%
School	1,688	1,718	1,716	1,753	1,847
% of Total	55.5%	55.7%	55.8%	56.3%	57.1%

**PERFORMANCE/ WORKLOAD INDICATORS (CON'T.)**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Group Life Subscribers	2,381	2,429	2,283	2,381	2,381
Active	1,425	1,415	1,354	1,425	1,425
% of Total	59.8%	58.3%	59.3%	59.8%	59.8%
Retiree	956	1,014	929	956	956
% of Total	40.2%	41.7%	40.7%	40.2%	40.2%
Town	1,108	1,138	1,062	1,100	1,100
% of Total	46.4%	46.9%	46.5%	46.2%	46.2%
School	1,281	1,291	1,221	1,281	1,281
% of Total	53.6%	53.1%	53.5%	53.8%	53.8%
No. of Death Benefits Paid	16	30	29	30	30
Voluntary Addl. Life Subscribers	225	222	201	225	225
Voluntary Addl. Life Changes	150	102	120	150	150
Voluntary Dental Contracts	2	2	2	2	2
Voluntary Dental Changes	600	655	625	600	600
Voluntary Dental Subscribers	1,149	1,600	1,246	1,200	1,200
Individual	642	900	684	650	650
Family	415	700	434	450	450
Individual +1	99	66	128	100	100
Town	435	442	461	435	435
School	714	699	785	714	714
Retiree Dental Subscribers	347	292	368	350	350
Individual	219	112	229	220	220
Family	128	180	139	130	130
Long Term Disability (LTD)	30	30	30	30	30
LTD Changes	30	30	30	30	30

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Human Resources**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	107,908	127,110	1.00	127,110	1.00	127,110
	Assistant Director of Human Resources	T-10	1.00	1.00	78,859	89,226	1.00	84,626	1.00	86,132
	Human Resources Generalist	T-8	1.00	1.00	72,910	82,494	1.00	72,910	1.00	74,208
	Benefits Administrator	T-4	1.00	1.00	55,652	62,968	1.00	62,968	1.00	62,968
	Administrative Assistant	C-6	1.00	1.00	45,561	47,595	1.00	45,561	1.00	46,230
	Subtotal		5.00	5.00			5.00	393,174	5.00	396,647
	Chargeoff to Workers' Comp. Trust Fund (1)							(89,539)		(90,292)
	Net Total		5.00	5.00			5.00	303,636	5.00	306,355
510102	Permanent Part Time Salaries									
	Staff Assistant	C-8	0.98	0.98	48,764	50,829	0.98	38,941	0.98	39,253
	Charge-off to Group Health Trust Fund							(38,941)		(39,253)
	Net Total		0.98	0.98			0.98	0	0.98	0
	Other									
513044	Longevity Pay							1,725		2,525
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,075		2,875
	<b>Total</b>		<b>5.98</b>	<b>5.98</b>			<b>5.98</b>	<b>305,711</b>	<b>5.98</b>	<b>309,230</b>
	(1) 75% of Benefits Administrator, and 50% of the Assistant Director charged to workers' compensation trust fund.									

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

Information Technology (IT) plays a key role in Brookline's ability to educate its children, respond to emergencies, and efficiently provide services to its citizens. Investments in IT applications and infrastructure provide managers with tools to operate more efficiently, increase productivity, and manage the financial, physical, and human resources of the Town. The Department is led by the Chief Information Officer (CIO), who serves in this capacity for both the Town and the Schools. (This budget reflects only the Town resources available to the Department; there are also IT funds included in the School Department budget.)

The Department's mission is to use technology so as to enhance the delivery of Town and School services to the community. It is responsible for the integration of all activities and resources designated as:

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

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

**Administration** - provides continuous coordination of the divisions through effective leadership so that all technology-related aspects of Brookline's government are functioning effectively and efficiently. These responsibilities are accomplished under the direction of the Chief Information Officer (CIO) with the assistance of the Director of IT Applications.

**Application Management** - is responsible for those functions related to providing, maintaining, and supporting the use of software needed to meet the operational, management, and reporting requirements of the Brookline organization.

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

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

**BUDGET STATEMENT**

The FY18 budget represents a \$12,182 (0.6%) decrease. Personnel increased by \$7,819 (0.7%) due to an increase in Steps (\$6,569) and Longevity (\$1,250). Services decreased \$47,000 (9.1%) due to a decrease in Data Processing Software Maintenance (\$27,000) and Telecom (\$20,000). Capital increased by \$27,000 (11.2%) because of an increase in Leased Data Storage Equipment.

<b>PROGRAM COSTS - INFORMATION TECHNOLOGY DEPARTMENT</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	1,117,714	1,123,308	1,131,127	7,819	0.7%
Services	643,556	516,272	469,272	(47,000)	-9.1%
Supplies	10,263	10,350	10,350	0	0.0%
Other	31,082	17,550	17,550	0	0.0%
Capital	40,705	241,100	268,100	27,000	11.2%
<b>TOTAL</b>	<b>1,843,320</b>	<b>1,908,581</b>	<b>1,896,399</b>	<b>(12,182)</b>	<b>-0.6%</b>
BENEFITS			508,181		
REVENUE	0	1,250	1,250	0	0.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**FY2018 OBJECTIVES**

**Administration**

1. To continue to meet with individual departments and committees on a regular basis to review upcoming technology initiatives.
2. To continue to meet with Senior School administration on a regular basis.
3. To continue to Chair and convene monthly meetings of the Information Management Governance Committee and meetings of the ITAC.
4. To represent the IT department at monthly Emergency Management Team meetings.
5. To continue drive business process change, which will promote departmental efficiencies and improved services to customers.
6. To develop technology solutions which will allow for additional field and mobility based workers to leverage data and workflow remotely.
7. To investigate the potential for Town owned fiber paths between buildings and key internet service providers.
8. To develop employee based technology training & security awareness programs.
9. To grow and evolve the IT department in order to continue to meet the needs for the employees, community and students.

**Application Management**

1. To continue to manage the lifecycle management strategy for all enterprise applications;
2. To continue to practice change management best practice;
3. To drive business re-engineering and application optimization;
4. To identify roadmaps for all major applications;
5. To implement additional technologies that will enable the public to better interact and transact with Town departments;
6. To complete the rollout of the next generation enterprise permitting application;
7. To continue to support the school department and the economic development office with data analysis related to student population.
8. To continue to develop integrated mobile applications that save time and increase efficiency, and to support the increasing mobile workforce.
9. In partnership with the HR department, procure and deploy employee Applicant Tracking application.
10. Release next generation Open Checkbook application for public accessibility.
11. Review and identify modifications for Town Website upgrade.
12. Procure and complete Security assessment from outside vendor.

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

**FY2018 OBJECTIVES (Con't.)**

**Network Support**

1. To continue to evolve operational environment to maximize network uptime and availability.
2. To continue to investigate emerging technologies for improving cyber security.
3. To implement self-service password reset tool.
4. To upgrade and implement core server infrastructure replacement.
5. To upgrade and implement backup appliance replacement.
6. To upgrade and implement Core network storage infrastructure replacement.
7. To continue to improve data center performance and availability.

**Customer Service**

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

**FY2017 ACCOMPLISHMENTS**

**Administration**

1. Continued leadership position in enhancing the Town and Public School social media presence and effectiveness.
2. Revised and Updated Town Social Media Policy in conjunction with Town HR department.
3. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.
4. Continued leadership position in the conversion and implementation of a new Town/School Payroll and Human Resource system.
5. Chaired and convened monthly meetings of the Information Management Governance Committee.
6. Represented the IT department at Emergency Management Team meetings.
7. Led Town efforts to ensure open data accessibility and transparency via BrooklineMA.gov.
8. Developed Cyber Security Incident Response plan in conjunction with CY15 State Grant.
9. Led efforts to complete the 2016 Brookline Citizen Survey.
10. Consolidated and relocated IT staff from Brookline High School.
11. Completed annual PSB E-Rate submission.
12. Recognized as Patriotic Employer by US Office of Secretary of Defense.

**Application Management**

1. Continued to upgrade and keep current all major Town/School Applications.
2. Continued to adhere to change management best practice.
3. Coordinate data conversion and build of next gen permitting system.
4. Migrated Public School system to new email platform.
5. Migrated several on premises applications to cloud environment.
6. Maintained 520 layers of GIS Data.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Application Management (con't.)**

7. Active participation in PSB Enrollment Working Group Committee.
8. Charter member of Metro Boston Homeland Security Data Group.
9. Build and refined data feeds between various systems.
10. Rollout handheld devices for increased inspection and data collection capabilities.
11. Supported public safety and other department with spatial data, and data analysis.
12. Developed Pay as you throw web program for DPW.

**Network Support**

1. Continued to monitor and manage 44 locations for maximum uptime.
2. Continued to ensure reliability of over 113 virtual and 30 physical servers.
3. Upgraded all Public School Wireless infrastructure.
4. Evaluated existing core data centers for optimal performance and redundancy.
5. Implemented next generation firewall for improved network security.

**Customer Service**

1. Continued to introduce and support users to the Town/School consolidated Help Desk.
2. Enhanced self-service trouble ticket capability to all school users.
3. Project managed, deployed and relocated over 1700 devices across the Town and School departments.

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>Application Management</u></b>					
Enterprise Applications Maintained	20	20	17	20	17
% Uptime	99.85%	99.85%	99.85%	99.85%	99.85%
Departmental Applications Maintained	13	13	19	13	21
BrooklineMA.gov Site Visits	694,000	600,000	635,000	650,000	640,000
BrooklineMA.gov Mobile site Visits					
%Uptime	99.70%	99.70%	99.93%	99.70%	99.70%
Web Pages Maintained	985	985	814	985	800
Brookline.k12.ma.us Site Visits	325,000	325,000	440,044	325,000	450,000
%Uptime	99.70%	99.70%	99.97%	99.70%	99.80%
Public List Servs Managed	112	112	106	112	120
<b># of Standard GIS</b>					
Maps Avail.	365	365	373	365	370
GIS Data Layers	NA	NA	520	480	480
<b><u>Network Operations</u></b>					
Network Connected Sites	42	42	43	42	43

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

<b>SUMMARY OF SUB-PROGRAMS</b>					
ELEMENTS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	886,165	684,900	694,131	9,231	1.3%
Application Management	598,392	790,215	765,373	(24,842)	-3.1%
Network Support	281,352	323,487	325,673	2,185	0.7%
Help Desk	77,411	109,825	111,223	1,398	1.3%
<b>TOTAL</b>	<b>1,843,320</b>	<b>1,908,427</b>	<b>1,896,399</b>	<b>(12,029)</b>	<b>-0.6%</b>

**Administration**

<b>PROGRAM COST</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	204,313	197,607	199,838	2,231	1.1%
Services	605,942	234,468	214,468	(20,000)	-8.5%
Supplies	10,263	5,350	5,350	0	0.0%
Other	30,907	10,200	10,200	0	0.0%
Capital	34,739	237,275	264,275	27,000	11.4%
<b>TOTAL</b>	<b>886,165</b>	<b>684,900</b>	<b>694,131</b>	<b>9,231</b>	<b>1.3%</b>

**Network Support**

<b>PROGRAM COST</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	281,352	281,930	284,116	2,185	0.8%
Services	0	40,282	40,282	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	1,275	1,275	0	0.0%
<b>TOTAL</b>	<b>281,352</b>	<b>323,487</b>	<b>325,673</b>	<b>2,185</b>	<b>0.7%</b>

**Application Management**

<b>PROGRAM COST</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	554,637	565,067	567,226	2,158	0.4%
Services	37,614	216,523	189,523	(27,000)	-12.5%
Supplies	0	0	0	0	0.0%
Other	175	7,350	7,350	0	0.0%
Capital	5,965	1,275	1,275	0	0.0%
<b>TOTAL</b>	<b>598,392</b>	<b>790,215</b>	<b>765,373</b>	<b>(24,842)</b>	<b>-3.1%</b>

**Customer Service**

<b>PROGRAM COST</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	77,411	78,550	79,948	1,398	1.8%
Services	0	25,000	25,000	0	0.0%
Supplies	0	5,000	5,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	1,275	1,275	0	0.0%
<b>TOTAL</b>	<b>77,411</b>	<b>109,825</b>	<b>111,223</b>	<b>1,398</b>	<b>1.3%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	125,864	148,261	1.00	148,261	1.00	148,261
	Director of IT Applications	T-15	1.00	1.00	103,540	117,151	1.00	117,151	1.00	117,151
	Manager Network Operations	T-13	1.00	1.00	92,150	104,264	1.00	104,264	1.00	104,264
	Web Developer	T-10	1.00	1.00	78,859	89,226	1.00	89,226	1.00	89,226
	GIS Admin/Developer	T-10	1.00	1.00	78,859	89,226	1.00	89,226	1.00	89,226
	Information Systems Analyst	T-10	1.00	1.00	78,859	89,226	1.00	86,132	1.00	87,665
	Network Systems Administrator	T-10	2.00	2.00	78,859	89,226	2.00	176,891	2.00	178,451
	Database Administrator	T-9	1.00	1.00	74,339	84,112	1.00	85,794	1.00	85,794
	Help Desk Technician	T-9	1.00	1.00	75,826	85,794	1.00	78,550	1.00	79,948
	Senior Programmer Analyst	T-8	1.00	1.00	72,910	82,494	1.00	82,494	1.00	82,494
	Business and Administration Manager	TBD	0.00	0.00	50,602	56,157	0.00	0	1.00	50,602
	Administrative Assistant	C-8	1.00	1.00	48,525	50,580	1.00	48,525	0.00	0
	Subtotal		12.00	12.00			12.00	1,106,513	12.00	1,113,082
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.40	0.40	\$12.00 /hr.	\$20.60 /hr.	0.40	11,745	0.40	11,745
	Subtotal		0.40	0.40			0.40	11,745	0.40	11,745
	Other									
513044	Longevity Pay							4,700		5,950
515501	Clothing/Uniform Allowance							350		350
	Subtotal							5,050		6,300
	<b>Total</b>		<b>12.40</b>	<b>12.40</b>			<b>12.40</b>	<b>1,123,308</b>	<b>12.40</b>	<b>1,131,127</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Department of Finance was created through the enactment of Chapter 25 of the Acts of 1993. The primary purpose was to provide a means for the coordination of all Town fiscal operations. The major goals were to attain efficiencies in operations; flexibility in resource utilization; economies of larger scale operations; elimination of duplication; and improved communications and coordination of all fiscal-related functions, new initiatives, special studies, and research projects.

As part of the Information Technology Department re-organization, legislation was approved in February, 2004 that removed Information Technology from under the Finance Department, and the re-organized IT operation became its own department. The result is a Finance Department comprised of the following four divisions:

1. Division of Accounts managed by the Town **Comptroller** - this division is responsible for maintaining and administering a financial accounting and management information system that provides accurate, complete, and timely information pertaining to all financial activities of Town and School departments.
2. Division of Purchasing managed by the **Chief Procurement Officer** - this division is responsible for preparing specifications to ensure that requirements are precisely stated and written to allow open competition; contacting potential suppliers through advertised bids and written or telephoned quotations, all in accordance with applicable bidding laws; public opening of advertised bids; analyzing bids and recommending awards; and issuing contracts and purchase orders. This is done for all Town and School departments. The Division is also responsible for the General Services unit (town-wide postage and printing).
3. Division of Assessing managed by the **Chief Assessor** - this division is responsible for uniformly and accurately valuing all taxable property in town. Quality and accurate assessments ensure that all areas of town and all classes of property equitably share responsibility for their share of the property 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 Town/School Payroll unit.

The Department is overseen by the Director of Finance, who is responsible for the management of the administrative functions of the various divisions as well as coordination of all functional activities. The Director may be one of the division managers.

**BUDGET STATEMENT**

The FY18 budget reflects a \$45,794 (1.4%) increase. Personnel increases \$12,761 (0.6%) primarily due to Steps (\$11,714), the 0.5% carry forward from the AFSCME contract (\$2,600), Part Time salaries (\$99), and Overtime (\$147), with a small decrease in Longevity (\$1,800).

Services increase \$34,233 (3.7%) due to multiple line changes. Within the Comptroller's Division, there was an increase to Computer Software Repair and Maintenance (\$6,717) and Professional Technical Services (\$80). In the Assessing Division, there was an increase in Appraisal Services (\$3,000), and decreases to Wireless Services (\$500) and Subscriptions (\$3,000). In the Treasurer/Collector Division, there was an increase to Credit Card Service Charges (\$27,936).

Supplies decreased \$1,550 (3.1%), due to a reduction in Office Supplies in Comptroller's (\$1,300) and Assessor's (\$250).

The Other category increased by \$1,100 (5.2%), due to an increase in Education/Training/Conferences (\$1,300) and a reduction in Interstate Travel (\$200) within the Comptroller Division. Utilities increase \$43 (3.2%) due to an increase in the Gasoline line in Purchasing.

Capital decreases \$750 (9.4%), which reflects the right sizing of the Computer Lease program.

**PROGRAM COSTS - FINANCE DEPARTMENT**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	2,210,292	2,202,408	2,215,168	12,761	0.6%
Services	691,091	933,603	967,836	34,233	3.7%
Supplies	41,696	50,310	48,760	(1,550)	-3.1%
Other	18,706	20,957	22,057	1,100	5.2%
Utilities	1,332	1,332	1,375	43	3.2%
Capital	22,724	8,000	7,250	(750)	-9.4%
<b>TOTAL</b>	<b>2,985,840</b>	<b>3,216,610</b>	<b>3,262,446</b>	<b>45,837</b>	<b>1.4%</b>
<b>BENEFITS</b>			<b>1,141,766</b>		
<b>REVENUE</b>	<b>1,729,406</b>	<b>1,775,000</b>	<b>1,942,875</b>	<b>167,875</b>	<b>9.5%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2018 OBJECTIVES**

**Comptroller**

1. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP Statements.
2. To oversee the accounting and internal control aspects of the financial accounting and payroll systems, (MUNIS).
3. To continue timely monthly and year-end closings.
4. To upgrade MUNIS to version 11.
5. To continue to provide training and support to 200+ MUNIS users.
6. To continue to convert vendors from checks to ACH Payments.

**Purchasing**

1. To support Devotion School remodel project for fixtures, furniture and services, as well as construction support as needed
2. To establish new contracts for goods and services that will result in savings for Town and School Departments.
3. To modify and update existing contracts, through research and issue new bids, to improve levels of service and quality of goods.
4. To rebid as needed Building department service contracts, as well as new categories of service as needed.
5. To use State CommBuys online procurement system as required. Continue to work with other municipalities to investigate TylerMunis financial system integration, for posting of bids and proposals.
6. To continue to use Purchasing Card (PCard) program as appropriate by specific departments.
7. To continue to purchase items that comply with the Town's various initiatives, such as more fuel efficient vehicles, equipment, cleaning, paper, and other materials as appropriate for various Departments use.
8. To continue to assist Information Technology Department with the various IT and Telecom projects.
9. To continue to promote in-house print capabilities to lessen the costs of outside printing.
10. To control mailing costs at Council on Aging, Library and Public Safety by coordination with Town Hall basement mailing facility.
11. To continue to manage and review current cell phones provider, plans, and devices, to lower costs and improve service.

**Assessors**

1. To continue to develop a comparable sales market model within the existing CAMA system for all residential properties to be used in review of assessments under appeal and to provide taxpayers with a more familiar explanation of values.
2. To continue to develop a program for on-line filing of certain assessment forms, including personal property tax returns (Form-of-List), Form 3ABC – Return of Property Held for Charitable Purposes, and commercial property income & expense statements.
3. To continue to implement a change in the apartment valuation model within the Town's CAMA system that includes a rent adjustment for unit size compared to a standard size for each unit type. The required data continues to be collected.
4. To continue to expand the use of a value review feature of the Town's CAMA system for personal property accounts by calculating a value per square-foot of space used by the business and comparing the value per square-foot to the range and average of similar businesses. The personal property value per square-foot by business type will also be used to assist the assessors in estimating the value of non-filer accounts.
5. To continue to be diligent in the discovery of taxable property and allowable levy growth for fiscal year 2018 and beyond.

**Treasurer/Collector**

1. To maintain the highest possible bond rating.
2. To continue the timely monthly and year end closings.
3. To oversee the financial aspects of the accounting and payroll systems.
4. To maintain a timely and accurate cash reporting and reconciliation system that ensures excellent internal controls and safeguards Town assets.
5. To maintain an effective cash management and forecasting program that enables optimization of investment returns while ensuring availability of funds when needed.
6. To monitor banking service charges and fees and to actively maintain favorable banking relationships.
7. To work with Invoice Cloud to provide a streamlined credit card processing system.
8. To continue to pursue the expansion of electronic payment availability and extended 24 hour seven day service to the public.
9. To actively monitor compliance with Federal Arbitrage regulations and S.E.C. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions.
10. To maintain a prudent debt management program along with a full disclosure and favorable relationships with the bond rating and investment community.
11. To continue to expand the Town's PILOT Program.
12. To continue to implement a funding strategy for the Town's unfunded liabilities of Pensions and OPEB's.
13. To expand the electronic vendor payment program.
14. To expand the number of payroll Direct Deposit payments.
15. To expand the number of bills delivered via a paperless transaction.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

**Comptroller**

1. Reviewed and closed old/small balance general ledger accounts.
2. Continued efficient year-end closing time.
3. Worked with Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.
4. Continued to apply MUNIS internet upgrades (MIU) weekly, resulting in up to date programs with all bug-fixes applied.
5. Worked with the payroll division on conversion issues to MUNIS payroll.
6. Continued to revise and streamline MUNIS permissions for all users.
7. Trained new MUNIS users on financial software applications.

**Purchasing**

1. Examples of some Town Department bids and RFPs that were prepared, issued and awarded: Master Lease Purchase Financing for Public Works equipment, Glazing Service, Public Safety Dispatch software assessment consultant, Building Dept. Operations Assessment Consultant, Construction Testing & Inspection Services, Bituminous Concrete, Castings, Salt (Newton Cooperative bid) for DPW, Housing Production Plan Consultant, Library Website Design, Ready Mixed Concrete, Strategic Asset Plan, Cyber Security Incident Response Plan Development, Sign Standards fabrication and installation, Fire Engine 1 rehab, Urban Design, Traffic, and Stormwater Peer Review Consultants for Planning.
2. Examples of some School Department bids and RFPs that were prepared, issued and awarded: Student Transportation and METCO Transportation Services, Pizza, Bagels, Sushi, Hamburgers, Chicken sandwiches, Groceries, Full Service Snack and Beverage Vending, School Site Identification Study, Lease of Space for Schools, Paper Towels, Toilet Tissue & Hand Soap, Apple Equipment lease, Superintendent Search Consultant
3. Maintained various supermarket accounts (Ahold/Stop & Shop, Albertsons/Star) for SPED and other summer programs
4. Monitored, modified, and updated existing contracts, through research and issuance of new bids, to improve levels of service and quality of goods.
5. Town and School contracts were rebid or renewed with ongoing improvement of products and services.
6. Continued to prepare issue, award and manage cooperative bid and contract for heating oil, gasoline and diesel for 11 regional Cities and Towns. Obtained significant savings for FY17 with the following prices for the entire fiscal year: gasoline fixed price of \$1.63 per gallon, diesel fixed price of \$1.55 per gallon, and #2 heating fuel fixed price of \$1.32 per gallon
7. Continued to use and gradually expand the Purchasing Card (PCard) program with School and Town Departments for appropriate purchases
8. Purchased additional hybrid gas electric vehicles: Toyota Prius and Ford Fusion, as well as fuel efficient 4 cylinder vehicles: Chevrolet Cruze, Ford Transit

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Purchasing (con't.)**

9. Continued to make purchases from other cooperative contracts, as needed, in compliance with MGL Ch. 30B.
10. Continued to train and monitor staff use office supply vendor online ordering for all Town and School Departments.
11. In partnership with the IT Department, reviewed, modified and eliminated telephone lines.
12. Continued to review dark fiber solutions for internet and telecom connectivity.
13. Coordinated use of mailing machines at Town Hall, COA and Public Safety to control the costs of mail processing.
14. Monitored cell phones plans and phones, to keep costs low and improve service.
15. Used in-house print capabilities to lessen the costs of outside printing services. The Annual Report, Financial Plan, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, and other materials continue to be printed internally.

**Assessors**

1. In 2016 the Assessors, in collaboration with the Assessors of Boston, Newton, and the City of Springfield, successfully defended an appeal by Verizon New England and RCN BecoCom LLC in which they sought to change the tax rate applied to their personal property (poles & wires) from the commercial tax rate to a non-classified single tax rate. The Supreme Judicial Court ruled in favor of the assessors. The property tax implications, had the taxpayers prevailed, would have been significant for the Town Brookline and all other municipalities using a split tax rate system.
2. Also in 2016, the Assessors, in collaboration the Assessors of Boston, Newton, Springfield, and Billerica, negotiated a settlement with Verizon New England on assessed valuation appeals for fiscal years' 2010 through 2017. The settlement included an agreement with the Commissioner of Revenue to use a central valuation model in future years (through FY2022) that recognizes the changes in technology and customer base of the land-line telephone industry and emergence of the fiber optic networks used to provide telephony services.
3. The Assessors also completed an interim year (non-certification) adjustment to all assessed values for fiscal year 2017, which resulted in a town-wide increase in the total taxable value of 10% to \$21.7 billion.

**Treasurer/Collector**

1. Continued the implementation of Employee Self Service (ESS):
  - Employees have the capability of viewing their pay information and personal demographics;
  - Departments have begun to implement time entry through the same system.
2. Investigated the impacts of consolidating credit card processing through one vendor.
3. Maintained a high level of service while the Finance Director position was unfilled.
4. Continued annual reviews of deferred compensation.
5. Located former employees and discussed options for them for money left in OBRA accounts.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>COMPTROLLER</u></b>					
Payment Vouchers/					
Invoices Processed	38,761	40,000	39,764	40,000	40,000
EFT Payments Processed	1,826	1,500	2,191	1,600	2,200
Manual checks processed	0	1	0	1	0
Computer Checks					
Processed	16,117	17,000	14,911	17,000	16,000
Vendors Serviced	4,576	4,900	4,320	4,800	4,600
Journal Vouchers					
Processed	2,114	2,000	1,985	2,000	2,000
Requisitions Approved	9,586	9,800	10,126	9,800	10,126
Cash Receipts Processed	25,882	30,000	29,471	29,000	30,000
Miscellaneous Committed Bills					
Created	3,701	3,800	4,176	3,800	4,100
<b><u>PURCHASING</u></b>					
Blanket Contracts	92	85	86	90	95
Public Bids	83	80	81	80	85
Purchase Orders (PO's)	9,586	9,600	10,161	9,600	10,250
PO \$ Value (millions)	\$78.9	\$90.0	\$99.1	\$90.0	\$105.0
<b><u>ASSESSORS*</u></b>					
Property Inspections Completed	1,568	1,500	1,492	1,500	1,500
Building Permits Reviewed	703	700	919	700	850
Property Sales Reviewed & Validated	901	900	812	900	850
Property Transfers (Deeds) Reviewed	1,319	1,350	1,262	1,350	1,300
Income & Expense Statements Reviewed	280	300	327	300	325
Personal Property Returns Reviewed	490	500	531	500	550
Exempt Property Returns Reviewed (3ABC)	108	100	98	100	100
Residential Exemption Audits Completed	47	75	159	100	150
Statutory (Personal) Exemptions Granted	168	170	152	175	160
Abatement Applications Received/Reviewed	200	185	176	175	180
Appellate Tax Board Petitions Filed/Reviewed	75	65	71	55	65
Motor Vehicle Excise Bills Committed	33,996	35,000	33,938	35,000	34,000
MVE Bills Abated	1,566	1,500	1,024	1,500	1,200

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>TREASURER / COLLECTOR</u></b>					
Current Year Collections:					
Property Taxes	98.77%	99.00%	99.50%	99.00%	99.00%
Motor Vehicle Excise	93.49%	93.00%	93.71%	93.00%	93.00%
Investment Earnings:					
Total \$	\$228,601	\$250,000	\$210,123	\$200,000	\$200,000
% Increase / (Decrease)	0.0%	0.0%	0.0%	-20.0%	0.0%
Property Tax Bills	67,931	68,400	68,606	68,000	68,000
Water Bills	41,863	41,600	39,276	41,600	41,600
Refuse Bills	29,423	29,400	26,692	29,400	29,400
MLC's Issued	1,431	1,250	1,528	1,250	1,500
Total Payrolls	97	107	101	100	100
Total # of Checks	6,653	7,000	7,752	7,000	7,000
Total # of Direct Deposits	84,680	88,000	89,307	85,000	89,000
W-2's Prepared Annually	3,826	3,700	4,029	3,700	4,000
1099's Prepared Annually	247	250	247	250	250
Total Papeless Bills	9,357	800	11,916	9,500	11,000
% of employees direct deposit	95%	93%	96%	95%	95%
Credit Card Use:					
% Water Bills	22%	22%	25%	23%	25%
% Refuse Bills	23%	24%	26%	24%	25%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Comptroller	571,910	589,139	597,669	8,530	1.4%
Purchasing	681,950	661,456	665,782	4,326	0.7%
Assessor	685,044	689,132	690,060	928	0.1%
Treasurer-Collector	1,046,936	1,276,882	1,308,935	32,053	2.5%
<b>TOTAL</b>	<b>2,985,840</b>	<b>3,216,610</b>	<b>3,262,446</b>	<b>45,837</b>	<b>1.4%</b>

COMPTROLLER					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	363,158	359,829	362,112	2,283	0.6%
Services	199,600	213,803	220,600	6,797	3.2%
Supplies	3,760	7,300	6,000	(1,300)	-17.8%
Other	3,966	6,407	7,507	1,100	17.2%
Capital	1,425	1,800	1,450	(350)	-19.4%
<b>TOTAL</b>	<b>571,910</b>	<b>589,139</b>	<b>597,669</b>	<b>8,530</b>	<b>1.4%</b>

PURCHASING					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	387,934	379,474	383,757	4,283	1.1%
Services	250,115	253,190	253,190	0	0.0%
Supplies	23,941	23,960	23,960	0	0.0%
Other	1,650	2,400	2,400	0	0.0%
Utilities	1,332	1,332	1,375	43	3.2%
Capital	16,979	1,100	1,100	0	0.0%
<b>TOTAL</b>	<b>681,950</b>	<b>661,456</b>	<b>665,782</b>	<b>4,326</b>	<b>0.7%</b>

ASSESSOR					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	634,401	642,223	644,301	2,078	0.3%
Services	40,814	34,659	34,159	(500)	-1.4%
Supplies	1,661	2,250	2,000	(250)	-11.1%
Other	6,107	7,500	7,500	0	0.0%
Capital	2,061	2,500	2,100	(400)	-16.0%
<b>TOTAL</b>	<b>685,044</b>	<b>689,132</b>	<b>690,060</b>	<b>928</b>	<b>0.1%</b>

TREASURER-COLLECTOR					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	824,798	820,881	824,998	4,117	0.5%
Services	200,562	431,951	459,887	27,936	6.5%
Supplies	12,334	16,800	16,800	0	0.0%
Other	6,983	4,650	4,650	0	0.0%
Capital	2,259	2,600	2,600	0	0.0%
<b>TOTAL</b>	<b>1,046,936</b>	<b>1,276,882</b>	<b>1,308,935</b>	<b>32,053</b>	<b>2.5%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PURCHASING SUBPROGRAM**

<b>SUMMARY OF ELEMENTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Purchasing	328,509	304,963	308,196	3,232	1.1%
General Services	353,442	356,493	357,587	1,093	0.3%
<b>TOTAL</b>	<b>681,950</b>	<b>661,456</b>	<b>665,782</b>	<b>4,326</b>	<b>0.7%</b>

Purchasing

<b>ELEMENT COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	301,091	292,674	295,864	3,189	1.1%
Services	4,397	4,397	4,397	0	0.0%
Supplies	3,060	3,060	3,060	0	0.0%
Other	1,650	2,400	2,400	0	0.0%
Utilities	1,332	1,332	1,375	43	3.2%
Capital	16,979	1,100	1,100	0	0.0%
<b>TOTAL</b>	<b>328,509</b>	<b>304,963</b>	<b>308,196</b>	<b>3,232</b>	<b>1.1%</b>

TREASURER-COLLECTOR SUB-PROGRAM

<b>SUMMARY OF ELEMENTS</b>					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	264,687	436,399	464,652	28,252	6.5%
Treasurer	120,960	165,517	165,517	(0)	0.0%
Collector	284,257	287,869	290,094	2,224	0.8%
Payroll	377,031	387,096	388,672	1,576	0.4%
<b>TOTAL</b>	<b>1,046,936</b>	<b>1,276,882</b>	<b>1,308,935</b>	<b>32,053</b>	<b>2.5%</b>

Administration

<b>ELEMENT COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	168,328	153,345	153,661	316	0.2%
Services	92,284	279,842	307,778	27,936	10.0%
Supplies	3,163	2,463	2,463	0	0.0%
Other	518	175	175	0	0.0%
Capital	394	575	575	0	0.0%
<b>TOTAL</b>	<b>264,687</b>	<b>436,399</b>	<b>464,652</b>	<b>28,252</b>	<b>6.5%</b>

Collector

<b>ELEMENT COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	206,558	209,302	211,526	2,224	1.1%
Services	75,855	74,843	74,843	0	0.0%
Supplies	1,001	2,250	2,250	0	0.0%
Other	252	900	900	0	0.0%
Capital	591	575	575	0	0.0%
<b>TOTAL</b>	<b>284,257</b>	<b>287,869</b>	<b>290,094</b>	<b>2,224</b>	<b>0.8%</b>

General Services

<b>ELEMENT COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	86,843	86,800	87,894	1,093	1.3%
Services	245,718	248,793	248,793	0	0.0%
Supplies	20,881	20,900	20,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>353,442</b>	<b>356,493</b>	<b>357,587</b>	<b>1,093</b>	<b>0.3%</b>

Treasurer

<b>ELEMENT COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	106,925	116,737	116,737	(0)	0.0%
Services	11,944	46,306	46,306	0	0.0%
Supplies	563	1,000	1,000	0	0.0%
Other	1,527	900	900	0	0.0%
Capital	0	575	575	0	0.0%
<b>TOTAL</b>	<b>120,960</b>	<b>165,517</b>	<b>165,517</b>	<b>(0)</b>	<b>0.0%</b>

Payroll

<b>ELEMENT COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	342,988	341,498	343,074	1,576	0.5%
Services	20,478	30,961	30,961	0	0.0%
Supplies	7,606	11,087	11,087	0	0.0%
Other	4,686	2,675	2,675	0	0.0%
Capital	1,273	875	875	0	0.0%
<b>TOTAL</b>	<b>377,031</b>	<b>387,096</b>	<b>388,672</b>	<b>1,576</b>	<b>0.4%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	99,915	117,694	1.00	112,553	1.00	114,241
	Assistant Comptroller	T-10	1.00	1.00	78,859	89,226	1.00	89,226	1.00	89,226
	Senior Accountant	T-5	1.00	1.00	60,105	68,005	1.00	60,105	1.00	61,174
	Senior Audit Clerk	C-6	2.00	2.00	45,791	47,835	2.00	94,346	2.00	95,670
	Subtotal		5.00	5.00			5.00	356,229	5.00	360,312
	Other									
513044	Longevity							2,900		1,100
515501	Clothing/Uniform Allowance (In lieu of boots)							700		700
	Subtotal							3,600		1,800
	<b>Total</b>		<b>5.00</b>	<b>5.00</b>			<b>5.00</b>	<b>359,829</b>	<b>5.00</b>	<b>362,112</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	99,915	117,694	1.00	117,694	1.00	117,694
	Procurement Officer	T-8	1.00	1.00	72,910	82,494	1.00	76,873	1.00	78,241
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	49,680	52,181	1.00	51,922	1.00	52,441
	Buyer/Clerk	C-9	1.00	1.00	50,543	52,632	1.00	50,293	1.00	51,215
	Senior Office Assistant/CT	C-6	1.00	1.00	45,791	47,835	1.00	45,564	1.00	46,463
	Mail Clerk	GN-2	0.93	0.93	33,959	34,519	0.93	32,058	0.93	32,632
	Subtotal		5.93	5.93			5.93	374,404	5.93	378,687
513044	Longevity Pay							4,020		4,020
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							5,070		5,070
	<b>Total</b>		<b>5.93</b>	<b>5.93</b>			<b>5.93</b>	<b>379,474</b>	<b>5.93</b>	<b>383,757</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 BUDGET	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	99,915	117,694	1.00	117,694	1.00	117,694
	Deputy Chief Assessor	T-12	1.00	1.00	86,934	98,362	1.00	98,362	1.00	98,362
	Assessor - Commercial Valuation Director	T-10	1.00	0.00	78,859	89,226	0.00	0	0.00	0
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	75,826	85,794	1.00	85,794	1.00	85,794
	Assistant Assessor / Field Appraiser	GN-10	2.80	3.80	63,520	66,716	3.80	251,372	3.80	252,437
	Principal Clerk	C-8	1.00	1.00	49,010	51,086	1.00	48,768	1.00	49,682
	Subtotal		7.80	7.80			7.80	601,991	7.80	603,970
510102	Permanent Part Time Salaries									
	Office Assistant	C-5	0.00	0.49	44,037	46,056	0.49	22,298	0.49	22,397
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal			0.49			0.49	34,298	0.49	34,397
	Other									
513044	Longevity Pay							5,585		5,585
515501	Clothing/Uniform Allowance (In Lieu of Boots)							350		350
	Subtotal							5,935		5,935
	<b>Total</b>		<b>7.80</b>	<b>8.29</b>			<b>8.29</b>	<b>642,223</b>	<b>8.29</b>	<b>644,301</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
SUB-PROGRAM: Treasurer - Collector**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	125,864	148,261	1.00	148,261	1.00	148,261
	Payroll Director	T-14	1.00	1.00	97,680	110,520	1.00	110,520	1.00	110,520
	Assistant Treasurer	T-7	1.00	1.00	70,106	79,321	1.00	79,321	1.00	79,321
	Assistant Collector	T-7	1.00	1.00	70,106	79,321	1.00	79,321	1.00	79,321
	Payroll Coordinator	T-5	2.00	2.00	60,105	68,005	2.00	131,377	2.00	132,504
	Head Cashier	C-9	1.00	1.00	50,543	52,632	1.00	51,853	1.00	52,632
	Senior Clerk Typist/CT	C-6	1.00	2.00	45,791	47,835	2.00	92,491	2.00	93,825
	Senior Office Assistant/AR	C-5	1.00	1.00	44,260	46,288	1.00	45,201	1.00	45,628
	Senior Office Assistant	C-5	1.00	1.00	44,258	46,286	1.00	45,323	1.00	45,625
	Subtotal		10.00	11.00			11.00	783,669	11.00	787,638
510901	Temporary Part Time Salaries									
	Senior Office Assistant	C-5	0.31	0.00	43,821	45,830	0.00	0	0.00	0
	Clerical Support							17,500		17,500
	Subtotal		0.31	0.00			0.00	17,500	0.00	17,500
	Other									
510300	Regular Overtime							14,712		14,859
513044	Longevity Pay							3,600		3,600
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							19,712		19,859
	<b>Total</b>		<b>10.31</b>	<b>11.00</b>			<b>11.00</b>	<b>820,881</b>	<b>11.00</b>	<b>824,998</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

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

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

**BUDGET STATEMENT**

The FY18 budget increases \$5,000 (0.5%). Personnel increases \$6,300 (1.0%) for Steps (\$5,675) and Longevity (\$625). The \$1,300 (43.3%) reduction in Capital is due to a reduction in Leased Computer Equipment.

**FY2018 OBJECTIVES**

1. To facilitate favorable resolution of the Hancock Village development and related litigation.
2. To continue to defend the Town, its officials and employees in litigation filed by certain public safety employees alleging discrimination in their employment.
3. To provide guidance to Town Departments on recreational marijuana dispensary regulation.
4. To advise the Zoning Board of Appeals on the application of G.L. c. 40B statutes and regulations and review and edit comprehensive permit conditions and related regulatory agreements.

**FY2018 OBJECTIVES (Con't.)**

5. To continue to streamline the review and execution of Town contracts, particularly with respect to state and local requirements.
6. To provide guidance to Town Departments on the implementation of the recently enacted Municipal Modernization Act.
7. To draft and propose guidelines for use by Town officials and employees in response to recent amendments to the Massachusetts Public Records Law.
8. To fine tune and work toward completion of a Town owned property database, with access to relevant property acquisition votes, deeds; and restrictions.
9. To continue to provide guidance to the School Department in areas concerning policy development, the provision of special education, and education and disability law.
10. To provide ongoing training to Town officials and employees in laws pertaining to Conflicts of Interest, Open Meeting and Public Records.
11. To assist Town Departments in recovering monies owed to the Town for damage to Town property, and the collection of unpaid fees and taxes.
12. To update the Board of Selectmen's designation of special municipal employees.
13. To address anticipated legal challenges to the selection of Town sites for public facilities.
14. To continue to obtain favorable resolution of claims filed against the Town, its officials and employees.
15. To continue to provide guidance to Town Meeting Members and citizens in the filing of warrant articles.
16. To create a more useful, user friendly office webpage.

<b>PROGRAM COSTS - LEGAL SERVICES</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	609,283	619,125	625,425	6,300	1.0%
Services	263,929	230,309	230,309	0	0.0%
Supplies	3,500	3,500	3,500	0	0.0%
Other	111,446	112,000	112,000	0	0.0%
Capital	1,594	3,000	1,700	(1,300)	-43.3%
<b>TOTAL</b>	<b>989,752</b>	<b>967,934</b>	<b>972,934</b>	<b>5,000</b>	<b>0.5%</b>
<b>BENEFITS</b>			<b>277,715</b>		
<b>REVENUE</b>	<b>282</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0.0%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

1. Won jury defense verdict in a Federal Court trial of an employment discrimination case seeking damages in excess of \$1,000,000.
2. Won early dismissal of a multiple plaintiff civil rights complaint against the Town, its officials and staff.
3. Provided support to the School Committee Policy Subcommittee, including assistance drafting a revised anti-discrimination policy and related procedures, and new physical restraint policy.
4. Negotiated and finalized a Memorandum of Agreement and Tax Certainty Agreement pertaining to the development of 25 Washington Street.
5. Defeated a Motion for Preliminary Injunction in a school enrollment case.
6. Participated in the development of efficient processing procedures in foreclosures, personal property taxes and bankruptcies.
7. Initiated review and collection of acquisition records pertaining to Town owned property.
8. Provided Town officials and staff with informal and formal opinions.
9. Broadened staff counsel experience in areas of municipal and school law, increasing internal efficiency.
10. Negotiated, drafted and reviewed numerous contracts and other legal documents related to real estate transactions, environmental issues; and substantial project developments.
11. Negotiated and finalized plans for a temporary easement with detailed site plan and scope of work for 37 Marion St., providing the Devotion School K-4 student population 2 year access to the 30 Webster St. property while 345 Harvard St is closed for major renovations.
12. Standardized the format and processing of certain Town contracts.
13. Assisted the Planning and Community Development Department Housing Division in closing loans to create affordable housing units.
14. Reviewed and processed submissions to the Medical Panel from retired public safety employees and assisted the Retirement Board/Department on various related issues.
15. Successfully recovered \$434,785.87 through Tax Lien Foreclosure, Personal Property Taxes and Chapter 13 Bankruptcy payments.

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Litigated Cases*	NA	NA	92	95	90
Formal/Informal Legal Opinions	NA	NA	34	30	30
Petitions to Foreclose	NA	NA	42	30	30
Land Court & Tax Title Cases	NA	NA	23	20	20
Retirement Cases	NA	NA	2	1	1
Special Ed. Settlement Negotiations/Guidance	NA	NA	24	30	25
Appellate Tax Board Matters	NA	NA	6	4	5
Agreements/Leases	NA	NA	15	9	12
Zoning Board Of Appeals Matters	NA	NA	9	10	10
Claims**	NA	NA	382	400	350
Town Property Damage Recovery	NA	NA	30	25	25
Civil Service Cases	NA	NA	2	2	1
Bankruptcy Cases ***	NA	NA	15	15	15
Warrant Article Reviews	NA	NA	16	15	15
Affordable Housing Projects/Closings	NA	NA	13	20	14
Contracts (including disputed contracts)	NA	NA	187	200	200

\* Category includes: Civil Rights Actions; Employment Discrimination Cases; Code Enforcement Cases; Appeals of gun permit denials; Tort Actions; and Actions wherein the Town is the Plaintiff.

\*\* Category includes: Medical G.L.c. 41 Claims; 111F Claims; Personal Injury/Property Damage Claims; DPW Tickets; and Cemetery Buybacks.

\*\*\* Does not include Preliminary Bankruptcy Filing Notices.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	125,864	148,261	1.00	143,911	1.00	146,070
	Associate Town Counsel II	D-5	1.00	1.00	99,915	117,694	1.00	114,241	1.00	115,955
	First Assistant Town Counsel	T-15	1.00	1.00	103,540	117,151	1.00	117,151	1.00	117,151
	Associate Town Counsel I	T-14	1.00	1.00	97,680	110,520	1.00	101,187	1.00	102,989
	Senior Paralegal Secretary	T-5	1.00	1.00	60,105	68,005	1.00	68,005	1.00	68,005
	Paralegal Secretary	C-9	1.00	1.00	50,289	52,368	1.00	52,368	1.00	52,368
	Subtotal		6.00	6.00			6.00	596,863	6.00	602,538
	CDBG Charge-Off							(5,000)		(5,000)
	Net Total		6.00	6.00			6.00	591,863	6.00	597,538
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.53	0.53	41,668	43,663	0.53	23,287	0.53	23,287
	Subtotal		0.53	0.53			0.53	23,287	0.53	23,287
	Other									
513044	Longevity Pay							3,625		4,250
515501	Clothing/Uniform Allowance							350		350
	Subtotal							3,975		4,600
	<b>Total</b>		<b>6.53</b>	<b>6.53</b>			<b>6.53</b>	<b>619,125</b>	<b>6.53</b>	<b>625,425</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

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

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

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

**BUDGET STATEMENT**

The FY18 budget represents a \$107 (0.4%) increase for Steps.

**FY2018 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."

**FY2017 ACCOMPLISHMENTS**

1. During FY2017, the full Advisory Committee met 38 times and each of the Advisory Committee Subcommittees separately met numerous more times in addition to capital project site visits.
2. Spent three months reviewing the Town Administrator's Proposed FY2017 Financial Plan and Capital Improvements Program (CIP) and developing the Advisory Committee's version of the budget for FY2017. Presented to Town Meeting a detailed analysis and recommendation, which included an overview of the Town budget and the longer-term fiscal outlook, a comprehensive report on the School budget, including further recommendations for changes in the way that budget is presented, and descriptions of the numerous construction/renovation projects included in the CIP.
3. Prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles and financial considerations. Topics included the proposed Emerald Island/River Road zoning district, changes in the zoning by-law's provisions for parking requirements, a variety of other zoning issues, including questions related to Floor-Area-Ratio and the conversion of unfinished space, revising the Town's by-laws to comply with the Supreme Court's decision in Reed v. Town of Gilbert, the hybrid pay-as-you-throw trash collection system, and restricting the operation of leaf blowers.
4. Regularly updated meeting schedules, maintained ongoing communications and provided materials to all department heads, Town boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties. Held open public hearings on issues before Town Meeting.
5. Members of the Advisory Committee participated on committees appointed by the Board of Selectmen and the Moderator, including the River Road Study Committee, the Devotion School Building Committee, the Moderator's Committee on Leaf Blowers, Coolidge Corner Study Committee, and the Tobacco Control Committee.
6. Members also served on several standing Town committees, commissions, and boards, including the Commission for the Arts, Economic Development Advisory Board, Martin Luther King Celebration Committee, Licensing Review Committee, Zoning By-Law Review Committee, Town/School Partnership, Naming Committee, and Audit Committee.

**PROGRAM COSTS - ADVISORY COMMITTEE**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	11,687	22,532	22,639	107	0.5%
Services	0	0	0	0	0.0%
Supplies	1,404	2,275	2,275	0	0.0%
Other	333	570	570	0	0.0%
Capital	279	295	295	0	0.0%
<b>TOTAL</b>	<b>13,704</b>	<b>25,672</b>	<b>25,779</b>	<b>107</b>	<b>0.4%</b>
BENEFITS					
REVENUE	0	0	0	0	0.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries  Executive Assistant	C-10	0.40	0.40	55,087	57,434	0.40	22,532	0.40	22,639
	<b>Total</b>		<b>0.40</b>	<b>0.40</b>			<b>0.40</b>	<b>22,532</b>	<b>0.40</b>	<b>22,639</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
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 - that are mandated by Federal and State statutes and Town By-Laws to record, implement, compile, and preserve the actions and directives of the Town's executive and legislative branches. The principal duties of the office are to maintain factual public records and to administer fair and accurate elections. The Department's responsibilities also include secretarial duties for the 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.

**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 FY18 budget reflects a \$64,604 (9.3%) decrease. This is due primarily to the fact that there will be two elections in FY18 compared to three in FY17.

Personnel decreases \$44,129 (7.8%) due to decreases in Election Workers (\$70,000), which is partially offset by a decrease in the charge off to the state grant for election expenses (\$22,000). There were also increases in Steps (\$2,917), the 0.5% carry-forward from the AFSCME contract (\$857), and Overtime (\$97).

Services decrease \$16,500 (15.5%) for Motor Vehicle/Equipment Rental (\$2,200), Professional/Technical (\$12,300), and Advertising (\$2,000). The decrease in Supplies (\$3,975; 21.5%) is in Meals and Receptions for election meals, reflecting one less election.

**PROGRAM COSTS - TOWN CLERK**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	508,778	568,508	524,379	(44,129)	-7.8%
Services	88,516	106,172	89,672	(16,500)	-15.5%
Supplies	13,564	18,525	14,550	(3,975)	-21.5%
Other	1,382	2,450	2,450	0	0.0%
Capital	1,200	1,280	1,280	0	0.0%
<b>TOTAL</b>	<b>613,440</b>	<b>696,935</b>	<b>632,331</b>	<b>(64,604)</b>	<b>-9.3%</b>
BENEFITS			218,225		
REVENUE	155,687	160,200	160,200	0	0.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2018 OBJECTIVES**

1. To generate and mail late notices for 2017 Year End Campaign Finance Reports to all local candidates and committees.
2. To receive, file and post 2017 Year-End Campaign Finance reports for all local candidates and committees.
3. To distribute, collect and record the 2017 Annual Street List.
4. To mail absentee ballot applications to all registered certified physically disabled voters.
5. To update the General By-Laws on the Town's website based on the approval of the actions taken at the November 15, 2016 Special Town Meeting by the Attorney General's Municipal Law Unit.
6. To post the Attorney General's Municipal Law Unit's approval of the General and Zoning By-law amendments that were voted at the November 15, 2016 Special Town Meeting.
7. To notify the affected Town departments based on the General and Zoning By-Law amendments voted at the November 15, 2016 Special Town Meeting.
8. To certify nomination papers for all town-wide and Town Meeting offices for the May 2, 2017 Annual Town Election.
9. To destroy all ballots and election materials from the May 3, 2016 Annual Town Election.
10. To conduct voter registration sessions for the May 2, 2017 Annual Town Election.
11. To conduct a Test Deck Tabulation for ballots for the May 2, 2017 Annual Town Election.
12. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the May 2, 2017 Annual Town Election.
13. To receive, file and post 8 day Pre-Election Campaign Finance Reports for local candidates and committees for the May 2, 2017 Annual Town Election.
14. To administer, record and certify the results of the May 2, 2017 Annual Town Election.
15. To update the Town Web-site's List of Town Meeting Members based upon the results of the May 2, 2017 Annual Town Election.
16. To transmit a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based on the final results of the May 2, 2017 Annual Town Election.
17. To receive, file and post 30 day Post-Election Campaign Finance Reports for local candidates and committees for the May 2016 Annual Town Election.
18. To administer, record and certify the actions taken at the May 23, 2017 Annual Town Meeting.
19. To certify and transmit all General and Zoning By-Laws, passed at the May 23, 2017 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
20. To certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division taken at the May 23, 2017 Annual Town Meeting.
21. To publish and distribute the 2017 List of Persons 17 Years of Age and Older.

**FY2018 OBJECTIVES (Con't.)**

22. To publish and distribute the 2017-2018 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.
23. To inactivate all voters who did not respond to the 2017 Annual Street List mailing.
24. To generate, print and mail Confirmation Notices for all Inactive Voter/Non-Respondents to the 2017 Annual Street List.
25. To delete and edit all in-active voters based upon the confirmation notice responses.
26. To certify and attest to Bond Counsel regarding all authorizations to borrow passed at the May 23, 2017 Annual Town Meeting.
27. To update the General By-Laws on the Town's website based on the approval of the actions taken at the May 23, 2017 Annual Town Meeting by the Attorney General's Municipal Law Unit.
28. To post the Attorney General's Municipal Law Unit's approval of the General and Zoning By-laws, passed at the May 23, 2017 Annual Town Meeting.
29. To notify the affected Town departments based on the General and Zoning By-Law changes taken at the May 23, 2017 Annual Town Meeting.
30. To administer, record and certify the actions taken at the November 2017 Special Town Meeting.
31. To certify and transmit all General and Zoning By-Laws, passed at the November 2017 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
32. To certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division, passed at the November 2017 Special Town Meeting.
33. To generate and mail all dog License and Green Dog License renewals for 2018.
34. To delete all Inactive voters that has been continuously inactive for 2 successive federal elections.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

1. Mailed 3,029 Dog license and Green Dog License renewals for 2017.
2. Received and filed 2015 Year End campaign finance reports for all local candidates, candidates committees and political action committees.
3. Distributed, collected and recorded the 2016 Annual Street List Census.
4. Mailed absentee ballot applications to the 35 certified physically disabled voters on file with the Town Clerk's Office.
5. Posted the Attorney General's Municipal Law Unit's approval of the actions taken at the November 17, 2015 Special Town Meeting.
6. Notified affected Town Departments of the Attorney General's Municipal Law Unit's approval of the actions taken at the November 17, 2015 Special Town Meeting.
7. Updated the General By-Laws on the Town's website based upon the approval of the actions taken at the November 17, 2015 Special Town Meeting by the Attorney General's Municipal Law Unit.
8. Updated the Election Calendar on the Town Clerk's webpage to reflect the March 1, 2016 Presidential Preference Primary.
9. Certified all nomination papers, for the March 1, 2016 Presidential Preference Primary, submitted for certification.
10. Conducted four special voter registration sessions for the March 1, 2016 Presidential Preference Primary.
11. Conducted six special absentee voting sessions for the March 1, 2016 Presidential Preference Primary.
12. Conducted two separate Test Deck Tabulations for ballots for the March 1, 2016 Presidential Preference Primary due to difficulties exhibited from the digital printing of the ballots.
13. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the March 1, 2016 Presidential Preference Primary.
14. Administered, recorded and certified the results of the March 1, 2016 Presidential Preference Primary.
15. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the results of the March 1, 2016 Presidential Preference Primary.
16. Updated the Election Calendar on the Town Clerk's webpage to reflect the May 3, 2016 Presidential Preference Primary.
17. Certified all town-wide and Town Meeting nomination papers, for the May 3, 2016 Annual Town Election, that were submitted for certification.
18. Destroyed all ballots and election materials from the May 5, 2015 Annual Town Election.
19. Conducted four special voter registration sessions for the May 3, 2016 Annual Town Election.
20. Conducted six special absentee voting sessions for the May 3, 2016 Annual Town Election.
21. Conducted a Test Deck Tabulation for ballots for the May 3, 2016 Annual Town Election.

**FY2017 ACCOMPLISHMENTS (Con't.)**

22. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the May 3, 2016 Annual Town Election.
23. Received and filed all Pre-Election campaign finance reports for local candidates, candidates' committees, and political action committees for the May 3, 2016 Annual Town Election.
24. Administered, recorded and certified the results of the May 3, 2016 Annual Town Election.
25. Updated the Town Web-site's List of Town Meeting Members based on the results of the May 3, 2016 Annual Town Election.
26. Transmitted a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based on the final results of the May 3, 2016 Annual Town Election.
27. Transmitted certified results of the election of the Brookline Housing Commissioner to the Commonwealth of Massachusetts' Department of Housing and Community Development, based on the final results of the May 3, 2016 Annual Town Election.
28. Transmitted certified results of the election of Constables to the Norfolk County Clerk of Courts, based upon the final results of the May 3, 2016 Annual Town Election.
29. Received and filed all Post-Election campaign finance reports for local candidates, candidates' committees, and political action committees for the May 3, 2016 Annual Town Election.
30. Updated the Election Calendar on the Town Clerk's webpage to reflect the September 8, 2016 State Primary.
31. Received and filed all 30 Day Election campaign finance reports for local candidates, candidates' committees, and political action committees for the May 3, 2016 Annual Town Election.
32. Certified nomination papers for all party candidates for state-wide and Congress, for the September 8, 2016 State Primary, that were submitted for certification.
33. Administered, recorded and certified the actions taken at the May 24, 2016 Annual Town Meeting.
34. Certified and transmitted all General and Zoning By-Laws, passed at the May 24, 2016 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
35. Certified and transmitted all authorizations to borrow to the Commonwealth of Massachusetts' Department of Revenue's Local Services Division that were taken at the May 24, 2016 Annual Town Meeting.
36. Certified and attested to Bond Counsel regarding all authorizations to borrow passed at the May 24, 2016 Annual Town Meeting.
37. Published the 2016 List of Persons 17 Years of Age and Older.
38. Destroyed all ballots and election materials from the September 9, 2014 State Primary.
39. Conducted four special voter registration sessions for the September 8, 2016 State Primary.
40. Conducted six special absentee voting sessions for the September 8, 2016 State Primary.
41. Conducted a Test Deck Tabulation of the ballots for the September 8, 2016 State Primary.
42. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the September 8, 2016 State Primary.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS (Con't)**

43. Administered, recorded and certified the results of the September 8, 2016 State Primary.
44. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the results of the September 8, 2016 State Primary.
45. Updated the Election Calendar on the Town Clerk's webpage to reflect the November 8, 2016 State Election, including the dates, times and locations for Early Voting.
46. Posted the Attorney General's Municipal Law Unit's approval of the General and Zoning By-laws, passed at the May 24, 2016 Annual Town Meeting.
47. Notified affected Town Departments of the Attorney General's Municipal Law Unit's approval of the actions taken at the May 24, 2016 Annual Town Meeting.
48. Updated the General By-Laws on the Town's website based on the approval of the actions taken at the May 24, 2016 Annual Town Meeting by the Attorney General's Municipal Law Unit.
49. Conducted six specialized Early Voting training sessions for staff and poll workers.
50. Conducted 20 separate Early Voting sessions, at 3 locations during various hours, including evenings and weekends., for the November 8, 2016 State Election.
51. Destroyed all ballots and election materials from the November 4, 2014 State Election.
52. Conducted four special voter registration sessions for the November 8, 2016 State Election.
53. Conducted three special absentee voting sessions for the November 8, 2016 State Election.
54. Conducted a Test Deck Tabulation for ballots for the November 8, 2016 State Election.
55. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the November 8, 2016 State Election.
56. Administered, recorded and certified the results of the November 8, 2016 State Election.
57. Administered, recorded and certified the results from the Central Tabulation Facility for Early Voting ballots, where 11,750 Early Voter ballots were cast.
58. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth, certification of the results of the November 8, 2016 State Election.
59. Transmitted certified results of the election of County Commissioner to the Norfolk County Commissioners Office, based on the final results of the November 8, 2016 State Election.
60. Conducted two randomly selected audits, for Precinct 15 and Precinct 16, mandated by the Commonwealth for the November 8, 2016 State Election.
61. Administered, recorded and certified the actions taken at the November 15, 2016 Special Town Meeting.
62. Certified and transmitted all General and Zoning By-Laws, passed at the November 15, 2016 Special Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
63. Deleted *in toto* 5,171 registered voters, of which 3,356 voters were multiple year non-respondents to the Annual Street List.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Performance:					
% of Eligible Registered Voters Participating (average)	30.0%	36.0%	27.8%	29.0%	10%
% Rate of Return for Census Forms	61.0%	70.0%	60.0%	65.0%	65%
Hours Election Workers Trained	18	6	8	20	6
Workload:					
Total Elections	3	2	2	3	1
Total Residents as determined by Town Census Respondents	42,814	52,000	47,342	45,000	47,000
Registered Voters	33,645	33,500	36,677	35,000	41,000
Inactive Voters	9,861	8,000	5,835	9,500	6,000
Marriage Intentions	370	425	430	395	415
Dog Licenses	2,717	2,700	2,555	2,725	2,525
Green Dog Licenses	1,534	1,405	1,551	1,565	1,500
Business Certificates	172	240	181	200	190
Other	3,663	3,500	3,862	3,680	3,700

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Voters Registered	3,067	1,750	4,555	4,500	2,500
Party/Address/All Changes	5,237	3,500	3,040	4,750	1,500
Voters Inactivated	8,709	3,850	1,125	5,000	4,000
Voters Deleted	7,485	3,500	2,830	7,000	2,500

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

<b>SUMMARY OF SUB-PROGRAM COSTS</b>					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Public Records	282,465	347,477	351,030	3,553	1.0%
Elections	168,329	245,930	177,507	(68,423)	-27.8%
Voter Registration	162,646	103,528	103,794	266	0.3%
<b>TOTAL EXPENSES</b>	<b>613,440</b>	<b>696,935</b>	<b>632,331</b>	<b>(64,604)</b>	<b>-9.3%</b>

**Public Records**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	264,217	325,495	329,048	3,553	1.1%
Services	14,482	18,802	18,802	0	0.0%
Supplies	1,381	2,000	2,000	0	0.0%
Other	1,382	500	500	0	0.0%
Capital	1,003	680	680	0	0.0%
<b>TOTAL</b>	<b>282,465</b>	<b>347,477</b>	<b>351,030</b>	<b>3,553</b>	<b>1.0%</b>

**Elections**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	123,888	182,202	134,254	(47,948)	-26.3%
Services	33,308	49,203	32,703	(16,500)	-33.5%
Supplies	11,133	14,525	10,550	(3,975)	-27.4%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>168,329</b>	<b>245,930</b>	<b>177,507</b>	<b>(68,423)</b>	<b>-27.8%</b>

**Voter Registration**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	120,673	60,811	61,077	266	0.4%
Services	40,726	38,167	38,167	0	0.0%
Supplies	1,050	2,000	2,000	0	0.0%
Other	0	1,950	1,950	0	0.0%
Capital	197	600	600	0	0.0%
<b>TOTAL</b>	<b>162,646</b>	<b>103,528</b>	<b>103,794</b>	<b>266</b>	<b>0.3%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION		
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Town Clerk	D-4	1.00	1.00	91,665	107,976	1.00	107,976	1.00	107,976	
	Assistant Town Clerk	T-10	1.00	1.00	78,859	89,226	1.00	89,226	1.00	89,226	
	Administrative Assistant	C-8	1.00	1.00	49,010	51,086	1.00	49,436	1.00	50,377	
	Principal Clerk	C-7	1.00	1.00	47,040	49,097	1.00	48,854	1.00	49,097	
	Senior Clerk Typist	C-6	1.50	1.50	45,791	47,835	1.50	69,350	1.50	71,939	
	Subtotal		5.50	5.50			5.50	364,842	5.50	368,616	
510102	Permanent Part Time Salaries										
	Registrar (3)					3,000		3,000		3,000	
	Registrar, Ex Officio (1)					1,500		1,500		1,500	
	Subtotal							4,500		4,500	
510201	Temporary Full Time Salaries										
	Election Workers							210,000		140,000	
	Census Workers							3,500		3,500	
	Subtotal							213,500		143,500	
510901	Temporary Part Time Salaries										
	Town Meeting							2,500		2,500	
	Subtotal							2,500		2,500	
	Other										
510300	Regular Overtime							9,716		9,813	
513044	Longevity Pay							3,400		3,400	
514501	Town Clerk Zoning Board of Appeals (Stipend)							2,000		2,000	
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050	
	Subtotal							16,166		16,263	
	Chargeoff to State Grant							(33,000)		(11,000)	
	<b>Total</b>		<b>5.50</b>	<b>5.50</b>				<b>5.50</b>	<b>568,508</b>	<b>5.50</b>	<b>524,379</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, housing, historic preservation, and CDBG/HOME grant programs. The Department also provides support to the Planning Board, Zoning Board of Appeals, Housing Advisory Board, Preservation Commission, and other appointed committees and task forces.

The Department consists of the following four sub-programs:

The **Planning and Administration Sub-program** focuses on improving the quality of life of all residents through: administration of the Zoning By-Law and design review requirements; assistance in the preparation of the Capital Improvement Program (CIP); preparation of state and federal grant applications; participation in regional planning (MAPC) and monitoring and coordinating significant developments in nearby municipalities; support of Town boards, commissions, and committees; provision of technical assistance to Town agencies, citizens, and groups, as well as developers, attorneys, and architects on potential development applications; preparation of Zoning By-Law amendments; preparation and implementation of the Comprehensive Plan; preparation and management of design and related improvement plans; and management of Planning Board and Zoning Board of Appeals records and development applications and decisions, including the on-going monitoring of associated conditions of approval. This sub-program 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 sub-program also administers the Historic Districts, the Demolition By-Laws, and the federally-funded Community Development Block Grant (CDBG) and HOME programs.

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

The **Economic Development Sub-program** focuses on the encouragement of appropriate economic growth, fostering the prosperity of businesses in the Town's commercial areas, enhancing the Town's appearance by promoting design excellence in new development, and preserving and enhancing the character of neighborhoods.

**BUDGET STATEMENT**

The FY18 budget reflects an increase of \$23,725 (2.5%). Personnel will increase \$24,044 (2.6%), due to an increase in Steps (\$8,641), the .5% carry-forward from the AFSCME contract (\$2,652), and ZBA Stipends (\$12,570). The stipend amount per meeting did not go up; instead due to the number of 40B Development related meetings, there was a need to right size the line. Services decreased \$560 (2.9%) due to Subscriptions.

The \$240 (7.5%) increase in Capital reflects an additional Computer Lease.

**PROGRAM COSTS - PLANNING AND COMMUNITY DEVELOPMENT**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	843,567	922,221	946,265	24,044	2.6%
Services	17,185	19,193	18,633	(560)	-2.9%
Supplies	8,700	9,712	9,712	0	0.0%
Other	1,710	4,550	4,550	0	0.0%
Capital	2,895	3,200	3,440	240	7.5%
<b>TOTAL</b>	<b>874,057</b>	<b>958,876</b>	<b>982,600</b>	<b>23,725</b>	<b>2.5%</b>
BENEFITS			575,620		
REVENUE	93,408	42,000	42,000	0	0.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2018 OBJECTIVES**

**Planning and Administration**

1. To administer \$1.6 million in federal Community Development Block Grant (CDBG) and HOME funds, providing oversight and technical assistance to more than twenty federally-funded programs and projects, many of which address the needs of the town's most vulnerable populations.
2. To advocate for the Town's interests by participating in the WestMetro HOME consortium, the Brookline-Newton-Waltham-Watertown Continuum of Care, the Metropolitan Area Planning Council, the Hubway Advisory Committee, the Boston Metropolitan Planning Organization and the National Community Development Association.
3. To continue and ultimately expand the Hubway regional bike share system in Brookline by collaborating with Motivate International, Inc. and the Cities of Boston, Cambridge and Somerville in order to transition the system to a privatized model.
4. To work with the Department of Public Works in furthering the Gateway East Project beyond 25% design and coordinating it with other public and private development projects within the area.
5. To continue to provide administrative and professional staff support to the Planning Board and Zoning Board of Appeals in order to effectively apply Zoning and Subdivision Control by-laws and statutes, improve the regulatory processes, and elevate transparency related to land use processes and projects.
6. To continue to identify improvements to the Zoning By-law and develop proposed amendments for Town Meeting approval.
7. To continue to provide staff support to the Zoning Board of Appeals by working with Comprehensive Permit applicants to accommodate adjustments to their proposed projects in order to better address neighborhood and municipal needs within the constraints of Chapter 40B.
8. To work with other municipal departments to coordinate a seamless transition from GeoTMS to Accela (software permitting programs) in order to advance coordination of recordkeeping relative to land use and transparency.
9. To continue to identify and explore potential Geographic Information Systems (GIS) mapping tools to provide residents with up-to-date information on the status of decisions and designations and to facilitate planning and preservation projects.
10. To continue to provide a high quality of professional support to all regulators of and participants in the demolition, Local Historic District (LHD) and Neighborhood Conservation District (NCD) processes, including the Preservation Commission, NCD Commission, and property owners interested in exploring the possible designation of additional LHDs and/or NCDs.
11. To continue to review plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Old Burying Ground, the Devotion House, Putterham School, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery, Larz Anderson Park and the Riverway/Olmsted Park.

**FY2018 OBJECTIVES (Con't.)**

**Planning and Administration (Con't.)**

12. To continue to coordinate the archiving and disseminating of information relative to the visual resources held by the Department; explore mechanisms to work with the Library Department and Town Clerk to consolidate resources and develop a plan to effectively and efficiently preserve the Town's heritage.
13. To prepare a five-year Preservation Plan to establish a comprehensive and methodical program to proactively promote the preservation of Brookline's heritage.
14. To update the Preservation website for National Register and survey information.
15. To cooperate with other local groups in promoting available incentives and opportunities for installing renewable energy facilities, participating in community solar programs, and increasing energy efficiency for private buildings.
16. To identify and pursue, with the assistance of other municipal departments, energy efficiency improvement and funding opportunities for municipal buildings.
17. To assist with the development of solar facilities, including managing grants and permitting processes, as needed, on appropriate Town-owned property.
18. To continue to plan for a climate vulnerability assessment focused on the risks to local resources from climate change.

**Housing**

1. To create new affordable housing units and to preserve and improve existing affordable units using public resources to leverage private investment.

**Economic Development and Long Term Planning**

1. To work with Selectmen-appointed committees to examine a potential rezoning of: (a) the block bounded by Pleasant, John, Green, Harvard and Beacon Streets; and (b) the Holiday Inn property at 1200 Beacon Street.
2. To continue to identify and facilitate appropriate new development and redevelopment to strengthen and expand the tax base.
3. In partnership with an academic partner to be identified by the State's Compact Community Grant process, implement recommendations related to a Work Force Development Gap Analysis.
4. To continue to identify technical and financial support resources for cultural institutions, events, and capital improvements that build community capital and/or create "visitor stickiness" in our commercial areas.
5. To complete the Major Parcel Study to create a plan for the future of major private parcels as well as underutilized municipal parcels in order to respond to the needs identified in the Strategic Asset Plan.
6. To continue and expand long term planning projects that maintain and promote the quality of life for Brookline residents, including: assisting other departments in their planning work; providing assistance to the School Department to identify mechanisms to address overcrowding of the High School; assisting the Planning Board regarding the Capital Improvements Program and the implementation/updating of the Comprehensive Plan.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

**Planning and Administration**

1. Oversaw contracts, grant administration and financial management of over twenty new and ongoing CDBG-funded programs.
2. Continued to work with the public and the Massachusetts Department of Transportation to move revised 25% design plans for the Village Square/Gateway East project toward 75/100% design.
3. Managed federal grants, operations and expansion of Hubway, the regional bike share program, including working with the Selectmen-appointed Hubway Advisory Committee to review system operations and develop strategies for continued operations of Hubway in Brookline.
4. Participated in the development of a Request for Proposals with the Cities of Boston, Cambridge, Somerville to procure a Hubway operator as the system looks to move toward a revenue sharing model.
5. Continued to provide professional and administrative staff support to the Planning Board, e Board of Appeals, Preservation Commission and NCD Commission.
6. Responded to questions and concerns of property owners, abutters and other interested parties and explained Brookline's land use regulatory system.
7. Provided technical assistance and professional guidance to the Planning Board's Design Advisory Teams for various projects including the proposed development at the Audi Brookline site on Boylston Street.
8. Administered at least six Comprehensive Permit applications and seven applications to State subsidizing agencies for determinations of site eligibility to apply to the Town for a 40B Comprehensive Permit.
9. In conjunction with other municipal departments and committees, assisted with the development of new regulations for habitable space, gross floor area, and other related aspects of the Zoning By-law.
10. Monitored plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Devotion House and Devotion School, Putterham School, Fisher Hill Park and Gatehouse, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery and the Riverway/Olmsted Park.
11. While working with the Climate Action Committee, other municipal departments, and multiple Greater Boston municipalities, developed initial steps to create a climate vulnerability assessment to inform future climate resilience strategies.
12. Furthered the development of solar PV facilities on municipal buildings and properties, in cooperation with other municipal departments.

**Housing**

1. Facilitated the resale of existing affordable housing units; oversaw participant selection, and conducted lotteries and participated in closings for eight of the Town's deed-restricted units.
2. Worked with Pine Street Inn to oversee the use of Town-controlled funding for the gut rehabilitation of two lodging house properties on Beals Street, which were successfully renovated into affordable Single Room Occupancy units with cooking facilities.
3. Worked with Hebrew Senior Life to fund repairs needed to address window and exterior façade upgrades at 112 Centre Street.

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Housing**

4. Worked with Jewish Community Housing for the Elderly to move forward with plans for a friendly 40B at the site of Temple Kehillath Israel consisting of a 100% affordable 62-unit senior housing complex.
5. Worked with Hebrew Senior Life on refinancing its properties in order to preserve three properties as mixed-income senior housing serving low, moderate and market-income seniors.
6. Analyzed obstacles to fair housing and worked with other municipal departments on reassessing the Town's strategies for advancing fair housing in Brookline, as required every five years by the federal Office of Housing and Urban Development (HUD).
7. Worked with the Housing Advisory Board (HAB), the Planning Board and a consultant to complete a Housing Production Plan (HPP), consistent with the safe-harbor provisions provided by MGL Chapter 40B. The HPP was approved by the HAB and the Board of Selectmen and submitted to the state for approval.

**Economic Development and Long Term Planning**

1. With the support of the Board of Selectmen and Town Meeting, formally expanded the responsibilities of the Economic Development Division to include long-term planning in order to help the Town proactively plan for the future.
2. Assisted the Selectmen-appointed River Road Study Committee in recommending rezoning of the Industrial Zone between River Road and Brookline Avenue in Brookline Village.
3. Managed the fabrication and installation of updated wayfinding signage to direct visitors to cultural institutions.
4. In partnership with the Parks and Open Space Division of the Department of Public Works, constructed streetscape improvements at Hickey Triangle in Brookline Village.
5. As an awardee of the State's Compact Community Grant, assisted with a Teen Work Force Development Gap Analysis for Brookline.
6. Assisted the Regulatory Division, Building Department and Board of Selectmen during the construction phase of the hotel at 111 Boylston Street, Brookline Place, and the former Circle Cinema site.
7. Streamlined the commercial sign and façade review permitting process in coordination with the Planning Board and Building Department; continued to administer all sign and façade review permitting cases.
8. Drafted amendments to the Town's General Sign By-law and Zoning Sign By-law so that both are in compliance with a recent US Supreme Court decision.
9. Continued to administer the Town's façade loan program, including two new façade loans.
10. Assisted with the Hubway regional partnership operations and agreement negotiations.
11. Collaborated with the Coolidge Corner Merchant's Association (CCMA) and Department of Public Works to expand the CCMA sidewalk café seating program.
12. Provided staff support to the Board of Selectmen and School Committee, leading to the selection of a site for a ninth elementary school.
13. Worked with DPW, the Transportation Board, and Board of Selectmen to draft a Transportation Demand Management Policy for private development projects.
14. Hired a consultant to undertake the Strategic Asset Plan to systematically identify the capacity of municipal resources to respond to needs within the community for programs and services.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
CDBG Value (millions)	\$1.33	\$1.20	\$1.35	\$1.35	\$1.35
CDBG Programs	15	15	15	15	15
New Housing Program Income (in millions)					
HOME Funds	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
Housing Trust	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
CDBG (included in above)	\$0.3	\$0.2	\$0.1	\$0.2	\$0.2
New/Newly Affordable Units Underway					
HOME/Housing Trust/CDBG	0	32	47	31	62
Inclusionary zoning	0	6	0	3	3
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	\$0.3	\$0.2	\$1.9	\$0.2	\$0.5
Housing Trust	\$0.2	\$0.2	\$0.9	\$0.2	\$2.0
CDBG	\$0.3	\$0.2	\$0.8	\$0.2	\$0.2
New and/or Newly Affordable Units					
HOME/Housing Trust/CDBG	0	32	47	31	62
Inclusionary zoning	0	3	0	3	3
Affordable Housing Preservation					
Ownership housing resales	6	7	8	5	8
Rental unit renovation	277	353	353	100	200
Zoning Caseload					
Board of Appeals/Planning Board	75	85	89	85	90
Signs, Facades, Antennas	70	75	89	80	90
40B Comprehensive Permit	1	4	4	5	2

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Demolition Permits	54	46	62	48	55
Historic District Cases	131	127	123	132	130
Neighborhood Conservation District (NCD) Cases	3	6	4	8	4
New NCD Investigations/Designations	1	2	1	2	2
Existing Businesses Assisted	11	15	20	10	16
New Businesses Assisted	15	10	11	10	13
Opened Storefronts	9	6	10	3	10
EDAB Projects under permitting/construction	3	4	3	4	4
# Façade Loans Granted	1	1	2	1	1
Active Façade Loans	4	4	4	4	4
Storefront Retail Vacancy Rates	9.2%	8.6%	9.2%	8.6%	9.8%
Regional Vacancy Rates	9.0%	7.8%	9.2%	7.8%	9.2%
Meals Tax per Restaurant	\$7,158	\$7,100	\$7,655	\$7,100	\$7,500
Hotel Excise Tax per Room	\$2,562	\$2,480	\$2,565	\$1,984	\$2,413
EDAB-Sponsored Projects Tax Yield:*		\$1,911,109			

\*FY16 figures assume a 2.5% growth in the tax bill.

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

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

<b>SUMMARY OF SUB-PROGRAM COSTS</b>					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Planning & Admin	601,026	621,469	642,061	20,592	3.3%
Housing	93,579	89,250	89,987	737	0.8%
Econ Dev and Long Term Plann	179,451	248,156	250,551	2,395	1.0%
<b>TOTAL</b>	<b>874,057</b>	<b>958,875</b>	<b>982,600</b>	<b>23,724</b>	<b>2.5%</b>

**Planning and Administration**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	580,795	598,079	618,991	20,912	3.5%
Services	8,995	10,238	9,678	(560)	-5.5%
Supplies	8,603	7,412	7,412	0	0.0%
Other	1,030	4,200	4,200	0	0.0%
Capital	1,604	1,540	1,780	240	15.6%
<b>TOTAL</b>	<b>601,026</b>	<b>621,469</b>	<b>642,061</b>	<b>20,592</b>	<b>3.3%</b>

**Econ Dev and Long Term Planning**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	170,136	238,836	241,231	2,395	1.0%
Services	8,120	8,100	8,100	0	0.0%
Supplies	97	510	510	0	0.0%
Other	680	150	150	0	0.0%
Capital	418	560	560	0	0.0%
<b>TOTAL</b>	<b>179,451</b>	<b>248,156</b>	<b>250,551</b>	<b>2,395</b>	<b>1.0%</b>

**Housing**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	92,636	85,305	86,042	737	0.9%
Services	70	855	855	0	0.0%
Supplies	0	1,790	1,790	0	0.0%
Other	0	200	200	0	0.0%
Capital	873	1,100	1,100	0	0.0%
<b>TOTAL</b>	<b>93,579</b>	<b>89,250</b>	<b>89,987</b>	<b>737</b>	<b>0.8%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Planning & Community Devel. Dir.	D-7	1.00	1.00	116,540	137,279	1.00	127,430	1.00	129,342
	Economic Development Officer	T-13	1.00	1.00	92,150	104,264	1.00	104,264	1.00	104,264
	Assistant Director-Community Planning	T-11	1.00	1.00	82,014	92,795	1.00	92,795	1.00	92,795
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	82,014	92,795	1.00	92,795	1.00	92,795
	CD Administrator	T-8	1.00	1.00	82,910	82,494	1.00	72,910	1.00	74,208
	Preservation Planner	T-6	1.00	2.00	64,913	73,446	2.00	129,825	2.00	132,136
	Economic Development - Long Term Planner	T-6	1.00	1.00	64,913	73,446	2.00	134,572	2.00	136,967
	Senior Housing Planner	GN-13	0.00	0.00	74,720	78,480	1.00	75,576	1.00	77,206
	Senior Planner	GN-13	1.00	1.00	74,720	78,480	1.00	74,349	1.00	75,952
	Housing Project Planner	GN-11	2.00	2.00	69,586	73,087	1.00	69,241	1.00	73,087
	Community Planner	GN-11	0.00	0.00	69,586	73,087	1.00	69,241	1.00	70,734
	Planner	GN-10	1.00	1.00	63,841	67,053	2.00	127,049	2.00	129,787
	Administrative Head Clerk	C-10	1.00	1.00	55,365	57,724	1.00	57,438	1.00	57,724
	Zoning Administrative Assistant	C-9	1.00	1.00	50,543	52,632	0.00	0	0.00	0
	Senior Office Assistant	C-5	1.00	1.00	44,260	45,830	1.00	45,402	1.00	45,830
	Subtotal		14.00	15.00			17.00	1,272,889	17.00	1,292,827
	CD Admin Reimbursement							(153,070)		(155,492)
	CD Comprehensive Planning							(23,199)		(23,199)
	CD Housing							(179,438)		(185,660)
	HOME Funds Reimbursement							(16,000)		(16,000)
	Net Subtotal		14.00	15.00			17.00	901,183	17.00	912,476
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.80	0.00	62,392	70,594	0.00	0	0.00	0
	CD Intern		0.40	0.40			0.00	0	0.00	0
	CD Fiscal Assistant	C-10	0.49	0.49	52,948	55,204	0.00	0	0.00	0
	Chair Board of Appeals (1)							3,550		12,600
	Members Board of Appeals (2)							7,550		11,250
	Subtotal		1.69	0.89			0.00	11,100	0.00	23,850
510300	Other									
513044	Regular Overtime							8,113		8,113
515501	Longevity Pay							4,325		4,325
	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							13,838		13,838
	CD Admin Reimbursement							(1,675)		(1,675)
	CD Programs Reimbursement							(2,225)		(2,225)
	Net Subtotal							9,938		9,938
	<b>Total</b>		<b>15.69</b>	<b>15.89</b>			<b>17.00</b>	<b>922,221</b>	<b>17.00</b>	<b>946,265</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

**PROGRAM DESCRIPTION**

The Police Mission:

To work in partnership with citizens to ensure that all people enjoy a high quality of life without fear of crime. To work together to solve problems and provide the most responsive and highest quality police service. To proactively prevent crime, maintain order, and apprehend offenders in a manner consistent with the law.

Our Values:

The Department subscribes to the following set of governing values that state its beliefs as a police organization:

1. The most important asset of a Police organization is its personnel.
2. Excellence for the members of the Brookline Police Department is based upon fairness, integrity, hard work, and professionalism in the performance of their duties.
3. Commitment to providing the highest quality of professional law enforcement with the goal of enhancing the quality of life within the community.
4. Build partnerships with citizens in order to ensure personal safety, protect individual rights, protect property, and promote individual responsibility and community commitment.
5. Secure and maintain public respect in order to fulfill the Department's duties by acknowledging that the quality of life in the community is affected by not only the absence of fear of crime, but also by the absence of crime itself.

The Department consists of the following seven subprograms:

1. **The Administration and Support Division** provides overall control of the functions of the Department. It maintains records, provides communication and technology equipment and trains personnel in its uses, and distributes weapons and supplies. It also includes the Public Safety Business Office, a group responsible for all financial and budgetary matters for both the Police Department and the Fire Department.
2. **The Patrol Division** continuously patrols all sectors of town looking for criminal activity and serves as a deterrent by its presence. The Patrol function is vital and, for that reason, the Chief has directed that there be a minimum staffing policy maintained daily: during the day 17 officers are on duty; during the evening there are 14 officers; and during the late-night/early-morning shift there are 13 officers.
3. The **Criminal Investigation Unit** is responsible for the investigation of all violent crimes, including murder, rape, armed robbery, assault, and narcotic violations, and maintains the safety of all evidence.

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

4. The **Community Relations Division** is charged with facilitating a spirit of cooperation between the public and the Department that helps to enhance the quality of life for all citizens.
5. The **Traffic and Parking Division** is responsible for enforcing all laws and regulations relating to traffic within town.
6. The **Public Safety Dispatch Division** is responsible for handling all police, fire, and ambulance calls, including E-911.
7. One patrol officer functions as the Town's **Animal Control** officer. The Animal Control officer normally works five days a week. All Brookline Police Officers are responsible for enforcing the Town's animal control laws, and will continue to do so when the Animal Control officer is off duty.

PROGRAM COSTS - POLICE DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	14,958,414	15,164,502	15,246,124	81,622	0.5%
Services	649,820	555,403	574,743	19,340	3.5%
Supplies	241,943	217,250	219,900	2,650	1.2%
Other	113,476	69,000	74,000	5,000	7.2%
Utilities	300,325	284,766	281,611	(3,155)	-1.1%
Capital	468,924	447,644	432,627	(15,017)	-3.4%
<b>TOTAL</b>	<b>16,732,901</b>	<b>16,738,564</b>	<b>16,829,005</b>	<b>90,441</b>	<b>0.5%</b>
BENEFITS			7,799,294		
REVENUE	8,888,012	8,829,000	9,621,040	792,040	9.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

**BUDGET STATEMENT**

The FY18 budget represents an increase of \$90,441 (0.5%). Personnel increases \$81,622 (0.5%), which includes an increase to Steps (\$94,104), the 0.5% carry-forward from the AFSCME contract (\$2,435), Shift Differential (\$4,735), Lag Time (\$8,812), the Education Incentive (\$89,000) and EMT Pay (\$2,000). There were also decreases in Personnel in Enhanced Longevity (\$10,727) and Quinn Education Incentive (\$108,937).

Services increase \$19,340 (3.5%) and include increases for Data Processing Equipment Repair and Maintenance (\$2,300), Professional/Technical Services (\$5,000), Wireless (\$10,000), and Online Transaction Convenience Fee (\$2,040).

Supplies increase \$2,650 (1.2%) due to growth in Books and Periodicals. Other increases \$5,000 (7.2%) for Education/Training/Conferences.

The \$3,155 (1.1%) decrease in Utilities reflects a decrease in Gasoline (\$2,804) combined with decreases in Electricity (\$1,775), and Diesel Fuel (\$250). This is partially offset by increases in Natural Gas (\$719) and Water and Sewer (\$955).

Capital decreases \$15,017 (3.3%) due to a reduction in Public Safety Equipment (\$17,500) and Communication Equipment (\$15,000). This is offset by increases in Automobiles (\$1,180), Office Equipment (\$11,000), and Leased Computers (\$5,303).

**FY2018 OBJECTIVES**

**Administration**

1. To train in the latest Use of Force policies based on the 21st Century Policing report. This will include a new decision making model, de-escalation tactics and less lethal options.
2. To expand our Crisis Intervention Training (CIT) to areas that will permit officers to respond to and assist officers who have gone through a critical incident.
3. To participate in a multi-department team designed to enhance officer wellness.
4. To fully train and recertify all Dispatchers in Emergency Medical Dispatch and implement new protocols that will be established for Wireless Direct 911 calls.
5. To continue Training for the Next Generation 911 system that has been installed in our Dispatch Center.
6. To develop more efficient and timely methods of tracking items stored in the property and evidence room eligible for disposal or destruction.
7. To review cases that are two or three years old to purge as much property and evidence as legally possible with a main focus on drugs and firearms.
8. To acquire a new contract for the handheld ticket technology and to also integrate that with the newly acquired Passport technology (pay by cell phone/meters.)

**Patrol**

1. To train and integrate 10 recruit officers through probationary year into the Patrol Division.
2. To train additional Patrol Officers and supervisors in CIT.
3. To continue to conduct on duty scenario based training for officers and supervisors on tactics, de-escalation and handling mental health emergencies.
4. To continue to use crime analysis and intelligence to deploy officers in response to emerging crime patterns to apprehend and address crime trends quickly.

**Criminal Investigations**

1. To improve on last year's clearance rates through the use of current technology, traditional interview and interrogation techniques and focus on repeat offenders in particular with the crimes of burglary, motor vehicle breaks and package thefts.
2. To move forward as a department in the implementation of electronic filing of all court complaints arrests, summonses, hearing requests.
3. To focus on persons and locations identified as being involved in human trafficking in order to deter and remove the opportunity for human trafficking to continue and try to identify and prosecute those responsible.
4. To have the Identification Unit Detectives receive training from the State Police Crime Lab to enable them to scan and submit non-criminal fingerprint cards into the Morpho Trak system, thereby streamlining the process of receiving fingerprint based criminal history reports.
5. To implement components of the Law Enforcement Agency Processing System (L.E.A.P.S.) program coordinated by the Juvenile Unit and continue to build relationships amongst the Brookline Police Department, youth, schools and parents.
6. To have the Domestic Violence Unit and advocate work with Administrators at Brookline High School to present the teen dating film ESCALATION to the seniors at Brookline High to raise awareness and reduce teen dating violence.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

**FY2018 OBJECTIVES (Con't.)**

**Traffic and Parking**

1. To utilize our I5 Software system to cross reference with the Detail Office to assist in the management and accounting of related work.
2. To update and edit Records Unit protocols in order to be compliant with Law changes in the Public Records Laws.
3. To continue use of the newly acquired TCMS software (internal Traffic Officer tracking system) that allows for Supervision, Management and Coordination of a variety of Traffic related matters.
4. To implement the use of Automated License Plate Reader (ALPR) with Parking Control Officers in the task of parking enforcement.

**Community Relations**

1. To continue training in Procedural Justice, Police Legitimacy and Implicit Bias on a Department-wide basis.
2. To hold a Police youth summer camp over two separate one week periods during the summer.
3. To bring police training to the community so residents are availed the opportunity to understand how we learn, what we learn, and why learn it.
4. To expand our youth Police Initiative to involve more student ages 12-15yrs.
5. To have the Juvenile Matrix Policy follow similar processes as the CIT program.
6. To increase car seat installations and improve upon our already successful car seat installation program, by updating our technology so access and coordination with the public is seamless.
7. To increase emergency preparedness throughout the Town by training daycares, housing, Brookline schools, and other critical partners.

**Public Safety Dispatch**

1. To continue to seek grant funding from the State 911 Department to assist in the continuing training and education as well as to support staffing and equipment costs for the Dispatch Center.
2. To continue to recruit, hire, and train new Dispatchers using the most up-to-date hiring standards in the industry and utilize the E-911 Dispatch exam software to help ensure the most qualified and able candidates are hired by the Department.
3. To prepare and train all personnel for the updated Computer Aided Dispatch (CAD) platform provided by CAD Vendor Larimore.

**FY2018 OBJECTIVES (Con't.)**

**Animal Control**

1. To work with appropriate Town departments and residents to enhance animal control procedures, including a process for making dangerous dog determinations in compliance with Massachusetts General Laws and identifying a holding facility for potentially dangerous animals.
2. To continue to increase Animal Control Officer and Supervisor training and ensure all police officers are able to appropriately respond to animal related calls.
3. To continue to enforce Town By-Laws and Massachusetts General Laws pertaining to animal control.
4. To continue to work cooperatively with the other state, regional and town agencies that have a role in animal control issues.
5. To continue to increase public awareness and education on animal control laws and issues.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

**FY2017 ACCOMPLISHMENTS**

**Administration**

1. Began accepting the majority of our wireless 911 calls originating within the Towns boundaries. Developed a protocol with Boston PD for overflow calls.
2. Installed the State's Next Generation 911 phone system and trained all Dispatch personnel in its use.
3. Oversaw a reduction in reported Part A crimes from the previous year.
4. Continued to use crime analysis and intelligence to deploy Officers in response to emerging crime patterns to apprehend and address crimes trends quickly.
5. Continued to manage may Special Events throughout the year and work directly with DPW, amongst other Town Departments in such.
6. The use of social media use has increased significantly. The Department has added both Instagram and YouTube pages.
7. Continued to maintain Facebook, Twitter, and Department website communications.
8. Formed a social media committee to bring more officers into this ever-changing medium.

**Patrol**

1. Linked the permit request process with the department Bulletin system to facilitate Park and Walks at neighborhood events.
2. Incorporated CIT trained Officers into Patrol Division functions and increased CIT follow-ups by Officers.
3. Added a Bike Trained Officer to Coolidge Corner beat.
4. Added new Officers to the Bike Unit and continued to work with regional partners on educational and tactical training initiatives.
5. Added and provided initial training to five new Officers for the Special Response Team.
6. Increased warrant clearances by incorporating Procedural Justice based turn in efforts and partnering with other Law Enforcement Agencies for apprehension efforts.
7. Conducted on duty scenario based training for Officers and Supervisors on tactics, de-escalation and handling mental health emergencies
8. Deployed new less lethal option for Patrol Officers.

**Criminal Investigations**

1. Succeeded in increasing the crime clearance rates from previous year by over 7%.
2. Obtained eight latent fingerprint lifts that were successfully identified by the Identification Unit to known subjects resulting in criminal charges.
3. Successfully assisted other law enforcement agencies with confirmation analysis on 15 latent finger print cases.

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Criminal Investigations (con't.)**

4. Upgraded the portable cameras used by detectives and added an additional camera in the interview room.
5. Increased the storage capacity on the server for booking videos.
6. Deployed portable tablets for field crime scene incidents.
7. Cell phone mapping software was acquired and training was received by detectives for conducting the mapping.
8. Successfully utilized training in cell phone extraction and analysis; in order to acquire search warrants for and evidence from cell phones.
9. The Domestic Violence-Juvenile Unit continued to focus on the areas of intervention, community awareness through education, prevention and enforcement to prevent further incidents of abuse.

**Traffic and Parking**

1. Implementation and refining of an internal reporting system that encompasses all aspects of both the Traffic Division and Department wide traffic related statistical data. This will include items not track prior to include accounting for clerical work, Detail work and other daily matters to better monitor performance and work loads of personnel.
2. Updated deployment for Parking Control Officers, including geographic sectors, resulting in significant improvement to ticket output numbers and monies collected.
3. Refined and updated internal reporting systems.
4. Increased traffic officer capabilities through more extensive accident investigations and drug recognition training.

**Community Relations**

1. Increased scenario based training used w/ live and simulation firearms in external and internal environments. Training has been modified from block training to ongoing, continuous training so officers are kept abreast of the latest information and techniques.
2. School Resource Officers teach classes and are involved in e coaching positions in the schools and town youth organizations. They've also taken on the added role as mentors and counselors. This has proven very effective as there is greater continuity once they children are dismissed from school.
3. The SafetyNet program is for high risk citizens. We've taken this a step further by developing a high risk safety system. To ensure we properly service this growing population, we have expanded the number of officers who are CIT trained, and received state funding to develop a Brookline Police CIT site.
4. The purpose of our juvenile matrix model is to ensure that all youths referred to services are properly availed them. CSD Officers oversee successful delivery by acting as liaisons b/w service agencies and the diverted youth and family. We have arrested and arraigned less than 10 Juveniles in 2016. In 2015 we arrested and arraigned 28 juveniles.
5. School bus safety has been a coordinated effort with the Traffic Division. Bus evacuations drills have been performed by state law. Enforcement efforts have been successful. Compliance appears to be quite high in Brookline. This says much about our constituency.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Public Safety Dispatch**

1. Sought and received two grants from the State 911 Department which assists with the funding to ensure that every E-911 Telecommunicator receives continued up-to-date training and certifications. These grant funds were also used to offset personnel and equipment costs used for the day-to-day operations of the Dispatch Center. These two grants for FY16 amounted to \$162,189.
2. The E-911 Dispatch Pre-Employment Exam software was used to assist with the hiring of four excellent candidates to replace personnel who had resigned as E-911 Telecommunicators to be employed as Police Officers and Firefighters for the Town of Brookline.
3. Telecommunications Dispatchers participated in multiple continuing education training courses on topics including Crisis Communications, School Violence, Fire Department Firefighter Mayday Training, as well as Police Procedural Justice Training alongside Brookline Police Officers.
4. The Dispatch Center handled more than 99,522 Computer Aided Dispatch entries involving Police, Fire, and EMS personnel across the three Dispatch Shifts.

**Animal Control**

1. We continue to successfully address animal-related complaints by proactively engaging with the public in areas enjoyed by pets and their owners, especially those related to open space use and the Green Dog program.
2. Our Animal Control Officer has attended several animal-related trainings, including completion of his Animal Control Officer Core Competencies. In addition, we have developed a "Wildlife Response" job aid for all officers and dispatchers to use when addressing such calls.
3. We continue to work with various state, regional and local agencies and organizations regarding animal control issues, including a recent demonstration of the Metro-Boston Homeland Security Region's mobile pet shelter during the Health Department's Rabies Clinic.
4. We also recently completed an inventory and reorganization of our emergency pet shelter equipment trailer.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

PERFORMANCE/ WORKLOAD INDICATORS	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ESTIMATE
	FY2015	FY2016	FY2016	FY2017	FY2018
<b>Department Activities:</b>					
Total Part A Crimes	913	805	855	907	840
Robbery	12	11	16	15	14
Breaking and Entering	66	88	132	100	90
Rapes	0	3	3	2	2
Motor Vehicle Theft	12	8	7	15	8
Larceny	665	575	527	600	575
Assaults	158	120	161	175	155
Assault and Battery on a Police Officer	12	5	9	10	9
Part A Crime- Clearance Rate	46%	48%	45%	48%	48%
Arrests	714	840	561	725	625
Field Interrogations	2,054	2,150	37	1,800	45
Domestic Violence Investigations	118	120	131	118	140
Crimes Solved through Fingerprint IDs	5	8	7	10	10
Crimes Solved through DNA	5	5	6	6	6
Animal Complaints	722	700	881	750	850
Loud Parties Responded to	122	170	137	110	140
Noise By-Law Violation Tickets issued	144	50	46	100	50
STARS Assignments	55	75	48	60	55
<b>Licensing, Registration and Inspectional Services:</b>					
Rooming Houses Inspected	50	50	50	50	51
Liquor Establishments Inspected	53	110	47	60	110
Licenses to Carry Firearms Issued	86	113	106	110	110
Firearms Identification Cards (FID)	13	44	36	45	45
FID Cards Restricted to Chemical Propellants	10	17	0	4	2
Fingerprints Taken for Community Members	489	475	480	475	480
<b>Dispatch:</b>					
Police-related Calls	75,525	76,000	72,708	72,500	73,500
Self-Initiated Police Calls	25,204	21,500	25,463	25,500	26,000
Fire-related Calls	7,780	7,500	7,685	7,800	7,750
Medical Calls	4,352	5,250	4,555	4,600	4,650
E-911 Calls	15,825	16,500	14,909	16,225	20,000

PERFORMANCE/ WORKLOAD INDICATORS (con't)	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ESTIMATE
	FY2015	FY2016	FY2016	FY2017	FY2018
<b>Community Programs:</b>					
Facebook Followers	2,138	1,600	2,753	3,000	3,200
Twitter Followers	7,000	6,000	8,660	9,000	9,500
Website Hits	61,274	60,000	42,766	65,000	50,000
Neighborhood Meetings	16	10	18	20	25
Students in AWARE	1,662	1,500	1,660	1,650	1,680
Citizen Police Academy Graduates	28	30	25	30	30
Women Participating in RAD Classes	180	160	160	160	160
Child Seats Inspected	360	525	250	400	300
Project Homesafe Enrollees	7	10	6	8	10
Graffiti Removal Requests Processed	140	650	60	175	70
<b>Traffic:</b>					
Taxi Vehicles Inspections	370	400	250	400	200
Hackney Licenses Issued	351	400	235	400	175
Parking Tickets Issued	132,323	130,000	137,199	130,000	132,000
Collection Rate In-State (CY)	84%	85%	85%	85%	85%
Collection Rate Out-Of-State (CY)	53%	55%	62%	53%	65%
Parking Tickets Paid Online	47,378	44,000	51,856	47,000	48,500
Parking Tickets Appealed Online	4,386	5,000	5,944	5,000	6,200
Moving Violations	20,851	25,000	18,847	25,000	15,000
Parking Ticket Hearings	10,370	12,500	11,826	12,500	12,500
Detail Collection Rate:					
0 < 30 Days	26%	25%	23%	25%	25%
31 < 60 Days	61%	70%	78%	70%	75%
61 < 90 Days	88%	93%	90%	90%	90%
91 < 105 Days	94%	96%	94%	95%	95%
106 < 115 Days	99%	99%	97%	99%	99%
Bicycle Enforcement	1,220	1,700	747	1,700	800
<b>Grants Awarded:</b>					
Police	\$398,171	\$250,000	\$216,317	\$250,000	\$250,000
Urban Areas Security Initiatives (UASI) (Funding for Multiple Town Agencies)	\$547,837	\$10,000	\$373,021	\$250,000	\$250,000
<b>Emergency Management:</b>					
Citizens trained for CERT (Community Emergency Response Team)	25	30	22	30	25
CERT Activations (shelters, flu clinics, storm drill, etc.)	11	15	8	15	12
Community education programs on emergency preparedness	15	15	14	15	15
Emergency Operation Center (EOC) Activations	4	5	0	5	5

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Police**

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	2,177,938	1,862,353	2,200,477	338,124	18.2%
Patrol Services	7,683,336	8,336,167	8,049,986	(286,181)	-3.4%
Investigation Services	2,603,368	2,198,355	2,200,968	2,613	0.1%
Community Relations	690,842	939,080	913,226	(25,854)	-2.8%
Traffic Control	2,494,752	2,405,025	2,460,715	55,690	2.3%
Public Safety Dispatch	868,124	902,376	908,834	6,458	0.7%
Animal Control	214,541	97,342	94,799	(2,543)	-2.6%
<b>TOTAL</b>	<b>16,732,901</b>	<b>16,740,697</b>	<b>16,829,005</b>	<b>88,307</b>	<b>0.5%</b>

**Administration**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	1,033,782	899,998	935,644	35,646	4.0%
Services	447,431	355,589	365,589	10,000	2.8%
Supplies	213,824	187,500	190,150	2,650	1.4%
Other	113,476	63,000	68,000	5,000	7.9%
Utilities	300,325	284,766	281,611	(3,155)	-1.1%
Capital	69,101	71,500	359,483	287,983	402.8%
<b>TOTAL</b>	<b>2,177,938</b>	<b>1,862,353</b>	<b>2,200,477</b>	<b>338,124</b>	<b>18.2%</b>

**Patrol Services**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	7,282,891	7,954,191	8,008,010	53,819	0.7%
Services	622	5,832	5,832	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	399,823	376,144	36,144	(340,000)	-90.4%
<b>TOTAL</b>	<b>7,683,336</b>	<b>8,336,167</b>	<b>8,049,986</b>	<b>(286,181)</b>	<b>-3.4%</b>

**Investigation Services**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	2,592,939	2,187,855	2,188,168	313	0.0%
Services	2,200	500	2,800	2,300	460.0%
Supplies	8,229	10,000	10,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>2,603,368</b>	<b>2,198,355</b>	<b>2,200,968</b>	<b>2,613</b>	<b>0.1%</b>

**Animal Control**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	214,541	97,342	94,799	(2,543)	-2.6%
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>214,541</b>	<b>97,342</b>	<b>94,799</b>	<b>(2,543)</b>	<b>-2.6%</b>

**Community Relations**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	690,842	939,080	913,226	(25,854)	-2.8%
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>690,842</b>	<b>939,080</b>	<b>913,226</b>	<b>(25,854)</b>	<b>-2.8%</b>

**Traffic Control**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	2,277,517	2,194,543	2,206,193	11,650	0.5%
Services	199,567	193,482	200,522	7,040	3.6%
Supplies	17,668	17,000	17,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	37,000	37,000	100.0%
<b>TOTAL</b>	<b>2,494,752</b>	<b>2,405,025</b>	<b>2,460,715</b>	<b>55,690</b>	<b>2.3%</b>

**Public Safety Dispatch**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	865,902	893,626	900,084	6,458	0.7%
Services	0	0	0	0	0.0%
Supplies	2,222	2,750	2,750	0	0.0%
Other	0	6,000	6,000	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>868,124</b>	<b>902,376</b>	<b>908,834</b>	<b>6,458</b>	<b>0.7%</b>



**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Fire**

**PROGRAM DESCRIPTION**

The Fire Department's primary function is to provide fire protection and emergency response services. The Department provides assistance during incidents involving hazardous materials, water rescue, and during all other emergencies requiring trained rescue personnel and equipment. The Department is a core component of the Town's Emergency Medical Services (EMS) system, with all companies (five engines and two ladders) staffed by certified Emergency Medical Technicians (EMTs) serving as first responders. Ambulance services are provided by Fallon Ambulance. Per a contract with the Town, Fallon maintains two Advanced Life Support (ALS) ambulances within town borders.

The primary duties of the Department are to prevent the occurrence of fires; to protect lives and property should a fire occur; to provide emergency medical services; to deliver emergency services to the scene of an incident within four minutes; and to promote a climate of safety by decreasing or eliminating unreasonable threat from fire.

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

1. The main function of the **Administration Sub-program** is to provide overall leadership and policy direction for the Department. The assigned staff includes the Chief, the Chief of Operations (which is a re-assigned Deputy Chief), an Executive Assistant, an IT Systems Analyst, and the Public Safety Business Office staff, which is shared with the Police Department.

2. The **Suppression Sub-program** prevents fires and extinguishes fires should they occur; initiates rescues when necessary; performs in-service inspections and pre-fire planning; maintains EMT-staffed fire companies; and performs other emergency services requiring trained and properly equipped personnel. To deliver these services, seven fire companies, manning five engines and two ladder trucks, each with minimum staffing of four firefighters, are housed in five fire stations. The assigned staff totals 147: four Deputy Chiefs, seven Captains, 21 Lieutenants, and 115 Firefighters.

3. The **Fire Prevention Sub-program** enforces all laws and ordinances; issues fire safety permits; investigates all fires and forwards appropriate reports to the State Fire Marshal; educates the public on fire prevention topics and techniques; manages in-service fire company inspections; handles fire safety-related citizen complaints; and approves building plans relating to fire protection. One Deputy Chief, two Lieutenants, and a Clerk staff this Division.

4. The **Equipment Maintenance Sub-program** repairs and maintains the Department's apparatus and related equipment, such as hoses, fittings, self-contained breathing apparatus, and emergency tools. The goal of the Division is to ensure that the Department's fleet of vehicles and emergency equipment is in working condition at all times. A Chief Mechanic and a Repairman staff this division.

5. The **Training Sub-program** promotes the uniformed personnel's development of required skills, knowledge, and abilities by providing continuous "hands on" training; instructs newly recruited firefighters in a basic seven-week training course; coordinates State-level satellite training programs; and tests new firefighting equipment and techniques. Members of this unit also serve as the Safety Officer at any fire related incident. It is staffed by a Deputy Chief and a Captain.

**BUDGET STATEMENT**

The FY18 budget represents an increase of \$91,063 (0.6%). Personnel increases \$84,521 (0.6%) primarily due to Steps (\$83,558) and the 0.5% carry-forward for the AFSCME contract (\$963). Services increase \$3,500 (2.2%) for Data Processing Software Maintenance.

The \$3,457 (1.8%) decrease in Utilities reflects lower usage of Electricity (\$9,192). This is partially offset by increases in Natural Gas (\$2,102), Gasoline (\$197), Diesel (\$475) and Water and Sewer (\$2,961).

Capital increases \$6,499 (4.9%). This is due to an increase in Data Processing Equipment (\$7,000) and Leased Computers (\$7,099), and is offset by a decrease in Public Safety Equipment (\$7,600).

<b>PROGRAM COSTS - FIRE DEPARTMENT</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	12,267,352	13,915,968	14,000,489	84,521	0.6%
Services	144,362	162,740	166,240	3,500	2.2%
Supplies	147,997	167,488	167,488	0	0.0%
Other	25,269	31,350	31,350	0	0.0%
Utilities	202,918	197,266	193,809	(3,457)	-1.8%
Capital	173,549	132,777	139,276	6,499	4.9%
<b>TOTAL</b>	<b>12,961,446</b>	<b>14,607,589</b>	<b>14,698,652</b>	<b>91,063</b>	<b>0.6%</b>
BENEFITS			7,284,768		
REVENUE	463,707	430,000	430,000	0	0.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Fire**

**FY2018 OBJECTIVES**

1. To minimize the negative effects of fires and other emergencies by providing a rapid deployment of adequate personnel trained to the highest level possible.
2. To continue to deliver a Fire Officer's training program aimed at current and consistent training for all company level Fire Officers.
3. To continue holding bi-annual Chief Officer staff meetings.
4. To update/develop departmental SOG's and institute new training evolutions.
5. To train and certify five firefighters as Emergency Medical Technicians.
6. To continue to help develop and advance the goals and objectives of the Town's Emergency Management Team.
7. To ensure the current budgeted complement of firefighters is maintained.
8. To have the Fire Prevention Division oversee the inspections of all residential buildings, containing six or more units, for fire/safety hazards.
9. To provide the same or better level of service, within the budget provided, as compared with FY17.
10. To finalize the Brookline Fire Department rules and regulations.
11. To implement the plan for a new apparatus maintenance facility on Hammond Street.
12. To implement the plan for the modernization of the Training facility located on Hammond Street.
13. To train/refresh the department membership in both traditional and new firefighting practices.
14. To provide continuing education classes for Emergency Medical Technicians.
15. To work with Brookline Firefighters Association – Local 950 and Town Management Officials to develop effective and cost efficient means of minimizing safety and health dangers to firefighters. The mission of having healthier firefighters responding to calls benefits the community as a whole.
16. To graduate our 47th Recruit class, with seven potential Brookline recruits attending, led by the Training Division to commence in April.

**FY2017 ACCOMPLISHMENTS**

1. Held bi-annual Chief Officer Staff meetings.
2. Continued to expand the use of technology in the Department including the implementation of a new multiple family residential inspection system. This system will allow the department to more accurately capture acquired information and make it available during emergencies.
3. Updated/Developed several departmental SOG's.
4. Trained five additional firefighters as Emergency Medical Technicians.
5. Continued to help develop and advance the goals and objectives of the Town's Emergency Management Team.
6. Provided the same or better level of service, within the budget provided, as compared with FY16.
7. Fire Prevention Division oversaw the inspections of all residential buildings, containing six or more units, for fire/safety hazards. These 520 inspections were performed by in service suppression companies.
8. Continued the process of updating the Brookline Fire Department rules and regulations.
9. Continue to develop a plan for the modernization of the Training facility located on Hammond Street, including a survey study.
10. Trained/refreshed the department membership in both traditional and new firefighting practices.
11. Responded to over 95% of calls in fewer than 4 minutes, exceeding NFPA 1710 minimum guidelines.
12. Responded to all structure fires with a full first alarm assignment, in compliance with NFPA 1710.
13. Obtained two competitive grants totaling \$89,000 which the department used to establish a senior life safety program through which we visited over 200 homes and installed over 250 combination smoke and carbon monoxide detectors.
14. Used SAFE grant funding to visit every public school in Brookline K-2 classroom with fire prevention and safety tip messages in honor of fire prevention month.
15. Largely increased our presence at community events including Brookline Day, Alternatives to College Fair, ELL Community Fair, an open house at the Babcock St. Station, and hosted over a hundred daycares and preschools for in station educational tours and visits amongst various other community engagements.
16. Facilitated the ordering of a new Ladder 1 which is a twin to Ladder 2. Full build out to be completed in 12-14 months.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

PERFORMANCE/ WORKLOAD INDICATORS	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ESTIMATE
	FY2015	FY2016	FY2016	FY2017	FY2018
Box Alarms	628	600	513	600	550
Still Alarms	3,183	3,000	3,334	3,000	3,200
Medical Emergencies	3,969	3,800	3,838	3,800	3,850
<b>Total Responses</b>	<b>7,780</b>	<b>7,400</b>	<b>7,685</b>	<b>7,400</b>	<b>7,600</b>
Avg Response Time to Emergency Incidents (minutes) - Calendar Year	3:39	<4:00	3:40	<4:00	<4:00
Large loss fire (over \$100,000)	7	1	5	1	4
Medium Loss Fires (under \$100,000)	21	10	20	10	15
Multiple Alarm Fires	1	4	4	4	4
% of Investigations Started Within Two Hours	100%	100%	100%	100%	100%
Apartment Buildings with 6+ Units Inspected	533	515	533	500	525
26F Smoke/CO Detector Inspections	856	900	905	900	900
Lodging House Inspections	48	49	49	49	49
Common Victualer Inspections	95	100	149	100	150
Certificate of Occupancy Inspections					
Residential	117	100	48	100	75
Commercial	34	35	35	33	36

**PROGRAM GROUP: Public Safety  
PROGRAM: Fire**

PERFORMANCE/ WORKLOAD INDICATORS (con't.)	ACTUAL	ESTIMATE	ACTUAL	ESTIMATE	ESTIMATE
	FY2015	FY2016	FY2016	FY2017	FY2018
% of Apparatus Repairs Initiated within 24 Hrs	100%	100%	100%	100%	100%
% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
% of EMTs Requesting Re-certification Re-Certified	100%	100%	100%	100%	100%
Number of Newly Certified EMTs	3	5	5	5	5
Number of Firefighters Completing:					
Firefighter I/II certification	14	15	78	15	16
Instructor Certification I	10	0	15	0	0
Instructor Certification II	0	5	8	0	0
Incident Safety Officer	0	0	13	0	0
Technical Rescue	0	0	12	0	0
Hazardous Material Techs	0	0	3	0	0
Live Fire Training Techs	0	0	3	0	0
% of Fires Contained to the Building of Origin	100%	95%	95%	95%	95%
Number of Pre-K through Grade 2 classrooms receiving the S.A.F.E. Program	80	80	96	80	96

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Fire**

<b>SUMMARY OF SUB-PROGRAMS</b>					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	775,399	677,779	687,445	9,666	1.4%
Firefighting	10,968,234	12,910,393	12,991,532	81,140	0.6%
Fire Prevention	438,821	394,967	369,221	(25,746)	-6.5%
Equipment Maintenance	326,250	397,368	343,371	(53,997)	-13.6%
Training	452,743	295,082	307,082	12,000	4.1%
<b>TOTAL</b>	<b>12,961,446</b>	<b>14,675,589</b>	<b>14,698,652</b>	<b>23,063</b>	<b>0.2%</b>

**Administration**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	627,073	612,567	618,733	6,166	1.0%
Services	26,039	34,749	38,249	3,500	10.1%
Supplies	14,562	17,300	17,300	0	0.0%
Other	9,128	11,350	11,350	0	0.0%
Capital	98,597	1,813	1,813	0	0.0%
<b>TOTAL</b>	<b>775,399</b>	<b>677,779</b>	<b>687,445</b>	<b>9,666</b>	<b>1.4%</b>

**Equipment Maintenance**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	134,100	133,991	134,322	331	0.2%
Services	91,138	98,900	98,900	0	0.0%
Supplies	50,162	66,310	66,310	0	0.0%
Other	0	0	0	0	0.0%
Utilities	50,850	36,167	36,839	672	1.9%
Capital	0	62,000	7,000	(55,000)	-88.7%
<b>TOTAL</b>	<b>326,250</b>	<b>397,368</b>	<b>343,371</b>	<b>(53,997)</b>	<b>-13.6%</b>

**Firefighting**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	10,652,184	12,530,351	12,608,120	77,770	0.6%
Services	26,705	29,091	29,091	0	0.0%
Supplies	88,093	80,218	80,218	0	0.0%
Other	0	0	0	0	0.0%
Utilities	152,068	161,099	156,970	(4,129)	-2.6%
Capital	49,183	109,634	117,133	7,499	6.8%
<b>TOTAL</b>	<b>10,968,234</b>	<b>12,910,393</b>	<b>12,991,532</b>	<b>81,140</b>	<b>0.6%</b>

**Training**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	415,850	271,262	271,262	0	0.0%
Services	0	0	0	0	0.0%
Supplies	(4,820)	3,160	3,160	0	0.0%
Other	16,141	20,000	20,000	0	0.0%
Capital	25,572	660	12,660	12,000	1818.2%
<b>TOTAL</b>	<b>452,743</b>	<b>295,082</b>	<b>307,082</b>	<b>12,000</b>	<b>4.1%</b>

**Fire Prevention**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	438,144	367,797	368,051	254	0.1%
Services	480	0	0	0	0.0%
Supplies	0	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	197	26,670	670	(26,000)	-97.5%
<b>TOTAL</b>	<b>438,821</b>	<b>394,967</b>	<b>369,221</b>	<b>(25,746)</b>	<b>-6.5%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Safety  
PROGRAM: Fire**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	134,674	158,639	1.00	158,639	1.00	158,639
	Chief of Operations	D-7	1.00	1.00	116,540	137,279	1.00	137,279	1.00	137,279
	Deputy Chief	F-4	6.00	6.00	89,414	93,885	6.00	646,696	6.00	646,696
	Captain	F-3	8.00	8.00	76,481	80,305	8.00	732,389	8.00	732,390
	Lieutenant	F-2	23.00	23.00	65,428	68,699	23.00	1,772,521	23.00	1,772,521
	Firefighter	F-1	115.00	115.00	46,463	57,320	114.00	7,066,330	114.00	7,144,099
	Information Systems Analyst	T-10	1.00	1.00	78,859	89,226	1.00	87,665	1.00	89,226
	Public Safety Business Manager*	T-9	0.50	0.50	75,826	85,794	0.50	42,897	0.50	42,897
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	63,840	67,053	1.00	66,721	1.00	67,053
	Executive Assistant	C-10	1.00	1.00	55,087	57,434	1.00	56,865	1.00	57,434
	Assistant Clerk - Fire Prevention	C-8	1.00	1.00	49,010	51,086	1.00	50,832	1.00	51,086
	Senior Account/Audit Clerk (PSBO)*	C-8	0.50	0.50	49,010	51,086	0.50	24,428	0.50	24,841
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-8	1.00	1.00	49,010	51,086	1.00	46,059	1.00	49,682
	Fire Apparatus Repairperson	LN-7	1.00	1.00		58,447	1.00	58,447	1.00	58,447
	Subtotal		161.00	161.00			160.00	10,947,768	160.00	11,032,289
	Other									
510140	Shift Differential							817,838		817,838
510143	Working-Out-Of-Classification Pay							122,997		122,997
510300	Regular Overtime							288,503		288,503
513007	HazMat Pay							0		0
513042	Educational Incentive Pay							324,000		324,000
513044	Longevity Pay							74,750		74,750
513045	Career Incentive Pay							3,500		3,500
514501	Extra Compensation							750		750
514506	EMT Pay							428,350		428,350
515041	Holiday Pay							524,759		524,759
514502	Specialty Pay							15,600		15,600
515058	Vacation Cash-in							143,007		143,007
515059	Administrative Leave Buy-Back							92,996		92,996
515501	Uniform/Clothing Allowance							130,650		130,650
515505	Tool Allowance							500		500
	Subtotal							2,968,200		2,968,200
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Police Dept.										
	<b>Total</b>		<b>161.00</b>	<b>161.00</b>			<b>160.00</b>	<b>13,915,968</b>	<b>160.00</b>	<b>14,000,489</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Building Department was established to ensure public safety during construction, alteration, repair, and demolition of structures within town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of occupancy. Staff enforces 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. The Department is charged with the repair and maintenance of all Town and School buildings and managing the daily operation of Town Hall, the Health Center, and the Public Safety Headquarters building.

The Department consists of the following six sub-programs:

1. The **Administration Sub-program** provides administrative and clerical support for the Department. The clerical staff performs the required office activities for the other sub-programs, including receipt of permit applications and fees, handling of citizen inquiries, preparation of permits, certificates, licenses, and payment vouchers for vendors.

2. The **Code Enforcement and Inspection Sub-program** is responsible for the construction and maintenance of structurally sound and safe buildings, mechanical systems, and equipment as mandated by related codes, by-laws, rules, and regulations. Work is initiated as a result of the application for a permit, complaints, department initiative, or referral and involves dealing with architects, engineers, developers, contractors, lawyers, owners, and tenants.

3. The **Repairs to Public Buildings Sub-program** preserves and maintains Town-owned buildings other than schools, which total 45 buildings with an estimated value of \$135 million. Through periodic surveys and inspections, the Department determines the necessary repairs to preserve and maintain these buildings and establishes a preventive maintenance program consistent with the need.

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

5. The **Construction/Renovation Sub-program** supports the Building Commission which, in accordance with Article 3.7 of the Town's By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, and maintains supervision of the Town's building program. The Project Administrator and his assistant serve as agents of the Building Commission, working with various Town and School agencies for the study, design, and construction of new projects and for major repairs.

6. The **School Plant Sub-program** provides for the maintenance and upkeep of all school buildings, of which there are 16 with an estimated value of \$300 million. Through surveys and inspections and in conjunction with the principals, the custodial staff, and the Superintendent of Schools, a list of necessary repairs is established to preserve and maintain these buildings.

**BUDGET STATEMENT**

The FY18 budget reflects a \$99,668 (1.3%) increase. Personnel increases \$41,561 (1.7%) for an increase in Steps (\$30,393), the 0.5% carry-forward for the AFSCME contract (\$8,168), Shift Differential (\$831), Overtime (\$219) and Longevity (\$1,950). Services increase \$53,538 (2.3%) due to Town Repair and Maintenance (\$20,176), and School Repair and Maintenance (\$33,362).

Supplies decrease \$2,500 (7.8%) for Books and Periodicals. Utilities increase \$14,399 (0.5%) for Natural Gas (\$43,269), Gasoline (\$198), and is offset by decreases in Electricity (\$20,021) and Water and Sewer (\$9,047).

Capital decreases \$7,330 (5.7%) due to a decrease in vehicles.

**PROGRAM COSTS - BUILDING DEPARTMENT**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	2,266,598	2,402,464	2,444,025	41,561	1.7%
Services	2,325,593	2,308,264	2,361,802	53,538	2.3%
Supplies	27,427	32,250	29,750	(2,500)	-7.8%
Other	9,992	10,400	10,400	0	0.0%
Utilities	2,550,579	2,717,208	2,731,607	14,399	0.5%
Capital	141,000	129,700	122,370	(7,330)	-5.7%
<b>TOTAL</b>	<b>7,321,190</b>	<b>7,600,286</b>	<b>7,699,955</b>	<b>99,668</b>	<b>1.3%</b>
BENEFITS			1,276,844		
REVENUE	4,647,141	2,319,000	2,419,000	100,000	4.3%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2018 OBJECTIVES**

1. To assist the Selectmen's Office and all Town and School departments with the development of a balanced CIP Project list, including aggressive planning for school space needs.
2. To assist the School Department with feasibility and schematic design for the 9th School at Baldwin and the High School.
3. To create temporary space for classrooms, learning areas and core facilities to meet the needs of the School Department.
4. To complete the Structural Pool Repairs and Locker Room renovations at Evelyn Kirrane Aquatic Center.
5. To complete the renovations and upgrades of the elevators at the High School Phys Ed Building and Town Hall.
6. To continue to implement the work involved with the Building Envelope and Roofing Replacement Program per the Town's Capital Improvements Program.
7. To advocate for additional Tradesmen in the Public Buildings Division to achieve more in-house preventative maintenance and service work, to reduce the use of outside contractors.
8. To expand the use of the School Dude Maintenance and Facilities Software Program for Preventative Maintenance and scheduling functions.
9. To work with the Selectmen's office to implement the recommendations of the Public Buildings Division Study to improve maintenance and repair operations and efficiencies for all buildings.
10. To upgrade and expand public buildings existing key card and security systems.
11. To complete plans and specs to bid and construct a new Maintenance Garage and Training Facility at the existing Training Facility at Fire Station No. 6.
12. To prepare plans and specs to bid and complete the envelope repairs and roof work at Fire Station No. 1.
13. To continue to expand the use of the Town's website for online bidding of capital improvement projects (CIP).
14. To continue construction work on site for the Devotion School Additions and Renovations. Continue to monitor contractor safety, quality, schedule and cost.
15. To work with Town and School staff to begin the process of procuring furniture fixtures and equipment and technology items.
16. To work with the Massachusetts School Building Authority (MSBA) to craft the post-bid final project budget and continue communication with and reporting to the MSBA
17. To expand and upgrade the energy management systems in all buildings using both CIP funds and Green Community monies.
18. To assist the Preservation Commission staff to complete the Reservoir Gate House roof restoration work.
19. To work with users of all facilities and continue all efforts to make public buildings fully accessible.

**FY2018 OBJECTIVES (Con't.)**

20. To continue improving energy efficiency in all Town and School buildings by using grant, rebate monies and/or CIP funds.
21. To investigate, explore and implement energy conservation efforts in all buildings.
22. To work with Town staff to revise and upgrade the Department's website to better reflect the three divisions, mission, programs and responsibility.
23. To work together with the Information Technology Department to roll out the Accela permitting system for permits, certificates, complaints, on-line permitting capabilities and use of handheld devices.
24. To continue the search for storage and shop space to be used by Building Department maintenance staff.
25. To expand training and education for Inspectors and Tradesmen on the operation of departmental equipment, individual skills, market products and advancements in the construction/renovation industry.
26. To provide training and certification of all Inspectors, Tradesman and Custodians as required by State law.
27. To assist the Information Technology Department with the implementation of a document management system that will store Department plans, files and documents electronically.
28. To review and update specifications on service contracts as well as expand Preventative Maintenance (PM) work orders to include all equipment.
29. To increase the number of in-house work orders to minimize the use of outside contractors
30. To develop a properly funded maintenance budget for the expanding school facilities.
31. To continue the installation of more LED lighting and condensing boiler paid by the utilities.
32. To work with the Town Administration to install photovoltaic solar panels on Town and School properties.
33. To continue to evenly distribute Inspectors' workloads by adjusting permit assignments, complaint investigations and annual inspections.
34. To work with other comparable Building Departments to review and investigate policies and procedures regarding code enforcement for consideration for use.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

1. Continued to serve as staff to the Building Commission; representing them on a day-to-day basis, providing information and recommendations, assist with contracts, change orders and invoices, conduct daily inspections of work sites and with the daily management of contractors, designers and other vendors.
2. Increased storage of electronic data of historical Department documents.
3. Continue the internal scanning of all new Building, Plumbing, Gas, Electrical, Mechanical and Sprinkler Permit Applications and file electronically.
4. Made the following improvements at various School Buildings:
  - Created new classroom spaces at the Heath, High School, Driscoll, and New Lincoln Schools.
  - Assisted with the move from Devotion School to a temporary location at 30 Webster Street (Lower Devotion).
  - Painted numerous classrooms and cafeteria at the High School Complex.
  - Worked with the School and Water Departments to test each school for lead in the water and make repairs as needed.
  - Replaced the water mains at the Old Lincoln School as a preventative measure for lead water contamination.
  - Modified gutters, added snow guards and added heat tape to stop future ice dams and potential water damage.
  - Replaced flooring at various locations at within the High School Complex.
  - Created several additional teaching spaces and offices at the Old Lincoln School.
  - Installed a new electric service and upgrades at the Old Lincoln School.
  - Assisted with the acquisition of an additional classroom for the Pierce School at 62 Harvard St.
  - Completed masonry repairs at the Baker School.
  - Completed repointing/masonry repairs at the Pierce Primary School.
  - Installed a new handicap ramp for the UAB Building.
  - Installed a new loading dock/side door at the High School.
  - Installed LED lighting at the Pierce and Driscoll Schools.
5. Completed the Design of the Edward Devotion School Additions and Renovations.
6. Completed the process of securing a Construction Manager at Risk (CM@R) firm and executed a contract for same. Secured an off-site location for students, 30 Webster Street and worked with the landlord to fit out the building for that use. Worked with town and school staff and outside vendors to prepare for and execute the move to the newly renovated facility.
7. Completed all agreements with the MSBA. Undertook and completed the prequalification and bidding process for all filed sub-bids. Successfully defended the Town from bid protests.
8. Worked with the architect and contractor to craft and executed two Guaranteed Maximum Price agreements for all of the work of the project.
9. Commenced construction on site.
10. Selected the Architects and executed contracts for two feasibility studies; Brookline High School and the 9th School at Baldwin.

**FY2017 ACCOMPLISHMENTS (Con't.)**

11. Made the following improvements at various town facilities:
  - Repaired/replaced the roof at Museum of Transportation.
  - Replicated and repaired several more historic windows at the Devotion School.
  - Completed roofing and building envelope works on various facilities.
12. Signed a new lease for the single-family dwelling at 29 Avon St.
13. Completed repairs and upgrades on Pierce and Lawrence Schools elevators.
14. Assisted the School Department with the 9th School Siting Study.
15. Bid the Town Hall and Phys Ed Building elevator renovation packages.
16. Selected an architect and executed a contract for the design work involved with Fire Station No. 6 Maintenance Garage and Training Facility.
17. Completed construction of the Fisher Hill Gate House comfort station.
18. Installed VFD's for pumps at the Evelyn Kirrane Aquatic Center, High School, New Lincoln and Lawrence Schools to save energy and money.
19. Worked with IT Department staff to develop workflow, permit process, categories, inspections, certifications and many other details to customize the Accela Permitting System for implementation.
20. Finished repointing, window and roof repairs to the Fisher Hill Gate House.
21. Finalized all work pertaining to the Baker School Modular addition.
22. Established new Inspectors Districts to create even distribution of workload.
23. Continued to work with Town Officials, Boards and Commissions to investigate and determine the most appropriate location on Town property/ buildings for solar panel installations.
24. Schedule Code Enforcement Task Force meetings comprised of various Town officials and departments to discuss code issues, life safety violations, by-law compliance, occupancy issues and other matters.
25. Worked with the Water Department Director for improvements to the Water Garage and Metering Station.
26. Installed all new heating equipment at the Old Lincoln School, which allowed for a rebate from the utilities.
27. Installed new LED lighting at the Eliot Rec Center.
28. Received \$50,000 in rebate monies from Keyspan and NStar (Eversource).
29. Received \$125,000 in Green Communities Grant Money for energy conservation projects.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Permits Issued:	6,761	6,260	7,549	6,260	6,300
Building Permits	2,058	2,000	2,688	2,000	2,010
Electrical Permits	1,431	1,350	1,743	1,350	1,360
Plumbing Permits	1,592	1,300	1,356	1,300	1,310
Gas Fitting Permits	926	925	974	925	935
Mechanical Permits	399	400	447	400	400
Sprinkler Permits	37	25	47	25	25
Occupancy Permits	173	160	146	160	160
Other	145	100	148	100	100
% of Permit Applications Available Online	14%	20%	28%	20%	25%
% of Transactions Paid with Credit Card	12%	14%	14%	14%	15%
Certificates Issued	327	325	345	325	335
Builders Licenses	18	25	9	25	20
Inspections:					
Common Victualler	150	150	150	150	150
Lodging House Insp.	51	51	51	51	51
Violation Notices Issued	27	35	31	35	35
Court Complaints Filed	7	8	9	8	8
Zoning Board of Appeals Cases	84	75	76	75	75

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Vouchers Processed	3,669	1,500	3,500	3,800	3,800
Committees of Seven	8	8	6	8	8
Public Building Maintenance					
Maintenance Contracts	15	15	5	15	5
Contractor Service Orders	1,722	1,650	1,738	1,750	1,750
In-House Work Orders	5,981	3,500	8,017	600	8,000
% of Work Orders Completed					
in Less Than 3 days	51%	35%	32%	50%	50%
in Less Than 7 days	59%	60%	44%	60%	60%
Utility Use					
Town Hall					
Electricity (KWH)	724,714	717,495	715,055	727,000	720,000
Natural Gas (Therms)	20,182	23,827	20,569	23,000	23,000
Oil (gallons)	590	0	0	750	0
Water & Sewer (CCF)	1,640	1,400	1,658	1,400	1,600
School Buildings					
Electricity (KWH)	7,414,672	7,409,892	7,802,164	7,410,000	7,600,000
Natural Gas (Therms)	749,964	684,196	420,191	750,000	750,000
Oil (gallons)	5,742	0	2,000	4,000	4,000
Water & Sewer (CCF)	14,699	14,000	13,991	14,000	14,000

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**SUMMARY OF SUB-PROGRAMS**

SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	230,426	232,129	260,151	28,022	12.1%
Code Enforcement	667,994	675,019	692,463	17,444	2.6%
Town R&M	1,091,484	1,184,247	1,215,946	31,700	2.7%
Town Hall Maint.	541,902	506,429	519,150	12,721	2.5%
Construct/Renovation	60,540	90,674	68,687	(21,988)	-24.2%
School R&M	4,728,843	4,913,740	4,943,558	29,818	0.6%
<b>TOTAL</b>	<b>7,321,190</b>	<b>7,602,235</b>	<b>7,699,955</b>	<b>97,720</b>	<b>1.3%</b>

**Administration**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	213,227	208,310	210,832	2,522	1.2%
Services	9,554	14,447	14,447	0	0.0%
Supplies	2,471	2,400	2,400	0	0.0%
Other	3,439	5,838	5,838	0	0.0%
Capital	1,735	1,134	26,634	25,500	2248.3%
<b>TOTAL</b>	<b>230,426</b>	<b>232,129</b>	<b>260,151</b>	<b>28,022</b>	<b>12.1%</b>

**Code Enforcement**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	570,076	614,995	628,640	13,645	2.2%
Services	20,949	0	0	0	0.0%
Supplies	7,394	4,500	2,000	(2,500)	-55.6%
Other	6,064	3,625	3,625	0	0.0%
Utilities	8,605	6,699	6,798	99	1.5%
Capital	54,907	45,200	51,400	6,200	13.7%
<b>TOTAL</b>	<b>667,994</b>	<b>675,019</b>	<b>692,463</b>	<b>17,444</b>	<b>2.6%</b>

**Construct/Renovation**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	60,540	63,434	63,447	12	0.0%
Services	0	2,490	2,490	0	0.0%
Supplies	0	2,500	2,500	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	22,000	0	(22,000)	-
<b>TOTAL</b>	<b>60,540</b>	<b>90,674</b>	<b>68,687</b>	<b>(21,988)</b>	<b>-24.2%</b>

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	303,028	326,131	328,255	2,124	0.7%
Services	718,371	819,401	839,577	20,176	2.5%
Supplies	7,420	4,425	4,425	0	0.0%
Other	83	200	200	0	0.0%
Capital	62,582	34,090	43,490	9,400	27.6%
<b>TOTAL</b>	<b>1,091,484</b>	<b>1,184,247</b>	<b>1,215,946</b>	<b>31,700</b>	<b>2.7%</b>

**Town Hall Maintenance**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	198,905	191,184	192,931	1,747	0.9%
Services	162,999	131,683	131,683	0	0.0%
Supplies	2,717	11,000	11,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	177,280	172,562	183,536	10,974	6.4%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>541,902</b>	<b>506,429</b>	<b>519,150</b>	<b>12,721</b>	<b>2.5%</b>

**School Buildings Repair and Maintenance**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	920,822	1,000,361	1,019,921	19,560	2.0%
Services	1,413,719	1,340,243	1,373,605	33,362	2.5%
Supplies	7,425	7,425	7,425	0	0.0%
Other	406	488	488	0	0.0%
Utilities	2,364,694	2,537,947	2,541,273	3,326	0.1%
Capital	21,776	27,276	846	(26,430)	-96.9%
<b>TOTAL</b>	<b>4,728,843</b>	<b>4,913,740</b>	<b>4,943,558</b>	<b>29,818</b>	<b>0.6%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	116,540	137,279	1.00	127,431	1.00	129,342
	Director of Public Buildings	T-15	1.00	1.00	103,540	117,151	1.00	117,151	1.00	117,151
	Building Project Administrator	T-15	1.00	1.00	103,540	117,151	1.00	117,151	1.00	117,151
	Deputy Building Commissioner	T-12	1.00	1.00	86,934	98,362	1.00	84,625	1.00	98,362
	Project Manager	T-10	1.00	1.00	78,859	89,226	1.00	89,226	1.00	89,226
	Building Project Representative	T-10	1.00	1.00	78,859	89,226	1.00	87,665	1.00	89,226
	Operations Manager - Public Buildings	T-9	1.00	1.00	75,826	85,794	1.00	78,550	1.00	79,948
	Energy Systems Manager	T-8	1.00	1.00	72,910	82,494	1.00	82,494	1.00	82,494
	Electrical Inspector	GN-13	1.00	1.00	74,720	78,480	1.00	78,091	1.00	78,480
	Plumbing and Gas Inspector	GN-13	1.00	1.00	74,720	78,480	1.00	78,091	1.00	78,480
	Local Building Inspector	GN-12	4.00	4.00	71,673	75,280	4.00	299,629	4.00	298,696
	Senior Maintenance Craftsperson	MN-5	12.00	12.00	57,972	60,926	13.00	779,252	13.00	797,326
	Senior Building Custodian	MN-4	3.00	3.00	53,928	56,676	3.00	169,184	3.00	170,027
	Administrative Head Clerk	C-10	2.00	2.00	55,365	61,572	2.00	117,528	2.00	119,296
	Bookkeeper/Accountant I	C-9	1.00	1.00	53,912	56,141	1.00	55,863	1.00	56,141
	Staff Assistant	C-6	1.00	1.00	45,791	47,835	1.00	47,127	1.00	47,835
	Less Charge off to Capital Projects							(204,816)		(206,377)
	Subtotal		33.00	33.00			34.00	2,204,242	34.00	2,242,803
510102	Permanent Part Time Salaries									
	Houseworkers	MN-1	0.48	0.48	35,969	37,801	0.48	17,569	0.48	17,569
	Members Board of Examiners (3)					\$30 / mtg.	300	300	300	300
	Subtotal		0.48	0.48			0.48	17,869	0.48	17,869
510901	Temporary Part Time Salaries									
	Inspectors		0.65	0.65			1.13	54,365	1.13	54,365
	Pest Control Technician		0.49	0.49			0.49	21,189	0.49	21,189
	Summer Workers		0.80	0.80			0.80	31,644	0.80	31,644
	Subtotal		1.94	1.94			2.42	107,197	2.42	107,197
	Other									
510140	Shift Differential							3,325		4,156
510300	Regular Overtime							43,806		44,025
513044	Longevity Pay							18,075		20,025
514405	OPM Stipend							17,228		17,228
515501	Clothing/Uniform Allowance / In Lieu of Boots							7,950		7,950
	Less Charge off to Capital Projects							(17,228)		(17,228)
	Subtotal							73,156		76,156
	<b>Total</b>		<b>35.42</b>	<b>35.42</b>			<b>36.90</b>	<b>2,402,464</b>	<b>36.90</b>	<b>2,444,025</b>

**GENERAL SERVICES – TOWN BUILDINGS**

**TRADESMEN SUPPLIES**

HARDWARE, ELECTRICAL, PLUMBING, MISC	\$128,125
	<b>\$128,125</b>

**FIRE SAFETY SERVICE**

FIRE ALARM/SPRINKLER TEST	\$42,025
FIRE ALARM/SPRINKLER REPAIRS	\$10,250
E LITE TESTING	\$14,863
E LITE REPAIRS	\$11,275
FIRE EXTINGUISHER/ANSUL TEST/REPAIRS	\$5,381
	<b>\$83,794</b>

**EMERGENCY GENERATOR SERVICE**

REPAIRS	\$12,812
PREVENTATIVE MAINTENANCE	\$22,294
	<b>\$35,106</b>

**HAZMAT**

ASBESTOS	\$7,688
MOLD	\$3,588
LEAD	\$3,075
IAQ	\$5,125
PREVENTATIVE MAINTENANCE	\$7,688
PEST CONTROL	\$767
	<b>\$27,931</b>

**ELEVATOR SERVICE**

REPAIRS	\$58,938
STATE TESTING	\$13,848
PREVENTATIVE MAINTENANCE	\$25,112
	<b>\$97,898</b>

**HVAC/BOILER SERVICE**

HVAC REPAIRS	\$41,000
HVAC PM	\$49,201
HVAC FILTERS	\$10,763
HVAC - FIRE STATIONS	\$10,250
BOILER REPAIRS	\$24,600
BOILER INSPECTIONS	\$2,409
BOILER PM	\$44,075
INSULATION	\$2,563
REFRACTORY	\$769
ENERGY MANAGEMENT SYSTEMS	\$10,763
OIL TANK CLEANING/TESTING	\$8,710
	<b>\$205,103</b>

**SECURITY SERVICE**

KEYCARD REPAIR	\$16,913
LOCK REPAIR	\$12,813
CAMERA REPAIR	\$7,688
BURGULAR ALARMS MONITORING	\$5,904
BURGULAR ALARMS REPAIRS	\$10,250
SECURITY PM	\$35,361
	<b>\$88,929</b>

**EXTERIOR GENERAL**

ROOF REPAIRS	\$44,588
ROOF - GUTTERS/CLEAN	\$13,838
ROOF - INSPECTIONS	\$12,820
MASONRY REPAIRS	\$20,500
	<b>\$91,746</b>

**GLAZING SERVICES**

REPLACEMENT/REPAIRS	\$12,813
	<b>\$12,813</b>

**ELECTRICAL SERVICE**

REPAIRS	\$28,608
	<b>\$28,608</b>

**PLUMBING SERVICE**

REPAIRS	\$14,094
	<b>\$14,094</b>

**CARPENTRY SERVICE**

REPAIRS	\$17,558
	<b>\$17,558</b>

<b>GENERAL SERVICES TOTAL</b>	<b>\$831,705</b>
<b>REPAIRS TO TOWN BLDG'S GRAND TOTAL</b>	<b>\$831,705</b>

**GENERAL SERVICES – SCHOOLS**

**TRADESMEN SUPPLIES**

HARDWARE, ELECTRICAL, PLUMBING, MISC	\$235,000
	<b>\$235,000</b>

**FIRE SAFETY SERVICE**

FIRE ALARM/SPRINKLER TEST	\$105,000
FIRE ALARM/SPRINKLER REPAIRS	\$23,000
E LITE TESTING	\$15,000
E LITE REPAIRS	\$20,000
FIRE EXTINGUISHER/ANSUL TEST/REPAIRS	\$9,850
	<b>\$172,850</b>

**EMERGENCY GENERATOR SERVICE**

REPAIRS	\$6,250
PREVENTATIVE MAINTENANCE	\$3,400
	<b>\$9,650</b>

**HAZMAT**

ASBESTOS	\$34,251
MOLD	\$7,500
LEAD	\$12,500
IAQ	\$10,000
PEST CONTROL	\$3,500
	<b>\$67,751</b>

**ELEVATOR SERVICE**

REPAIRS	\$60,000
STATE TESTING	\$36,216
PREVENTATIVE MAINTENANCE	\$48,000
	<b>\$144,216</b>

**HVAC/BOILER SERVICE**

HVAC REPAIRS	\$75,000
HVAC PM	\$65,000
HVAC FILTERS	\$18,500
HVAC - DRISCOLL	\$10,000
BOILER REPAIRS	\$51,000
BOILER INSPECTIONS	\$1,650
BOILER PM	\$15,750
INSULATION	\$5,000
REFRACTORY	\$8,500
ENERGY MANAGEMENT SYSTEMS	\$27,500
OIL TANK CLEANING/TESTING	\$17,500
	<b>\$295,400</b>

**SECURITY SERVICE**

KEYCARD REPAIR	\$18,500
LOCK REPAIR	\$12,500
CAMERA REPAIR	\$12,500
BURGULAR ALARMS MONITORING	\$5,400
BURGULAR ALARMS REPAIRS	\$12,500
	<b>\$61,400</b>

**EXTERIOR GENERAL**

ROOF REPAIRS	\$65,000
ROOF - GUTTERS/CLEAN	\$15,000
ROOF - INSPECTIONS	\$12,500
MASONRY REPAIRS	\$25,000
	<b>\$117,500</b>

**GLAZING SERVICES**

REPLACEMENT/REPAIRS	\$50,000
	<b>\$50,000</b>

**ELECTRICAL SERVICE**

REPAIRS	\$55,000
	<b>\$55,000</b>

**PLUMBING SERVICE**

REPAIRS	\$40,000
PREVENTATIVE MAINTENANCE	\$11,000
	<b>\$51,000</b>

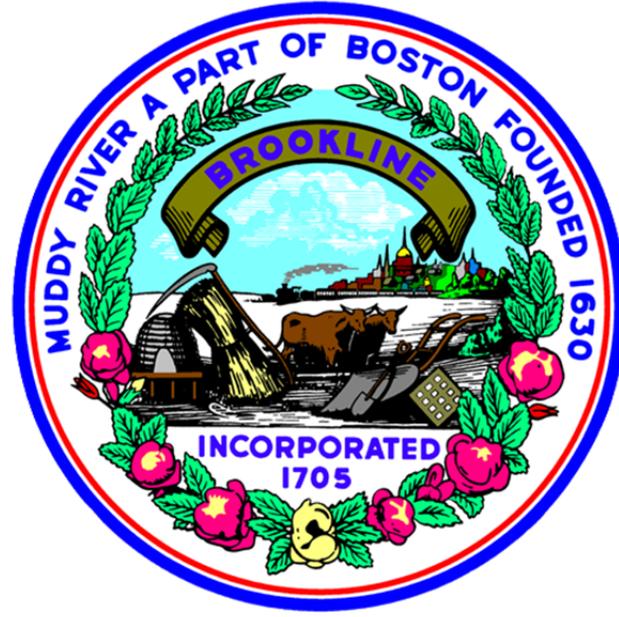
**CARPENTRY SERVICE**

REPAIRS	\$35,000
	<b>\$35,000</b>

**TOTAL SCHOOLS GENERAL SERVICES \$1,294,767**

<b>REPAIRS TOTAL</b>	<b>\$73,088</b>
<b>GENERAL SERVICES TOTAL</b>	<b>\$1,294,767</b>
<b>REPAIRS TO SCHOOL BLDG'S GRAND TOTAL</b>	<b>\$1,367,855</b>

\* The spending categories for School Buildings are estimates. The allocation of the \$1,367,855 budget is determined by the School Superintendent and was not finalized when this document went to print.



**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
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, the collection/disposal of solid waste, and recycling. The Department also provides engineering support services and motor equipment maintenance services to Town departments. The Department's goal is to provide efficient, effective, and economical services to the citizens at the desired level and in compliance with all applicable laws and regulations.

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

**Administration** - the primary goal of the Division is to provide continuous coordination of all divisions through effective leadership in order to ensure that all functions are carried out completely and efficiently. The specific functions include budget preparation and internal expenditure control; clerical and accounting activities for the processing of payrolls, purchases, billings, utility invoices; long-range planning; compliance with all federal, state, and local laws and regulations; and interacting with all boards, commissions, and departments as well as with municipal, utility, and regional authorities.

**Engineering/Transportation** - The responsibilities of the Division are centered on providing support to the construction and maintenance divisions of the Department, in addition to handling transportation issues. These responsibilities include preparation of plans, specifications, and bidding documents for various construction projects involving public ways, utilities, parks, open space, playgrounds, and the entire public infrastructure; preparation of estimates and drawings; contract administration and construction inspections; review of all street opening requests by public utilities; supervision of the 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 within town. The Division prepares regulations, traffic counts, small traffic studies, plans, and maps and analyzes proposals. The Division also manages the overnight sticker program, the guest parking program, and the resident and commercial sticker parking programs, and oversees the taxi cab industry, bus lines, and limousine services.

**Highway** - This Division maintains a highly visible service to the community, with the goal being to maintain the physical safety and appearance of all public ways.

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. Main streets in the commercial areas are swept three times per week. Residential streets are swept approximately every nine to fourteen days, and leaves, grass, and common litter are removed on a daily basis.

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 sidewalks are plowed in order to provide access to the elderly and to children along school routes. The sidewalks were selected by a 1978 Snow Committee and were confirmed by a 1983 Moderator's Snow Committee.

4. **Traffic Control/Street Lighting** - places, repairs, and manufactures street and traffic signs, inspects street lights and traffic signals, maintains parking meters, and letters and paints pavement, crosswalks, and center lines. The street lighting portion of this element funds the operation, maintenance, and energy costs of all street lights and traffic signals in the Town. This Unit is also responsible for the maintenance of the Town's Emergency Notification System (public safety call boxes/alarms).

5. **Motor Equipment Maintenance** - utilizing a centralized approach in order to maintain productivity and efficiency, this element maintains and repairs the Town's fleet, except for Fire Department Vehicles. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Service contracts are used for major repair items that cannot be serviced at the Municipal Service Center. The supply budget is used for the purchase of all maintenance repair parts to service more than 370 pieces of equipment for 10 departments.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**Sanitation** - This Division provides for solid waste collection and disposal/recycling of all household rubbish. The collection and disposal/recycling of this material impacts the health and welfare of the entire community. The effectiveness of this operation depends greatly on the cooperation of residents in complying with established rules and regulations. Collection and disposal of leaves and sweeper debris from public ways for disposal are also incorporated into this sub-program.

**Parks and Open Space** - This Division maintains over 600 acres of Town-owned park and recreation facilities. The goal is to provide a network of well-maintained parks and open spaces that fulfill the passive and active recreational needs of the community, preserve the culture and historic integrity of the landscape, and to provide access to all. This objective is accomplished through the goals of the following six elements:

**Conservation** - The seven-member Conservation Commission and staff serve all citizens by protecting and preserving the environment. Functions and goals include the following statutory responsibilities: enforcing local, state, and federal environmental regulations; administering the Wetlands Protection Act and the United States Flood Insurance Program; and administering conservation areas and easements.

**Public Grounds** - The goals of the Public Grounds Element are to manage and maintain over 485 acres of public land, comprised of 38 parks and playgrounds, land around 15 public buildings, five parking areas, and over 41 traffic islands, for passive and active recreation purposes; provide maintenance and repair of equipment and fixtures; maintain playing fields for the programs of the Recreation and School Departments; and remove snow and ice during the Winter months. The Element also maintains 24 playing fields, 25 tot lots for older and younger children, 25.5 basketball courts, and 32 tennis court areas through weekly grass cutting, litter pick-up, marking field lines, carpentry, and fence repairs.

**School Grounds** - The School Grounds Element provides for the maintenance of and improvements to 32 acres of landscaped areas around 10 public schools. This element is responsible for pruning trees and shrubs, raking leaves, removing litter, cutting grass, fertilizing, and seeding. In the Winter months, functions include snow removal from walks, steps, and the drives on school grounds.

**Skating Rink** - The Skating Rink Element provides for the maintenance and operation of the Larz Anderson outdoor skating rink in coordination with the Recreation Department. The goal is to provide quality management of the outdoor skating facility given the operational challenges due to varying weather conditions. While DPW employees provide these services, the costs are accounted for in the Recreation Revolving Fund via a charge-off in an amount equal to the cost of the employees.

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

**Forestry** - The goal of the Forestry Element is to preserve and maintain over 50,000 shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Element provides for the safety of all public ways and grounds through the removal of dead and dangerous limbs and trees and is responsible for replacing trees in areas where they have been removed.

**Cemetery** - The goals of the Cemetery Element are to maintain and improve the Walnut Hills Cemetery and the Old Burying Ground, which total 48.5 acres, and to provide properly coordinated and dignified burials. Functions include selling lots, recording deeds, constructing foundations, mowing grass areas, pruning shrubs and small trees, laying out and preparing lots, and coordinating burials.

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

PROGRAM COSTS - DEPARTMENT OF PUBLIC WORKS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Permanent Full Time Salaries	7,020,875	7,296,062	7,346,453	50,391	0.7%
Temporary/Seasonal	146,881	263,673	263,673	0	0.0%
Overtime	644,798	271,670	272,990	1,320	0.5%
Other	222,531	129,814	136,787	6,972	5.4%
Subtotal	8,035,084	7,961,219	8,019,903	58,683	0.7%
Services	3,543,963	3,375,097	3,336,524	(38,573)	-1.1%
Supplies	1,205,409	920,750	960,750	40,000	4.3%
Other	68,087	53,500	53,500	0	0.0%
Utilities	1,134,757	1,065,956	1,073,453	7,497	0.7%
Intergovernmental	0	20,000	20,000	0	0.0%
Capital	983,497	991,104	993,202	2,098	0.2%
<b>TOTAL</b>	<b>14,970,796</b>	<b>14,387,626</b>	<b>14,457,331</b>	<b>69,705</b>	<b>0.5%</b>
BENEFITS			4,964,619		
REVENUE	3,598,140	3,463,200	3,643,200	180,000	5.2%
Water & Sewer Enterprise	27,290,516	28,936,490	29,271,307	334,817	1.2%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**BUDGET STATEMENT**

The FY18 budget reflects an increase of \$69,704 (0.5%). Personnel increases \$58,682 (0.7%) primarily due to increases in Steps (\$23,643), the 0.5% carry-forward for the AFSCME contract (\$26,746), Shift Differential (\$6,973), and Overtime (\$1,319).

The decrease in Services (\$38,573, 1.1%) is mainly driven by a decrease in General Consulting (\$40,000) and Printing Services (\$6,200). These decreases are partially offset by an increase in Landscaping Services (\$7,627).

Supplies increase by \$40,000 (4.3%) for Motor Vehicle Supplies.

The increase in Utilities (\$7,497, 0.7%) reflects increased contractual prices for Natural Gas (\$2,102) and usage of Diesel fuel (\$12,380) and Water and Sewer (\$5,486). The increases are partially offset by a decrease in Electricity (\$10,041) which is primarily the result of the LED street light replacement program.

Capital increases \$2,098 (0.2%) and funds the equipment detailed in the Capital Outlay Summary (see Section II).

**FY2018 OBJECTIVES**

**Administration**

1. To develop a Supervisory Training Program and create a Succession Plan for second and third tier managers in all Public Works Divisions.
2. To oversee the implementation of the Town's Complete Streets Policy.
3. To provide Web-Based Construction Specifications and Site Plan Submittals within the Engineering & Transportation Division.
4. To complete the implementation of the Automated Hybrid PAYT trash collection system, Single Stream Recycling and Textiles Collection programs.
5. To complete Phase II design for the Muddy River Restoration Project and continue work with project partners, the Massachusetts Congressional Delegation, and the Army Corps of Engineers on the full design, funding and implementation of the comprehensive project.

**Engineering & Transportation**

1. To complete final plans for the closure of the rear landfill and start construction.
2. To complete final plans for Babcock Street reconstruction and implement the same.
3. To repair stairs at Gardner Path.
4. To prepare plans and specifications for traffic signal improvements at the intersection of Dean Road and Chestnut Hill Avenue.
5. To monitor the bicycle accommodations trial on Beacon Street westbound between Marion Street and Westbourne Terrace and prepare a report recommending permanent installation if criteria are met.
6. To oversee the installation of bicycle accommodations on Essex Street.
7. To continue to oversee the design and implementation of the Green Routes Master Plan to improve bicycle safety and connectivity in town.
8. To oversee the installation of pedestrian actuated beacons to improve safety at 3 school crosswalks as part of the Safe Routes to School program.
9. To oversee the design of safety improvements on Clinton Road and Babcock Street.
10. To continue to oversee the replacement of all POM coin only single space meters with IPS credit card acceptance parking meters.
11. To work with the MBTA and our consultant to implement a pilot Transit Signal Prioritization system on the C-Line and development a cost/benefit analysis for a future build out.

**Highway & Sanitation**

1. To prepare plans for a multi- year upgrade to the town-wide Fire Alarm System using wireless technology.
2. To complete the 4th and final Phase of the LED Streetlight Replacement Program.
3. Experiment with more cost effective deicing liquids to provide safer roads during snow and ice events.
4. Conduct a total facility inventory of hazardous materials and safety equipment and provide education and training to employees on the Right to Know Law.
5. To adhere to the Vehicle Replacement Policy adopted by the Board of Selectmen following the Green Community guidelines.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2018 OBJECTIVES (Con't.)**

**Highway & Sanitation (Con't.)**

6. To continue the technical training program for automotive technicians by providing APWA and OME education seminars.
7. To work with the School Department to incorporate organic recycling in all school facilities throughout Brookline.
8. To monitor the progress of the Automated Hybrid PAYT trash system and the Textiles Collection program.
9. To continue the concrete sidewalk replacement program with Town staff.

**Parks and Open Space**

1. Complete substantial construction of the Brookline Avenue Playground Renovation Project.
2. Complete construction of the Emerald Necklace Bicycle and Pedestrian Crossing Project.
3. Commence construction of the Corey Hill Playground and Emerson Playground Renovation Projects.
4. Complete the final draft and publish the 7-year update of the Town's Open Space Plan.
5. Commence construction and renovation of the roadways, parking, paths and lighting at Larz Anderson Park.
6. Complete the improvements of and celebrate the dedication to Riverway Park in Brookline to Michael and Kitty Dukakis.
7. Commence the public design review process for the Brookline Reservoir Park Restoration Project.
8. Continue support and development of the Green Dog Program.
9. Commence the public design review process for Harry Downes Playground.
10. Complete updated Master Planting Plans for Halls Pond Sanctuary and Dane Park.

**FY2017 ACCOMPLISHMENTS**

**Administration**

1. Continued working with the project partners (Boston, Brookline and Mass DCR) and the Army Corps of Engineers on construction completion of Phase I and design, funding and implementation of Phase II of the Muddy River Restoration Project.
2. Continued implementation of Automated Waste Collection/Hybrid PAYT System and implemented a curbside used textile collection program.
3. Completed a department-wide computer database for tracking employee licenses and certifications.
4. Updated all Utility Regulations for enactment by the Board of Selectmen.

**Engineering & Transportation**

1. Secured approval of Emergency Action Plan from the Office of Dam Safety for the Brookline Reservoir.
2. Completed schematic plans for capping of rear landfill.
3. Oversaw completion of practice range at Putterham Meadows Golf Course.
4. Completed the construction of the Emerald Necklace Bicycle and Pedestrian crossing.
5. Oversaw the installation of approved bicycle accommodation trial on Beacon Street westbound between Marion Street and Westbourne Terrace.
6. Designed a plan to improve bicycle safety on Essex Street.
7. Continued to build the bicycle parking supply through the installation of additional bicycle racks and seasonal bike corrals.
8. Over the adoption of the Town's Complete Streets Policy.
9. Oversaw the construction of safety improvements on Buckminster Road and Fisher Avenue.
10. Oversaw the construction of new pedestrian crosswalks on Warren Street and Chestnut Hill Avenue as part of safe routes to School program.
11. Designed a safety improvements plan for Woodland Road and the intersection of Hammond Street at Woodland Road and the intersection of Dummer and Essex Streets.
12. Implement new parking meter rate and pay by cell payment system.
13. Continue to oversee the replacement of POM coin only single space meters with IPS credit card acceptance parking meters.
14. Substantially completed the transition of Town owned street lights from HPS to LED.
15. Oversaw the creation of a central database of all traffic signal locations, equipment, and level of service within the Town.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Highway and Sanitation**

1. Complete the renovation of the Municipal Service Center.
2. Started the 4th Phase of a 4 phase project of the installation of the new LED street light fixtures.
3. Started upgrades on AVL systems to give us more comprehension report on snow and ice programs.
4. Continue to increase recycling of damaged concrete and asphalt sidewalk into product that can be reused on new projects.
5. PAYT task force has endorsed DPW implementation of the modified PAYT Toter system for curb side collection of solid waste.
6. Successfully change the Hazardous Recycling Facility drop off to Every Tuesday from May – October.
7. Completed a comprehensive study on our existing Fire alarm infrastructure.
8. Adhered to the vehicle replacement policy adopted by the Selectmen following the Green Community guidelines.
9. Maintained an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.

**Parks and Open Space**

1. Hosted a community celebration to mark the grand opening of Fisher Hill Reservoir Park.
2. Completed the Pierce Playground renovation project.
3. Commenced construction of the Emerald Necklace Bicycle and Pedestrian Crossing Project.
4. Completed commercial area vibrancy initiatives including the renovation of Hickey Triangle in Brookline Village and improvements to St. John and Green Street area in Coolidge Corner.
5. Completed the design, fabrication and installation of wayfinding and interpretive signage for Dane Park, D. Blakely Hoar Nature Sanctuary, Skyline Park and Lost Pond Nature Sanctuary.
6. Updated the Park Rules and Regulations for clarity, consistency and relevance and designed/implemented Phase I of new Rules and Regulations signage in the park system.
7. Completed the design review process for the renovation of Corey Hill Playground and Emerson Playground and commenced construction bid documents.
8. Commenced fabrication of doors and hardware for the tombs along Boylston Ave. and the Pierce Tomb at the historic Old Burying Ground.
9. Commenced construction for the renovation of Brookline Avenue Playground.
10. Completed renovation and accessibility improvements of the Putterham Library reading garden.

**FY2017 ACCOMPLISHMENTS (Con't.)**

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

11. Continued the Brookline in Bloom Bulb Planting Program with over 40,000 bulbs planted in town parks, schools grounds, town grounds and commercial areas.
12. Successfully continued implementation of the Emerald Necklace Tree Inventory and Management Plan with the Emerald Necklace Conservancy/Olmsted Tree Society.
13. Completed the public process and working draft for the Town's Open Space Plan.
14. Updated the Park Rules and Regulations and completed the design, language and specifications for new town wide signage.
15. Completed the public design review process for a new community garden at Lawton Playground.
16. Supported oversight associated with the Devotion School Renovation Project with technical landscape design and arborist services.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>ENGINEERING/ TRANSPORTATION</u></b>					
% of Roadway Rehab	5.6%	5.5%	3.7%	5.5%	4.0%
Average Pavement Condition Index (PCI) For all Streets and Road Segments	68	69	70	70	72
Overnight Parking Spaces (average utilization)	138	84	141	92	130
Street Permits	719	830	992	750	875
Public Utility Construction Reviews	5	5	5	5	5
Traffic Counts	35	40	37	35	35
Reduction of Motor Vehicle Speed Post-Traffic Calming Measures	>5MPH	>5MPH	>5MPH	>5MPH	>5MPH
CATV Plan Review	0	0	0	0	0
Taxi Cab Licenses	182	182	75	120	100
Inspections of Town Licensed Taxi Cabs	384	400	150	260	200
Contracts Administered	23	30	19	25	25
Plot Plan Approvals/ Inspections	34	35	40	35	35
Parking Permits Commercial	777	690	776	693	671
Residential	2,700	3,300	2,647	3,300	2,600
Temporary	5,450	5,500	6,670	5,400	5,400
Moving/Construction Signs	2,016	5,000	9,501	5,000	5,000
Parking/Traffic Inquiries	5,000	5,000	5,000	5,000	5,000

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>HIGHWAY</u></b>					
Snow Accumulation	102.5"	43"	45.5"	43"	43"
Snow Removal By-Law Enforcement Warnings Issued	172	150	0	75	50
Citations Issued	30	50	6	50	50
Concrete Sidewalks Placed (cu. yds.)	836	900	1,137	900	1000
Asphalt Installed (tons)	796	850	782	800	800
Recycled Roadway Products (tons)	1,932	1,900	1,895	1,900	1,900
Sign Installations	723	750	573	750	600
Traffic Signal Repair Calls	111	110	87	110	100
Fire Alarm Service Calls	25	40	33	35	25
Parking Meter Repairs	1,935	1,800	1,346	1,800	1,200
Service Calls	6,453	6,000	5,947	6,000	6,000
Pavement Markings Crosswalks	545	550	554	550	550
Lines	712,803	650,000	849,037	700,000	850,000
Street Light Outages	745	600	451	600	400
% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Statutory Inspections of Town-owned Vehicles	392	390	384	390	390
Scheduled Preventative Maintenance Work Orders (Vehicles)	854	1000	910	900	900
Automotive Technician Training Session Hours	216	200	190	200	200
Street Cleaning (tons)	1,012	1,300	1,072	1,200	1,200

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>SANITATION</u></b>					
Solid Waste (tons)	9,141	9,000	9,027	9,000	8,900
Collection/Disposal Cost per ton	\$259	\$284	\$281	\$266	\$260
Recycling (tons)					
Commingled/Paper	5,242	5,500	5,053	5,500	5,500
Cost per ton	\$201	\$186	\$203	\$209	\$205
Metal	92	50	135	85	135
Composting (tons)	3,100	3,500	3,880	3,400	3,800
% of Solid Waste Diverted Due to Recyc./Compost	51.0%	53%	50.0%	52.0%	55.0%
Commercial Refuse Establishments	62	60	63	65	65
<b><u>PARKS AND OPEN SPACE</u></b>					
Wetlands Permits and Certificates Issued	8	6	3	6	3
Turf Grass Restoration Program in Acres	130	120	123	130	140
Graffiti Removed (# sites)	10	15	15	10	15
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	23	45	38	25	40
Vandalism Repairs	2	5	3	5	5
Maintenance Requests Closed within 3 days	85%	85%	85%	85%	85%

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Public Shade Trees					
Removed	153	160	163	160	180
Planted	262	270	361	270	300
Dangerous Limbs and Hangers					
Removed	368	280	254	280	280
Pruning and Lifting Trees on Streets (# of streets)	13	13	12	12	10
Citizen Requests for Pruning of Town-owned Trees	647	500	402	600	600
Tree Lawns Loamed & Seeded	2	0	2	2	5
Cemetery:					
Burials	86	70	67	70	70
Headstones Set	28	30	24	20	25
Plots sold	23	35	53	30	50

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

SUMMARY OF SUBPROGRAMS					
SUBPROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	908,138	890,191	891,296	1,105	0.1%
Engineering/Transportation	1,255,638	1,260,195	1,216,150	(44,044)	-3.5%
Highway	5,765,655	5,515,016	5,443,036	(71,980)	-1.3%
Sanitation	3,340,207	3,020,670	3,080,034	59,364	2.0%
Parks and Open Space	3,701,159	3,701,557	3,826,815	125,258	3.4%
<b>TOTAL</b>	<b>14,970,796</b>	<b>14,387,628</b>	<b>14,457,331</b>	<b>69,703</b>	<b>0.5%</b>

Administration

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	784,125	762,682	763,787	1,105	0.1%
Services	100,507	97,904	97,904	0	0.0%
Supplies	6,182	4,500	4,500	0	0.0%
Other	15,890	22,900	22,900	0	0.0%
Capital	1,434	2,205	2,205	0	0.0%
<b>TOTAL</b>	<b>908,138</b>	<b>890,191</b>	<b>891,296</b>	<b>1,105</b>	<b>0.1%</b>

SUBPROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	906,552	768,059	771,068	3,009	0.4%
Services	1,946,964	1,882,301	1,882,301	0	0.0%
Supplies	49,634	63,640	63,640	0	0.0%
Other	0	0	0	0	0.0%
Utilities	8,375	14,306	14,768	462	3.2%
Capital	428,682	292,364	348,257	55,893	19.1%
<b>TOTAL</b>	<b>3,340,207</b>	<b>3,020,670</b>	<b>3,080,034</b>	<b>59,364</b>	<b>2.0%</b>

Engineering/Transportation

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	969,646	1,005,642	1,007,798	2,156	0.2%
Services	262,750	220,868	174,668	(46,200)	-20.9%
Supplies	14,982	18,330	18,330	0	0.0%
Other	4,743	10,000	10,000	0	0.0%
Capital	3,516	5,355	5,355	0	0.0%
<b>TOTAL</b>	<b>1,255,638</b>	<b>1,260,195</b>	<b>1,216,150</b>	<b>(44,044)</b>	<b>-3.5%</b>

Parks and Open Space

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	2,178,178	2,246,390	2,266,032	19,643	0.9%
Services	713,022	694,340	701,967	7,627	1.1%
Supplies	191,193	194,958	194,958	0	0.0%
Intergovernmental		20,000	20,000	0	0.0%
Other	9,646	11,600	11,600	0	0.0%
Utilities	371,427	338,099	354,788	16,689	4.9%
Capital	237,693	196,170	277,470	81,300	41.4%
<b>TOTAL</b>	<b>3,701,159</b>	<b>3,701,557</b>	<b>3,826,815</b>	<b>125,258</b>	<b>3.4%</b>

Highway

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	3,196,583	3,178,448	3,211,217	32,769	1.0%
Services	520,720	479,685	479,685	0	0.0%
Supplies	943,417	639,322	679,322	40,000	6.3%
Other	37,807	9,000	9,000	0	0.0%
Utilities	754,955	713,551	703,897	(9,654)	-1.4%
Capital	312,172	495,010	359,915	(135,095)	-27.3%
<b>TOTAL</b>	<b>5,765,655</b>	<b>5,515,016</b>	<b>5,443,036</b>	<b>(71,980)</b>	<b>-1.3%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**ENGINEERING/TRANSPORTATION**

**SUMMARY OF ELEMENTS**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Engineering	636,929	782,170	776,176	(5,994)	-0.8%
Transportation	618,709	478,025	439,975	(38,050)	-8.0%
<b>TOTAL</b>	<b>1,255,638</b>	<b>1,260,195</b>	<b>1,216,150</b>	<b>(44,044)</b>	<b>-3.5%</b>

Engineering

ELEMENT COST					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	609,596	717,802	718,007	206	0.0%
Services	10,151	37,944	31,744	(6,200)	-16.3%
Supplies	9,333	12,330	12,330	0	0.0%
Other	4,743	10,000	10,000	0	0.0%
Capital	3,105	4,095	4,095	0	0.0%
<b>TOTAL</b>	<b>636,929</b>	<b>782,170</b>	<b>776,176</b>	<b>(5,994)</b>	<b>-0.8%</b>

Transportation

ELEMENT COST					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	360,050	287,841	289,791	1,950	0.7%
Services	252,599	182,924	142,924	(40,000)	-21.9%
Supplies	5,649	6,000	6,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	411	1,260	1,260	0	0.0%
<b>TOTAL</b>	<b>618,709</b>	<b>478,025</b>	<b>439,975</b>	<b>(38,050)</b>	<b>-8.0%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

HIGHWAY

SUMMARY OF ELEMENTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Road Maintenance	1,073,142	1,389,308	1,317,011	(72,297)	-5.2%
Cleaning	719,280	744,784	807,694	62,909	8.4%
Snow Removal	1,191,182	487,593	485,297	(2,296)	-0.5%
Traffic	1,236,448	1,254,981	1,253,382	(1,598)	-0.1%
M.E. Maintenance	1,545,602	1,638,350	1,579,652	(58,698)	-3.6%
<b>TOTAL</b>	<b>5,765,655</b>	<b>5,515,016</b>	<b>5,443,036</b>	<b>(71,980)</b>	<b>-1.3%</b>

Snow Removal

ELEMENT COST						
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17		
				\$ CHANGE	% CHANGE	
Personnel	344,749	96,139	97,843	1,704		1.8%
Services	221,310	134,186	134,186	0		0.0%
Supplies	485,556	163,268	163,268	0		0.0%
Other	37,807	2,000	2,000	0		0.0%
Utilities	0	0	0	0		0.0%
Capital	101,761	92,000	88,000	(4,000)		0.0%
<b>TOTAL</b>	<b>1,191,182</b>	<b>487,593</b>	<b>485,297</b>	<b>(2,296)</b>		<b>-0.5%</b>

Road Maintenance

ELEMENT COST					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	924,341	1,081,264	1,091,068	9,803	0.9%
Services	832	6,204	6,204	0	0.0%
Supplies	66,729	107,935	107,935	0	0.0%
Other	0	4,000	4,000	0	0.0%
Capital	81,240	189,905	107,805	(82,100)	-43.2%
<b>TOTAL</b>	<b>1,073,142</b>	<b>1,389,308</b>	<b>1,317,011</b>	<b>(72,297)</b>	<b>-5.2%</b>

Traffic

ELEMENT COST						
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17		
				\$ CHANGE	% CHANGE	
Personnel	559,787	544,953	550,609	5,656		1.0%
Services	126,312	169,449	169,449	0		0.0%
Supplies	85,105	96,665	96,665	0		0.0%
Other	0	0	0	0		0.0%
Utilities	432,957	411,769	397,215	(14,554)		-3.5%
Capital	32,286	32,145	39,445	7,300		22.7%
<b>TOTAL</b>	<b>1,236,448</b>	<b>1,254,981</b>	<b>1,253,382</b>	<b>(1,598)</b>		<b>-0.1%</b>

Cleaning

ELEMENT COST					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	651,393	672,976	683,668	10,692	1.6%
Services	832	776	776	0	0.0%
Supplies	2,922	6,900	6,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	64,133	64,133	116,350	52,217	81.4%
<b>TOTAL</b>	<b>719,280</b>	<b>744,784</b>	<b>807,694</b>	<b>62,909</b>	<b>8.4%</b>

M.E. Maintenance

ELEMENT COST						
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17		
				\$ CHANGE	% CHANGE	
Personnel	716,313	783,116	788,030	4,914		0.6%
Services	171,434	169,072	169,072	0		0.0%
Supplies	303,105	264,554	304,554	40,000		15.1%
Other	0	3,000	3,000	0		0.0%
Utilities	321,998	301,782	306,682	4,900		1.6%
Capital	32,752	116,827	8,315	(108,512)		-92.9%
<b>TOTAL</b>	<b>1,545,602</b>	<b>1,638,350</b>	<b>1,579,652</b>	<b>(58,698)</b>		<b>-3.6%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

PARKS AND OPEN SPACE

SUMMARY OF ELEMENTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Conservation	130,704	145,150	146,397	1,247	0.9%
Public Grounds	2,070,598	2,041,308	2,106,706	65,397	3.2%
School Grounds	847,879	811,991	816,351	4,360	0.5%
Forestry	432,172	447,701	463,865	16,164	3.6%
Cemetery	219,806	255,406	293,496	38,090	14.9%
<b>TOTAL</b>	<b>3,701,159</b>	<b>3,701,557</b>	<b>3,826,815</b>	<b>125,258</b>	<b>3.4%</b>

School Grounds

ELEMENT COST					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	628,983	638,273	642,633	4,360	0.7%
Services	110,361	108,176	108,176	0	0.0%
Supplies	41,431	43,698	43,698	0	0.0%
Other	0	0	0	0	0.0%
Utilities	10,965	20,899	20,899	0	0.0%
Capital	56,138	945	945	0	0.0%
<b>TOTAL</b>	<b>847,879</b>	<b>811,991</b>	<b>816,351</b>	<b>4,360</b>	<b>0.5%</b>

Conservation

ELEMENT COST					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	120,055	113,805	115,052	1,247	1.1%
Services	6,947	6,800	6,800	0	0.0%
Supplies	1,677	1,500	1,500	0	0.0%
Other	1,150	2,100	2,100	0	0.0%
Intergovernmental	0	20,000	20,000	0	0.0%
Capital	875	945	945	0	0.0%
<b>TOTAL</b>	<b>130,704</b>	<b>145,150</b>	<b>146,397</b>	<b>1,247</b>	<b>0.9%</b>

Forestry

ELEMENT COST					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	201,261	243,771	244,935	1,164	0.5%
Services	158,286	130,015	130,015	0	0.0%
Supplies	6,002	6,600	6,600	0	0.0%
Other	390	0	0	0	0.0%
Capital	66,233	67,315	82,315	15,000	22.3%
<b>TOTAL</b>	<b>432,172</b>	<b>447,701</b>	<b>463,865</b>	<b>16,164</b>	<b>3.6%</b>

Public Grounds

ELEMENT COST					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	1,028,023	1,048,503	1,058,136	9,633	0.9%
Services	424,427	435,313	442,940	7,627	1.8%
Supplies	139,170	139,780	139,780	0	0.0%
Other	7,866	9,000	9,000	0	0.0%
Utilities	356,850	314,063	330,700	16,637	5.3%
Capital	114,262	94,650	126,150	31,500	33.3%
<b>TOTAL</b>	<b>2,070,598</b>	<b>2,041,308</b>	<b>2,106,706</b>	<b>65,397</b>	<b>3.2%</b>

Cemetery

ELEMENT COST					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	199,856	202,037	205,276	3,238	1.6%
Services	13,000	14,036	14,036	0	0.0%
Supplies	2,913	3,380	3,380	0	0.0%
Other	240	500	500	0	0.0%
Utilities	3,612	3,138	3,189	51	1.6%
Capital	185	32,315	67,115	34,800	107.7%
<b>TOTAL</b>	<b>219,806</b>	<b>255,406</b>	<b>293,496</b>	<b>38,090</b>	<b>14.9%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Administration**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	134,674	158,639	1.00	158,639	1.00	158,639
	Director of Engineering/Transportation	D-6	1.00	1.00	107,908	127,110	1.00	127,109	1.00	127,110
	Director Highway/Sanitation	D-5	1.00	1.00	99,915	117,694	1.00	117,695	1.00	117,694
	Director of Parks and Open Space	D-5	1.00	1.00	99,915	117,694	1.00	117,695	1.00	117,694
	Administrative Manager	T-8	1.00	1.00	72,910	82,494	1.00	82,494	1.00	82,494
	Accounting/Systems Assistant	C-10	1.00	1.00	55,365	57,724	1.00	57,438	1.00	57,724
	Senior Office Assistant	C-5	2.00	2.00	44,260	46,288	2.00	95,188	2.00	96,007
		Subtotal	8.00	8.00			8.00	756,257	8.00	757,362
	Other									
513044	Longevity Pay							5,375		5,375
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
		Subtotal						6,425		6,425
	Total		8.00	8.00			8.00	762,682	8.00	763,787

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	86,934	98,362	1.00	98,362	1.00	98,362
	Civil Engineer V	EN-5	2.00	2.00	85,156	96,295	2.00	189,222	2.00	192,591
	Project Coordinator	EN-5	1.00	1.00	85,156	96,295	1.00	96,295	1.00	96,295
	Environmental Engineer	EN-5	1.00	1.00	85,156	96,295	1.00	96,295	1.00	96,295
	Transportation Engineer	EN-4	1.00	1.00	78,495	88,763	1.00	84,235	1.00	85,685
	Civil Engineer IV	EN-4	3.00	3.00	78,495	88,763	3.00	249,970	3.00	251,417
	Civil Engineer III	EN-3	2.00	2.00	68,315	77,323	2.00	154,647	2.00	146,879
	Permit Inspector	EN-2	1.00	1.00	66,450	75,185	1.00	71,309	1.00	72,578
	Administrative Assistant	C-8	2.00	2.00	49,010	51,086	2.00	100,457	2.00	100,957
	Subtotal		14.00	14.00			14.00	1,140,792	14.00	1,141,060
	Less Charge Off 1 Civil Engineer IV to Wastewater Projects (CIP Funds)							(81,315)		(78,157)
	Less Charge Off Permit Inspector to Street Construction Projects (CIP Funds)							(71,309)		(72,578)
	Net Total		14.00	14.00			14.00	988,169	14.00	990,325
	Other									
510300	Overtime							7,623		7,623
513044	Longevity Pay							8,250		8,250
514501	Extra Comp. (In Lieu of Boots)							1,600		1,600
	Subtotal							17,473		17,473
	Total		14.00	14.00			14.00	1,005,642	14.00	1,007,798

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Highway**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	75,826	85,794	1.00	85,794	1.00	85,794
	Operations Manager	T-9	1.00	1.00	75,826	85,794	1.00	85,794	1.00	85,794
	General Foreman	GN-13	1.00	1.00	75,088	78,866	1.00	78,091	1.00	76,327
	Traffic and Fire Alarm System Supervisor	GN-13	1.00	1.00	74,720	78,480	1.00	78,091	1.00	78,480
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	69,586	73,087	1.00	72,726	1.00	73,087
	Superintendent of Fire Alarm	GN-11	1.00	1.00	69,586	73,087	1.00	72,044	1.00	75,186
	Construction Supervisor	GN-9	1.00	1.00	60,656	63,708	1.00	63,393	1.00	63,708
	Signal Maintainer	GN-8	1.00	1.00	58,323	61,258	1.00	60,954	1.00	61,258
	Assistant Recycling Coordinator	GN-6	0.00	0.00	49,681	52,181	0.00	0	1.00	49,681
	Traffic System Technician	LN-7	1.00	1.00		59,031	1.00	58,739	1.00	59,031
	Administrative Assistant	C-8	1.00	1.00	52,278	54,491	1.00	54,221	1.00	54,491
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		59,031	2.00	117,479	2.00	118,062
	Welder/Metal Fabricator	LN-7	1.00	1.00		59,031	1.00	58,739	1.00	59,031
	Supervisor of Construction Trades	LN-7	1.00	1.00		59,031	1.00	58,739	1.00	59,326
	Working Foreman Highway	LN-6	5.00	5.00		56,988	5.00	283,531	5.00	286,366
	Motor Equipment Repairperson	LN-6	5.00	5.00		56,988	5.00	283,531	5.00	284,941
	Storekeeper	LN-6	1.00	1.00		56,988	1.00	56,706	1.00	56,988
	MEO III	LN-5	4.00	4.00		55,859	4.00	222,331	4.00	224,275
	Mason	LN-3	1.00	1.00		50,187	1.00	49,939	1.00	50,187
	Highway Maintenance Craftsperson	LN-3	2.00	2.00		50,187	2.00	99,878	2.00	100,374
	Carpenter Laborer Craftsperson	LN-3	1.00	1.00		50,187	1.00	49,939	1.00	50,187
	MEO II	LN-3	13.00	13.00		50,187	13.00	649,207	13.00	655,695
	Painter and Laborer	LN-2	2.00	2.00		48,010	2.00	95,545	2.00	96,500
	MEO I	LN-2	2.00	2.00		48,010	2.00	95,546	2.00	96,500
	Laborer	LN-1	2.00	2.00		45,510	2.00	90,570	1.00	45,510
	Subtotal		52.00	52.00			52.00	2,921,529	52.00	2,946,780
	Other									
510140	Shift Differential							26,559		33,199
510143	Working-Out-of-Classification Pay							13,962		13,962
	Overtime Total							175,623		176,501
510300	Snow							91,147		91,603
510343	Emergency							20,484		20,586
510344	Scheduled							38,866		39,060
510345	Special Events							7,460		7,498
510346	Taxi Cab Inspections							17,666		17,755
513044	Longevity Pay							19,825		19,825
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							18,600		18,600
515505	Tool Allowance							2,000		2,000
	Subtotal							256,919		264,437
	Total		52.00	52.00			52.00	3,178,448	52.00	3,211,217

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION		
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
	SANITATION										
510101	Permanent Full Time Salaries										
	Environmental Health Supervisor	T-8	1.00	1.00	72,910	82,494	1.00	82,494	1.00	82,494	
	Sanitation Foreman	GN-9	1.00	1.00	60,656	63,708	1.00	63,393	1.00	63,708	
	Environmental Health Specialist	GN-8	1.00	1.00	58,323	61,258	1.00	60,954	1.00	61,258	
	Sanitation Truck Supervisor	LN-5	4.00	4.00		55,859	4.00	222,329	4.00	223,438	
	MEO II	LN-3	4.00	4.00		50,187	4.00	199,756	4.00	200,749	
	Transfer Station Scale Operator	LN-3	1.00	1.00		50,187	1.00	49,939	1.00	50,187	
	Laborer	LN-1	3.00	3.00		45,510	0.00	0	0.00	0	
		Subtotal	15.00	15.00				12.00	678,865	12.00	681,834
510901	Temporary Part Time Salaries										
	Laborer (18 weeks)		2.07	2.07		\$13.19 / hr.	2.07	59,021	2.07	59,021	
		Subtotal	2.07	2.07				2.07	59,021	2.07	59,021
	Other										
510143	Working-Out-of-Classification Pay							6,773		6,773	
510300	Overtime							8,324		8,365	
513044	Longevity Pay							7,925		7,925	
514501	Extra Comp. (In Lieu of Boots)							350		350	
515501	Uniform/Clothing Allowance							6,800		6,800	
		Subtotal						30,172		30,213	
	Total		17.07	17.07				14.07	768,059	14.07	771,068

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

GROUP										
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	PARKS AND OPEN SPACE									
	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	75,826	85,794	1.00	79,948	1.00	81,371
	Conservation Administrator	T-9	1.00	1.00	75,826	85,794	1.00	85,794	1.00	85,794
	Landscape Planner/Architect	T-9	1.00	1.00	75,826	85,794	1.00	85,794	1.00	85,794
	General Foreman	GN-13	1.00	1.00	75,088	78,866	1.00	78,091	1.00	78,866
	Landscape Architect	T-6	1.00	1.00	64,913	73,446	1.00	73,446	1.00	73,446
	Cemetery Supervisor	GN-9	1.00	1.00	60,656	63,708	1.00	61,351	1.00	63,708
	Forestry Supervisor	GN-9	1.00	1.00	60,656	63,708	1.00	63,393	1.00	63,708
	Administrative Assistant	C-8	1.00	1.00	52,278	54,491	1.00	53,683	1.00	54,491
	Conservation Assistant	C-8	1.00	1.00	49,010	51,086	1.00	49,436	1.00	50,377
	Athletic Fields Supervisor	GN-9	1.00	1.00	60,656	63,708	1.00	63,393	1.00	63,708
	Park Ranger	GN-8	1.00	1.00	58,323	61,258	1.00	59,965	1.00	61,258
	Zone Manager	LN-6	4.00	5.00		56,988	5.00	283,531	5.00	286,366
	Forestry Zone Manager	LN-6	0.00	1.00		56,988	1.00	56,706	1.00	56,988
	MEO III	LN-5	1.00	1.00		55,859	2.00	111,165	2.00	111,718
	Park Maintenance Craftsman	LN-3	8.00	6.00		50,187	6.00	299,633	6.00	301,875
	Gardener Laborer	LN-2	12.00	12.00		48,010	11.00	525,498	11.00	530,507
	Subtotal		36.00	36.00			36.00	2,030,829	36.00	2,049,975
	Park Project Charge Off 66% of Landscape Architect (CIP Funds)							(56,624)		(56,624)
	Recreation Revolving Fund Charge Off for Gardener Laborer (Skating Rink)							(47,772)		(48,009)
	Subtotal							1,926,432		1,945,342
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		4.79	4.79			4.79	136,568	4.79	136,568
	Park Ranger		0.00	0.00	\$14.00 / hr.	\$15.00 / hr.	1.22	67,584	1.22	67,584
	Student Intern		0.00	0.00			0.30	500	0.30	500
	Subtotal		4.79	4.79			6.31	204,652	6.31	204,652
510140	Other									
	Shift Differential							1,330		1,663
510143	Working-Out-of-Classification Pay							4,075		4,075
	Overtime Total							80,101		80,501
510300	Regular							72,985		73,350
510345	Special Events							7,116		7,152
513044	Longevity Pay							11,600		11,600
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							6,200		6,200
515501	Uniform/Clothing Allowance							12,000		12,000
	Subtotal							115,306		116,039
	Total		40.79	40.79			42.31	2,246,390	42.31	2,266,032

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Water and Sewer Enterprise Fund**

**PROGRAM DESCRIPTION**

The Water and Sewer Division is responsible for operating and maintaining the municipal water distribution system, the sanitary sewer system, and the stormwater collection system in accordance with industry standards and all applicable federal, state, and local regulations, including those promulgated by the Massachusetts Water Resources Authority (MWRA). The goals of the Division are to provide adequate and reliable water for domestic use and fire protection and to safely collect and convey wastewater from homes, businesses, institutions, and roadways. The specific functions are outlined under the Water and Sewer Sub-programs below.

The finances are handled via an Enterprise Fund, which was established by Town Meeting in 2001 when the provisions of Chapter 44, Section 53F<sup>1/2</sup> were accepted. Prior to that vote, the Water and Sewer operations were accounted for in the General Fund. Treating the Water and Sewer operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including fringe benefits.

The **Water Sub-program** is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations. The goals of the Division are to provide adequate and reliable water for domestic use and fire protection while promoting the health, safety, and welfare of the community. The specific functions of the Sub-program are:

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

The **Sewer Sub-program** is responsible for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater. The specific functions of the Sub-program are:

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

PROGRAM COSTS - WATER AND SEWER ENTERPRISE FUND					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Permanent Full Time Salaries	1,956,750	2,310,182	2,322,032	11,849	0.5%
Temporary/Seasonal	0	15,000	15,000	0	0.0%
Overtime	124,343	141,745	143,871	2,126	1.5%
Other	167,507	106,990	150,927	43,936	41.1%
Subtotal	2,248,600	2,573,918	2,631,830	57,912	2.2%
Services	345,331	353,798	353,798	0	0.0%
Supplies	136,604	123,020	123,020	0	0.0%
Other	18,666	10,580	10,580	0	0.0%
Utilities	99,289	92,054	93,891	1,837	2.0%
Capital	489,494	946,800	561,800	(385,000)	-40.7%
Intergovernmental (MWRA)	19,586,057	20,254,703	20,962,918	708,215	3.5%
Intragovernmental Reimbursement	1,988,729	2,057,070	2,233,725	176,656	8.6%
Debt Service	2,377,747	2,289,891	2,009,931	(279,960)	-12.2%
Reserve	0	283,426	289,815	6,389	2.3%
<b>TOTAL</b>	<b>27,290,516</b>	<b>28,985,259</b>	<b>29,271,307</b>	<b>286,048</b>	<b>1.0%</b>
BENEFITS			1,489,411		
REVENUE	26,529,207	28,985,259	29,271,307	286,048	1.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Water and Sewer Enterprise Fund**

**BUDGET STATEMENT**

The FY18 budget reflects an increase of \$334,775 (1.2%) primarily driven by an increase in MWRA assessments. Personnel increases \$57,912 (2.2%) due to Steps (\$1,268), the 0.5% carry-forward for the AFSCME contract (\$10,582), Overtime (\$2,126) and an assumed 2% Collective Bargaining reserve (\$49,686). This is slightly offset by a decrease in Longevity (\$5,750).

Services, Supplies and Other remain level funded.

Utilities increase \$1,837 (2.0%) primarily due to increases in Electricity (\$292), Natural Gas (\$1,399), and Diesel Fuel (\$804), and a decrease in Gasoline (\$658).

Capital decreases \$385,000 (40.7%) for the equipment detailed in the Capital Outlay Summary in Section II. The 708,215 (3.5%) increase in Intergovernmental is for the MWRA Assessment. (It should be noted that these numbers are estimates and final figures will be known in the spring.) Intragovernmental (Overhead Reimbursement) increases \$176,613 (8.6%), Debt Service decreases \$279,960 (12.2%) and the Reserve increases \$55,158 (23.5%).

**FY2018 OBJECTIVES**

1. To continue CCTV pipeline inspection of the sewer and drain systems by identifying and recording areas for further rehabilitation and locating problem areas for immediate repair.
2. To perform water main and service pipe leak detection program with Water and Sewer Division personnel for better efficiency and cost reduction, while working toward the reduction of unaccounted-for-water in the distribution system and the reduction of average daily water use.
3. To continue to increase the number of catch basins cleaned to meet or exceed EPA regulations.
4. To continue improvements to the sanitary sewer distribution system to remove extraneous flows caused by inflow and infiltration.
5. To continue the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
6. To continue investigation and planning for the U.S. EPA Region 1 Massachusetts Small MS4 General Permit covering stormwater Phase II regulated discharges as mandated by EPA.
7. To continue the Fire Hydrant Replacement Program by replacing old hydrants with new compression type hydrants.
8. To implement a Water System Asset Management Program that will improve the department's efficiency in operating and maintaining the distribution system and provide valuable information for future capital improvement planning.

**FY2017 ACCOMPLISHMENTS**

1. Implementation of an on-line portal to allow customer access to account history, usage and billing information as well as customer notification capabilities for consumption anomalies.
2. Continuation of the water main and service pipe leak detection program in conjunction with MWRA.
3. Continuation of the Fire Hydrant Replacement Program by replacing old hydrants with new compression type hydrants.
4. Continued the CCTV pipeline inspection of the sewer and drain systems by identifying and recording areas for further rehabilitation and locating problem areas for immediate repair.
5. Completed the eighth year of the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
6. Completed Phase 1 of improvements to the sanitary sewer distribution system to remove extraneous flows caused by inflow and infiltration.
7. Continued working toward the reduction of unaccounted-for-water in the distribution system and the reduction of average daily water use to 65 gallons per capita per day (GPCPD) as mandated by DEP regulations.
8. Commenced investigation and planning for the U.S. EPA Region 1 Massachusetts Small MS4 General Permit covering stormwater Phase II regulated discharges as mandated by EPA.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Water and Sewer Enterprise Fund**

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<u>Performance:</u>					
Water Demand - MGD	5.43	5.25	5.56	5.4	5.4
Avg. Daily Sanitary Flow - MGD	9.38	9.00	8.68	9.00	9.00
Unaccounted Water - %	19.6%	10.0%	9.8%	15.0%	10.0%
<u>Catch Basin Cleaning:</u>					
Number of Basins	2,188	2,600	2,290	2,200	2,340
% of Total Basins	84.2%	90.0%	88.1%	85.0%	90.0%
Total Sediments (tons)	1,725	1,150	933	1,700	1,000
<u>Cross Connection</u>					
Revenue	\$94,700	\$100,000	\$115,180	\$95,000	\$105,000
<u>Workload:</u>					
<u>Complaint Responses:</u>					
Water	462	450	475	450	450
Sewer	195	200	180	200	200
Service Responses	680	750	800	750	750
Service Pipes Installed	190	180	227	180	200
Hydrants Repaired/ Replaced	48	50	59	50	50
Sewer Structures Repaired	135	130	151	130	140
Sewerage Blockages Repaired	17	35	27	30	30

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Water and Sewer Enterprise Fund**

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Water	12,022,936	12,832,870	12,734,714	(98,155)	-0.8%
Sewer	2,711,165	16,152,390	16,536,593	384,203	2.4%
<b>TOTAL</b>	<b>14,734,101</b>	<b>28,985,259</b>	<b>29,271,307</b>	<b>286,049</b>	<b>1.0%</b>

Water

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	1,980,553	2,164,917	2,213,688	48,771	2.3%
Services	204,184	190,598	190,598	0	0.0%
Supplies	101,725	102,020	102,020	0	0.0%
Other	7,703	8,900	8,900	0	0.0%
Utilities	99,289	92,054	93,891	1,837	2.0%
Capital	252,920	774,800	358,800	(416,000)	-53.7%
Intergovernmental (MWRA)	6,946,482	7,172,743	7,423,089	250,346	3.5%
Intragovernmental Reimbursement	1,574,389	1,614,426	1,775,045	160,619	9.9%
Debt Service	855,691	616,047	442,597	(173,450)	-28.2%
Reserve	0	96,365	126,086	29,721	30.8%
<b>TOTAL</b>	<b>12,022,936</b>	<b>12,832,870</b>	<b>12,734,714</b>	<b>(98,155)</b>	<b>-0.8%</b>

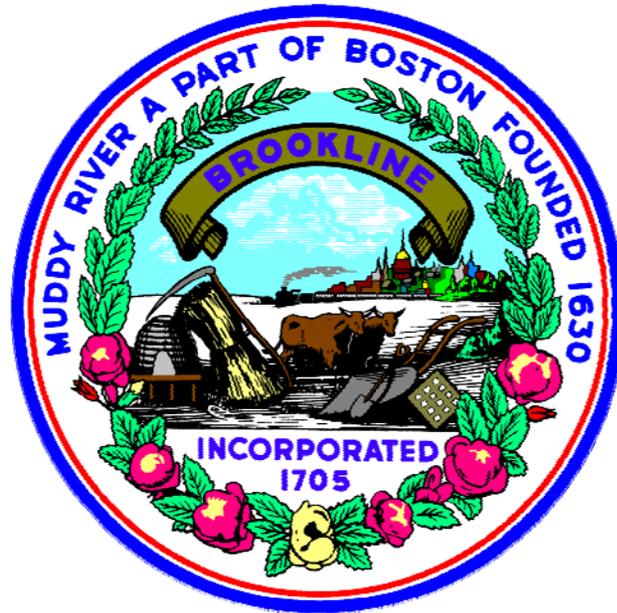
Sewer

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	338,567	409,000	418,141	9,141	2.2%
Services	141,147	163,200	163,200	0	0.0%
Supplies	34,879	21,000	21,000	0	0.0%
Other	10,963	1,680	1,680	0	0.0%
Capital	236,573	172,000	203,000	31,000	18.0%
Intergovernmental (MWRA)	12,640	13,081,960	13,539,829	457,869	3.5%
Intragovernmental Reimbursement	414,340	442,644	458,680	16,036	3.6%
Debt Service	1,522,056	1,673,844	1,567,334	(106,510)	-6.4%
Reserve	0	187,061	163,729	(23,333)	-12.5%
<b>TOTAL</b>	<b>2,711,165</b>	<b>16,152,390</b>	<b>16,536,593</b>	<b>384,203</b>	<b>2.4%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Public Works  
PROGRAM: Water and Sewer Enterprise Fund**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	1.00	1.00	107,908	127,110	1.00	117,991	1.00	119,761
	Operations Manager - Water and Sewer	T-9	1.00	1.00	75,826	85,794	1.00	84,293	1.00	85,794
	Water Works Division Foreman	GN-13	1.00	1.00	74,720	78,480	1.00	76,823	1.00	73,835
	Business Manager	G-14	1.00	1.00		64,905	1.00	63,055	1.00	64,905
	Utilities Foreman	GN-9	1.00	1.00	60,656	63,708	1.00	61,351	1.00	62,674
	Water Service Inspector	GN-9	1.00	1.00	60,656	63,708	1.00	62,364	1.00	63,708
	Backflow Preventer Technician	GN-8	1.00	1.00	58,323	61,258	1.00	60,955	1.00	61,258
	Water Meter Foreman	GN-8	1.00	1.00	58,323	61,258	1.00	59,965	1.00	59,285
	Senior Clerk Typist	C-8	1.00	1.00	49,010	51,086	1.00	50,832	1.00	51,086
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		59,031	1.00	58,739	1.00	59,031
	Working Foreman Utilities	LN-6	6.00	6.00		56,988	6.00	340,239	6.00	341,930
	Motor Equipment Repairperson	LN-6	1.00	1.00		56,988	1.00	56,706	1.00	56,988
	Storekeeper	LN-6	0.00	0.00		56,988	1.00	57,840	1.00	56,988
	MEO III	LN-5	3.00	3.00		55,859	3.00	166,747	3.00	167,577
	MEO II	LN-3	4.00	4.00		50,187	4.00	199,756	4.00	200,749
	Water Meter Serviceperson	LN-3	3.00	3.00		50,187	3.00	149,817	3.00	150,562
	Water Works Serviceperson	LN-3	4.00	4.00		50,187	3.00	149,818	3.00	150,562
	Carpenter & Laborer	LN-3	1.00	1.00		50,187	1.00	49,939	1.00	50,187
	Utility Craftsperson	LN-3	6.00	6.00		50,187	6.00	299,634	6.00	301,123
	Pipe Layer Laborer	LN-2	3.00	3.00		48,010	3.00	143,318	3.00	144,030
	Subtotal		41.00	41.00			41.00	2,310,182	41.00	2,322,032
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.50			0.50	15,000	0.50	15,000
	Subtotal		0.50	0.50			0.50	15,000	0.50	15,000
	Other									
510140	Shift Differential							17,408		17,408
510143	Working-Out-of-Classification Pay							13,832		13,832
	Overtime Total							141,745		143,871
510300	Overtime							35,689		36,225
510343	Emergencies							88,825		90,158
510344	Scheduled							17,230		17,489
513044	Longevity Pay							25,550		19,800
514501	Extra Comp. (In Lieu of Boots)							700		700
514510	Sick Buyouts							1,500		1,500
515058	Vacation Buyouts							6,000		6,000
515059	A Day Buyouts							26,000		26,000
515501	Uniform/Clothing Allowance							15,600		15,600
515505	Tool Allowance							400		400
	Subtotal							248,735		245,112
	FY18 Collective Bargaining									49,686
	Total		41.50	41.50			41.50	2,573,918	41.50	2,631,830



**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM DESCRIPTION**

The Library Trustees and staff are responsible for providing a full spectrum of high quality library services for the education, cultural enrichment, and reading pleasure of all residents of Brookline. Library service is provided from the Main Library at 361 Washington Street and from two community branch libraries: Coolidge Corner (31 Pleasant Street) and Putterham (959 West Roxbury Parkway). The Library's on-line catalog can be accessed via the Internet at BrooklineMa.gov/library.

Library holdings include more than 350,000 books, extensive back-files of periodicals and newspapers, current subscriptions to over 700 magazines, audiocassettes, videotapes, and compact discs. The Library also makes available electronic access to a growing number of information sources and to the Internet. Since 1997, the Library has been a member of the Minuteman Library Network (MLN), a cooperative on-line circulation, catalog, and information network that makes the circulating collections of 40 libraries in Eastern Massachusetts conveniently available for Brookline residents.

The Library consists of the following six sub-programs:

The **Administrative and Support Sub-program** is responsible for the organization and management of the libraries. The staff keeps informed of current developments in the library field, initiates appropriate programs to best serve the public, evaluates existing library services based on community needs, and prepares long- and short-range plans for review by the Board of Library Trustees.

The **Central Library Services Sub-program** is responsible for the selection of new books and other materials for the library's collections; answering information and reference questions in person and by telephone; maintaining general reference, fiction, and non-fiction collections; and managing several special collections including local history, periodicals, business information services, indexes, recordings, DVDs, CDs, books-on-tape, large print and foreign language books, and young adult materials. Staff assists the public in the use of electronic information sources and provides Internet access.

The **Branch Services Sub-program**, comprised of the Coolidge Corner and Putterham Branch Libraries, provides a broad range of library services for adults and children. Branch collections, hours of service, and programs are designed to reflect the demographics and information needs of their respective neighborhoods.

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 available for use.

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

**PROGRAM DESCRIPTION (Con't)**

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.

<b>PROGRAM COSTS - PUBLIC LIBRARY</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	2,916,037	2,875,837	2,876,169	332	0.0%
Services	180,352	185,841	186,559	718	0.4%
Supplies	566,724	583,490	594,250	10,760	1.8%
Other	4,097	4,700	4,700	0	0.0%
Utilities	300,824	316,289	286,905	(29,384)	-9.3%
Capital	25,128	26,000	26,000	0	0.0%
<b>TOTAL</b>	<b>3,993,162</b>	<b>3,992,157</b>	<b>3,974,583</b>	<b>(17,575)</b>	<b>-0.4%</b>
<b>BENEFITS</b>			<b>1,291,300</b>		
<b>REVENUE</b>	<b>83,638</b>	<b>120,000</b>	<b>100,000</b>	<b>(20,000)</b>	<b>-16.7%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**BUDGET STATEMENT**

The FY18 budget represents a decrease of \$17,575 (0.4%), primarily due to cost savings presented by the temporary shutdown of the Coolidge Corner Branch. Personnel increases \$332 and includes Steps (\$15,430), the 0.5% carry-forward for the AFSCME contract (\$775), is offset by a decrease in Part Time Salaries (\$15,874).

The \$718 (0.4%) increase in Services is for Building Repair and Maintenance. The increase in Supplies (\$10,760, 1.8%) is in Library Materials.

The \$29,834 (9.3%) decrease in Utilities due to Electricity (\$19,125) and Natural Gas (\$10,726) decreases. There is a small increase in Water and Sewer (\$467).

**FY2018 OBJECTIVES**

1. To provide a Department Head Management and Leadership Training initiative.
2. To pursue a RFID update/upgrade.
3. To renovate the Coolidge Corner location. Additional information can be found in Section VII.
4. To purchase new furniture for all three locations.
5. To implement purchasing improvements/efficiencies.
6. To seek improvements to storage of art and artifacts.
7. To digitize rare books.
8. To appreciate efficiencies in financial management.
9. To paint and replace carpet in high traffic areas.
10. To investigate options for endowment management.
11. To deploy Laptop vending machine at Coolidge Corner location.
12. To re-open Brookline Room.
13. To begin to make "hidden collections" discoverable.
14. To add digital signage.
15. To provide Customer Service training.

**FY2017 ACCOMPLISHMENTS**

1. Initiated and completed Public Library of Brookline Strategic.
2. Deployed iPad lending.
3. Opened World Language Center.
4. Negotiated and ratified a union contract for the Librarians and Library Assistants.
5. Engaged 300+ residents at Brookline Day.
6. Participated in Brookline Together.
7. Wrote and deployed Appropriate Patron Behavior Policy.
8. Employed an Artist in Residence, who worked with the community.
9. Developed and implemented Second Wind collection for recent best sellers.
10. Hosted Urban Library Directors Roundtable.
11. Designed and launched a new public internet infrastructure. It will help the Department better deploy and maintain interactive technology within the branches.
12. Continued aggressive collection management to help increase circulation.
13. Redesigned Putterham Garden to meet ADA standards.
14. Began climate monitoring of delicate and unique collections.
15. Hired an Assistant Director for Technology and a Business Manager
16. Digitized valuable unique collections.
17. Launched a Girls Who Code programming course.
18. Completed an extensive website refresh.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Total Circulation	1,181,767	1,543,000	1,086,539	1,543,000	1,500,000
Total Attendance	642,645	690,000	605,489	700,000	700,000
Volumes Added	33,166	29,795	29,934	35,000	35,000
Volumes Withdrawn	50,246	25,755	51,386	30,000	50,000
Interlibrary Loan:					
Borrowed	165,438	180,000	165,956	180,000	175,000
Loaned	135,838	150,000	131,625	150,000	145,000
Non-MLN items borrowed	120	975	1,069	1,000	1,200
Non-MLN items loaned	1,442	3,000	1,683	2,500	2,000
Items Loaned Electronically	36,295	45,000	62,182	40,000	75,000
<u>Main Library</u>					
Circulation	635,557	700,000	583,875	680,000	650,000
Attendance	343,882	375,000	317,103	375,000	375,000
Volumes Added	18,399	15,000	17,378	20,000	25,000
Volumes Withdrawn	12,407	30,000	30,978	20,000	35,000
<u>Coolidge Corner</u>					
Circulation	367,798	430,000	336,218	400,000	375,000
Attendance	212,165	240,000	204,131	220,000	240,000
Volumes Added	10,091	10,000	8,457	10,000	10,000
Withdrawn volumes	13,867	15,000	10,742	15,000	15,000
<u>Putterham</u>					
Circulation	178,412	215,000	164,446	200,000	200,000
Attendance	86,598	100,000	84,255	100,000	10,000
Volumes Added	5,302	4,500	4,099	5,500	5,500
Withdrawn volumes	2,729	6,000	1,156	3,000	3,000
<u>Children's</u>					
Circulation	321,427	375,000	322,800	350,000	375,000
Main	152,324	175,000	160,489	175,000	200,000
Coolidge	103,099	110,000	100,900	110,000	120,000
Putterham	66,004	90,000	61,411	80,000	80,000

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
% of Total Materials Budget for Children	20%	25%	25%	25%	25%
Volumes Added (All)	7,147	10,000	9,091	10,000	14,000
Withdrawn Volumes (All)	8,444	10,000	8,510	10,000	10,000
<u>Programs</u>					
Program Attendance (All)	29,384	33,000	34,714	33,000	36,000
Children's Attendance	633 22,595	560 25,500	825 24,283	650 25,000	900 26,000
Young Adult Attendance	21 580	35 600	84 2,177	35 600	150 3,000
Adult Attendance	319 6,209	400 7,000	434 8,254	350 7,000	400 9,000
Patrons Added to Database	4,290	5,400	4,711	5,000	5,500

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

<b>SUMMARY OF SUB-PROGRAMS</b>					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	338,802	391,287	404,766	13,479	3.4%
Central Library Services	827,120	1,091,075	1,116,605	25,530	2.3%
Branch Library Services	1,183,252	1,001,108	1,021,199	20,091	2.0%
Children's Services	404,373	268,317	274,746	6,429	2.4%
Cir./Support Services	758,839	695,132	702,528	7,396	1.1%
Plant Maintenance	480,777	468,002	454,738	(13,264)	-2.8%
<b>TOTAL</b>	<b>3,993,162</b>	<b>3,914,921</b>	<b>3,974,583</b>	<b>59,661</b>	<b>1.5%</b>

**Administration**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	307,682	375,321	388,800	13,479	3.6%
Services	26,666	9,024	9,024	0	0.0%
Supplies	1,049	1,141	1,141	0	0.0%
Other	3,405	2,900	2,900	0	0.0%
Capital	0	2,901	2,901	0	0.0%
<b>TOTAL</b>	<b>338,802</b>	<b>391,287</b>	<b>404,766</b>	<b>13,479</b>	<b>3.4%</b>

**Central Library Services**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	487,327	743,021	762,209	19,188	2.6%
Services	3,938	6,544	6,544	0	0.0%
Supplies	317,744	326,869	333,211	6,342	1.9%
Other	316	0	0	0	0.0%
Capital	17,794	14,641	14,641	0	0.0%
<b>TOTAL</b>	<b>827,120</b>	<b>1,091,075</b>	<b>1,116,605</b>	<b>25,530</b>	<b>2.3%</b>

**Branch Library Services**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	926,030	685,183	712,048	26,865	3.9%
Services	40,168	52,157	52,875	717	1.4%
Supplies	122,046	137,162	139,810	2,648	1.9%
Other	124	500	500	0	0.0%
Utilities	87,550	117,648	107,510	(10,139)	-8.6%
Capital	7,334	8,458	8,458	0	0.0%
<b>TOTAL</b>	<b>1,183,252</b>	<b>1,001,108</b>	<b>1,021,199</b>	<b>20,091</b>	<b>2.0%</b>

**Children's Services**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	303,847	176,225	180,883	4,659	2.6%
Services	0	820	820	0	0.0%
Supplies	100,473	90,873	92,643	1,770	1.9%
Other	53	400	400	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>404,373</b>	<b>268,317</b>	<b>274,746</b>	<b>6,429</b>	<b>2.4%</b>

**Circulation / Support Services**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	648,701	576,520	583,916	7,396	1.3%
Services	102,216	108,666	108,666	0	0.0%
Supplies	7,907	9,446	9,446	0	0.0%
Other	16	500	500	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>758,839</b>	<b>695,132</b>	<b>702,528</b>	<b>7,396</b>	<b>1.1%</b>

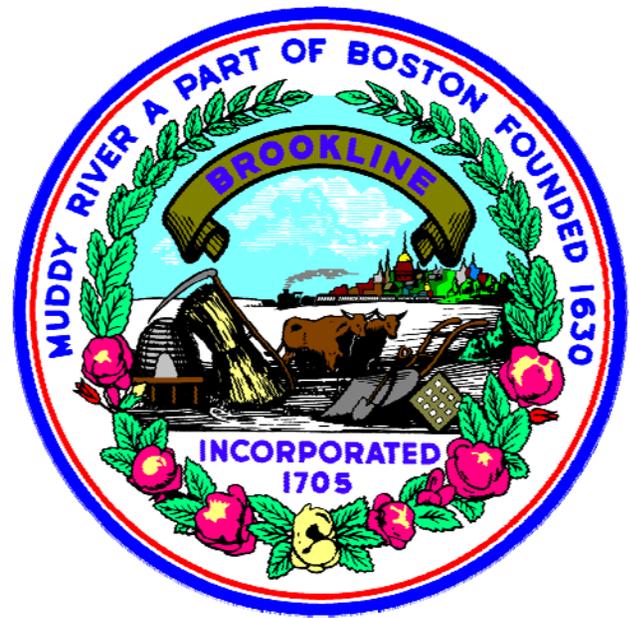
**Plant Maintenance**

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	242,450	242,332	248,313	5,981	2.5%
Services	7,364	8,630	8,630	0	0.0%
Supplies	17,506	18,000	18,000	0	0.0%
Other	183	400	400	0	0.0%
Utilities	213,274	198,641	179,396	(19,245)	-9.7%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>480,777</b>	<b>468,002</b>	<b>454,738</b>	<b>(13,264)</b>	<b>-2.8%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Library Director	D-6	1.00	1.00	107,908	127,110	1.00	112,836	1.00	114,529
	Assistant Library Director for Admin	T-10	1.00	1.00	78,859	89,226	1.00	87,665	1.00	89,226
	Assistant Library Director for Tech.	T-10	1.00	1.00	78,859	89,226	1.00	80,263	1.00	80,263
	Librarian IV	K-9	2.00	1.00	68,694	78,680	1.00	76,177	1.00	77,424
	Librarian III	K-8	2.00	4.00	62,479	71,707	4.00	263,779	4.00	269,532
	Librarian II	K-7	9.00	8.00	55,555	63,958	8.00	491,940	8.00	494,006
	Librarian I	K-6	5.00	5.00	50,526	58,062	5.00	269,606	5.00	269,606
	Circulation Supervisor	KA-6	1.00	1.00	49,535	54,151	1.00	54,151	1.00	54,151
	Assistant to the Director	KA-5	1.00	1.00	50,264	53,069	1.00	52,029	1.00	53,069
	Business Manager	KA-5	1.00	1.00	50,264	53,069	1.00	49,838	1.00	50,835
	Library Assistant III	K-3	4.00	4.00	39,910	46,266	4.00	181,138	4.00	182,408
	Library Assistant II	K-2	8.00	8.00	37,474	43,442	8.00	337,741	8.00	341,357
	Library Assistant I	K-1	1.00	1.00	34,067	39,493	1.00	39,493	1.00	34,401
	Senior Building Custodian	MN-4	1.00	1.00	53,928	56,676	1.00	55,011	1.00	55,976
	Junior Building Custodian	MN-2	2.00	2.00	47,682	50,111	2.00	97,901	2.00	98,992
	Subtotal		40.00	40.00			40.00	2,249,570	40.00	2,265,775
510901	Temporary Part Time Salaries									
	Junior Library Page	LP	4.55	4.55	\$12.00 / h.r.	\$13.98 / hr.	4.55	139,333	4.55	139,333
	Senior Library Page	LPS	0.56	0.56		\$13.98 / hr.	0.56	14,579	0.56	14,579
	Library Monitor	LPM	0.52	0.52		\$13.98 / hr.	0.52	14,235	0.52	14,235
	Librarians	I	0.80	0.80			0.80	41,075	0.80	41,075
	Library Assistants I and II		3.15	3.15			3.15	177,259	2.90	162,259
	Houseworkers	MN-1	2.16	2.16			2.16	88,419	2.16	87,546
	Subtotal		11.75	11.75			11.75	474,901	11.50	459,027
	Other									
510140	Shift Differential							16,690		16,690
510300	Regular Overtime							55,676		55,676
513044	Longevity Pay							26,248		26,248
514501	Extra Comp							2,000		2,000
515501	Uniform/Clothing Allowance / In Lieu of Boots							14,339		14,339
515059	Administrative Leave Buyback							36,414		36,414
	Subtotal							151,367		151,367
	<b>Total</b>		<b>51.75</b>	<b>51.75</b>			<b>51.75</b>	<b>2,875,837</b>	<b>51.50</b>	<b>2,876,169</b>



**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM DESCRIPTION**

The Brookline Public 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; the control of communicable diseases; and the preparation for all hazard emergencies.

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. This sub program has primary responsibility for Emergency Preparedness activities within the department.

The **Environmental Health** Sub-program combines a wide range of programs and services. Most of the services are mandated by state law and include the following 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, 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. Immunization Clinics have 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, and is charged with monitoring and providing technical support to group day care centers.

The **Community Health Services** Sub-program provides a range of educational, clinical, and screening services addressing a broad range of health conditions and concerns. The focus of these activities is early detection of disease conditions, the elimination or control of risk factors for adverse health conditions, and the application of available preventive measures such as flu immunization, appropriate screening, and blood pressure monitoring.

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

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

The Brookline Community Mental Health Center, with financial assistance from the Town through the **Mental Health** sub-program, maintains safety for and improve of the mental health of all Brookline residents and the community as a whole through comprehensive, culturally responsive counseling, crisis intervention, substance abuse, violence prevention, housing and case management and educational services. The Center particularly serves low and moderate income residents, those with serious and persistent mental illness, and those who lack access to services. Center staff consult extensively to Town schools, departments officials as well as provides community outreach to high risk children, teens, families, adults and seniors. The Center bills all clients with insurance and sets a sliding fee to partially offset costs, however these revenues cover only 50% of service costs.

The **Substance Abuse and Violence Prevention and Services for Youth** Sub-program consists of a broad range of activities designed to reduce substance abuse and violence among Brookline youth. The division provides counseling to Brookline youth and their families with substance abuse problems including staffing the Brookline Coalition Against Substance Abuse (B-CASA); prevention education; peer leadership training for the high school and elementary schools; consultation, trainings, and presentations to community members and service providers including staffing the Brookline Parent Education Network (B-PEN); and updated materials, information, and resources.

PROGRAM COSTS - DEPARTMENT OF HEALTH AND HUMAN SERVICES					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	926,793	922,905	926,337	3,432	0.4%
Services	203,037	202,087	205,490	3,403	1.7%
Supplies	15,099	15,100	15,100	0	0.0%
Other	4,105	4,120	4,120	0	0.0%
Utilities	39,991	40,852	38,686	(2,166)	-5.3%
Capital	4,020	4,020	4,020	0	0.0%
<b>TOTAL</b>	<b>1,193,045</b>	<b>1,189,084</b>	<b>1,193,754</b>	<b>4,670</b>	<b>0.4%</b>
BENEFITS			575,452		
REVENUE	165,607	157,000	157,000	0	0.0%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**BUDGET STATEMENT**

The FY18 budget increases \$4,670 (0.4%). Personnel increases \$3,432 (0.4%) due to Steps (\$1,374), the 0.5% carry-forward for the AFSCME contract (\$1,893), and Part Time Salaries (\$266), with a small decrease in Longevity (\$100). Services increase \$3,403 (1.7%) due to an increase in Mental Health Services. The \$2,166 (5.3%) decrease in Utilities is due to a decrease in Electricity (\$2,990), and is slightly offset by increases in Natural Gas (\$546), Gasoline (\$12), and Water and Sewer (\$266).

**FY2018 OBJECTIVES**

**Administration**

1. To maximize the coordination of Public Health matters among all town human services and community-based agencies, implementing a set of shared goals and objectives.
2. To seek additional opportunities for grant funding from non-town sources with the goal being to secure at least eight grants and/or public-private partnerships worth \$100,000.
3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-17 of Healthy Brookline. To produce an outline for Volume 17 of Healthy Brookline (Youth Health Indicators).
4. To promote the renovated Train Health Center, the first “Green” municipal building in Brookline, and support Climate Action Brookline.
5. To work closely with the Police and Fire Chiefs and the Town’s Emergency Management Team to prepare for emergencies, including possible Avian Flu Epidemic, Ebola cases, and bio-terrorist attacks.
6. To maintain a Medical Reserve Corps in Brookline and field at least 10 trainings for members and the leadership council. Implement the “Preparedness Buddies” project in cooperation with the Emergency Management Team, Council on Aging, and Brookline Housing Authority, and link Buddies with members of vulnerable population groups.
7. To recruit at least ten graduate students to work with division directors on a variety of projects including the Dukakis internship proposed at Town Meeting several years ago.
8. To work with the Information Technology Department on the migration to a next generation of permitting applications and tablet technology. Upgrade our website and Facebook page, and continue to increase citizen access to our data; expand use of credit card transaction capacity for permits and maintain online death certificates and burial permits.
9. To maintain the Friends of Brookline Public Health membership organization, and offer the 20th Annual Public Health Policy Forum.
10. To work with other Town departments, to continue to oversee the medical marijuana dispensary in Brookline.

**FY2018 OBJECTIVES (Con’t.)**

**Environmental Health**

1. To protect Public Health by maintaining a comprehensive program of environmental health services. This includes inspections, compliance and enforcement activities. In addition, monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.
2. To provide educational initiatives for all regulated programs. Workshops include those for Town By-Laws, tobacco control, lodging houses, children’s camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments. Continue to chair animal control meetings and assist with Town-by-law revisions.
3. To implement the adopted town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis to include integrated pest management, surveillance, education and control. Continue to address the growing concerns related to bed bugs, and continue education projects to counter tick-borne diseases.
4. To continue to work with other town departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, noise and rubbish enforcement, lodging inspections, residential housing, liquor license training, licensing board issues, mobile food trucks and nuisance issues. Ensure compliance with by-law requiring common victuallers to offer their customers tap water on request.
5. To maintain certification requirements of weights and measures inspector and carry out all weights and measures inspections. Continue sharps disposal kiosk program and promote safe mercury waste and pharmaceuticals disposal (with DPW and Police, respectively); continue light bulb recycling at Health Center.
6. To participate in Emergency Management planning for community on issues related to environmental health.
7. To implement ne inter-department software utilizing tablet PC’s for all field inspection programs.
8. To conduct regular tobacco compliance checks at retail establishment selling tobacco.

**Child Health**

1. To enroll uninsured residents in the Commonwealth Care Insurance Plan.
2. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.
3. To promote health, nutrition and fitness activities among school age children, and participate in the School/Community Wellness Committee. Continue to promote backpack safety.
4. To promote outreach to private school nurses in Brookline to encourage familiarity with public health issues, including emergency preparedness.
5. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention, programs to counter bullying, and information and referral for eating disorders.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**FY2018 OBJECTIVES (Con't.)**

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

6. To maintain immunization clinics as needed, continue seasonal flu clinics for children as well as adults, and serve as a focal point for outreach for pediatric health issues and information and referral. Continue to provide extra clinics as needed for required immunizations of non-insured children for school entry.
7. To work closely with State EEC licensors in inspection of all group day care centers and after school day care programs, provide consultation services to them, and provide in-service sessions at the day care centers as requested. Convene at least two yearly meetings/educational events for day care directors. Continue to monitor daycare use of playgrounds, working closely with Park and Recreation Commission. Continue "Clean Hands for Good Health" campaign in all daycare centers.

**Community Health**

1. To update annual inventory of physical fitness and physical activity opportunities in Brookline, continue Brookline Passport to Health & Fitness campaign, physical activity and good nutrition, through programs such as "Wellness in the Village", publicize and promote town-wide fitness programs as part of "Brookline on the Move". Continue programs linking public health and climate change. Organize annual Car-Free School Day in K – 8 schools. Expand Food Day activities, to include Brookline pantry donation program at Brookline Farmers Market. Encourage community programs offered by local health and fitness businesses, support development of regularly scheduled Winter Farmers Market in Brookline. Offer array of events promoting public health during National Public Health Week.
2. To continue to recruit and train volunteer auxiliary medical personnel (Medical Reserve Corps) to be able to respond in the event of a public health emergency. Continue to participate in MAVEN (electronic disease surveillance system) governing committee and other regional issues including regional approach to epidemiology and disease surveillance.
3. To offer the community at least three-health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors. Continue pilot dental screenings in public housing.
4. To organize regular blood drives in cooperation with the American Red Cross open to Brookline employees and town residents.
5. Work with the local media to provide pertinent public health alerts/education on emerging public health issues. Expand use of social media.
6. To work collaboratively with Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors. Offer flu shots and blood pressure screenings for residents, targeting those at high risk, and offer a Matter of Balance series.
7. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools, day cares, and long-term care settings.
8. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign; continue efforts to link low income residents with dental services.

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

**FY2018 OBJECTIVES (Con't.)**

**Mental Health**

1. To serve 3,600 Brookline residents, primarily low and moderate income, providing 32,900 hours of individual, family, group counseling and medication evaluations; 8,070 hours of community outreach and education to children, teens, families, adults and seniors; and 3,030 hours of case management for homeless or seriously ill children, adults and families. Respond to requests from residents and town/school staff for crisis intervention, short-term emergency shelter, and consultations. For urgent service requests, the Center will respond within 24 hours of a call.
2. To serve as Brookline's lead agency for assisting families and individuals facing eviction or homelessness. The Center anticipates helping 130 individuals and families to find or maintain safe housing or secure shelter, and providing case management services.
3. To work on site at all Brookline elementary schools and the high school to address crises, provide individual and group counseling, psycho-educational groups, and staff consultation serving up to 550 Brookline children and families. At the Center, to provide 10 social skills groups for 55 Brookline children ages 6-18 years with social and emotional issues.
4. To work through the Bridge for Resilient Youth in Transition (BRYT) Program, assist 70 Brookline teens returning to the High School following a medical, psychiatric or substance abuse hospitalization to successfully transition back to school and graduate with their class. BCMHC secures 30% of program funding annually.
5. To secure \$33.00 for every \$1.00 provided by the Town (\$6,100,000 total budget) to fund mental health, substance abuse, crisis/violence prevention, homeless prevention, social and educational services to maintain the safety and health of lower and moderate income Brookline residents. Because of the extremely low health insurance reimbursement rates and sliding scale client fees, only 50% of the costs of counseling services are funded through these sources and the Center raises the other 50% through grants, contracts, and philanthropy.

**Substance Abuse and Violence Prevention for Youth**

1. To continue to provide alcohol, tobacco and other drug prevention and intervention services to Brookline youth and their families. To provide a youth diversionary program in cooperation with the Police, and Brookline Public Schools.
2. Conduct bi-annual student health survey and track a set of measurable performance-based objectives.
3. To implement research based health promotion and substance abuse prevention strategies through the B-CASA Coalition, including the Brookline High School Peer Leaders and B-Pen, the Brookline Parent Education Network.
4. To maintain and enhance collaboration with the Brookline Schools, and Police, to address youth substance abuse and violence prevention issues; serve on the Wellness Committee and the Juvenile Roundtable.
5. Continue the Brookline High School Peer Leadership Program, recruiting 40 Peer Leaders with presentations to BHS Students in Health classes' grades 7 – 9, and to parent and community groups.
6. To continue the Parent Resource Advocate position to assist parents in grades 6-12 in accessing area services.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

**Administration**

1. Built the Medical Reserve Corps (MRC) and recruited /maintained 200 members to back up the Health Department in the event of an emergency. Prepared for a potential pandemic and Zika cases. Conducted 10 MRC/CERT trainings and provided over 400 hours of volunteer services to the Town, worth approximately \$11,000.
2. Secured \$150,000 in grant funding from non-town sources including a variety of public-private partnerships.
3. Built the Friends of Brookline Public Health, recruiting 150 members.
4. Held the 20th Annual Public Health Policy Forum entitled "Celebrating 20 years of Advocating for Health Care Reform: Looking Back, Looking Forward" that attracted 200 people.
5. Planned, implemented, and evaluated a multi-faceted program of surveillance, education, and control to address the emergence of West Nile Virus and Eastern Equine Encephalitis (EEE) in Brookline. Monitored the emergence of Zika virus. Continued educational project related to tick-borne disease.
6. Led Community Health Network (CHNA) efforts; produced volume 17 of Healthy Brookline (Youth Behavioral Risk Factor Survey of Youth).
7. Working closely with the Chiefs of Police and Fire and the Town's Emergency Preparedness Committee, led the Town's response to the threats of Ebola, bio-terrorism and maintained an Emergency Preparedness Coordinator with grant funding.
8. Recruited ten graduate students to work on a broad array of public health projects.
9. Assisted in crafting regulations for a medical marijuana dispensary in Brookline and oversaw the opening of a dispensary in Brookline Village.

**Environmental Health**

1. Continued to implement inter departmental new software system that addresses Permitting, Licensing and Field Inspections. Division is performing inspections using handheld devices for Food, Housing, Children's Camps, swimming pools and Lodging Homes. Continued collaboration on Town of Brookline's blueprint for IT advancement for the future. Continued posting "online" Food Establishment reporting on Town's web page.
2. Implemented "on-line" payments for permits/license renewals.
3. Worked with Police Department (animal control division), Town Clerk, Parks and Open Space divisions and Conservation Department to address community wild life control issues including wild turkeys, coyotes, geese, bats and foxes. Coordinated monthly animal control meetings. Held four rabies clinics in Brookline and Newton; inspected kennel and dog day care facilities and issued temporary outdoor dog permits for foodservice facilities. Implemented "door hanger" advisory for community wildlife education.
4. Assisted School and Building Departments on issues including pest control and pesticides use, Green products, hazardous material handling, incident response, indoor air quality, renovations, lead, drinking water, and Polychlorinated biphenyls (PCB's).

**FY2017 ACCOMPLISHMENTS (Con't.)**

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

5. Continued to operate sharps (medical waste) and Mercury disposal kiosk with assistance from DPW and added light bulb and battery disposal kiosk. Purchased new Weights and Measures vehicle, updated all testing equipment, and completed all Weights and Measures inspections.
6. Continued to enforce Town bylaws for Tobacco Control (age restrictions for sales and High School buffer zones), polystyrene and plastic bag restrictions. Worked to promote the Smoke Free Housing initiative with Brookline Housing Authority and property owners throughout the community.
7. Implemented mosquito control and education activities within the community focusing on EEE and WNV. Issued advisory notices re: bats, Lyme disease and bed bugs.
8. Division Director continued to serve on State appointed committees for bio-terrorism, environmental health code revisions, mobile foods, food vendors, and revised lodging house regulations and co-chaired the Partnership for Food Protection Work group.
9. Continued to promote Environmental Health issues via Web based Health Quiz and various fact sheets and advisories posted on department's web page and Facebook.

**Child Health**

1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 300 children. Offered three Flu Clinics, that served 1112 residents, including 469 children 18 and under.
2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including TB, arboviruses, and foodborne illness.
3. Monitored and provided consultation and support to 42 group Day Care and Extended Day programs in Brookline. Monitored Day Care use of playgrounds with Park and Open Space division. Participated in the Town wide Early Childhood Advisory Council.
4. Collaborated in emergency response for school-related safety incidents.
5. Continued to offer educational programs on hand-washing to all day care centers in Brookline. Also, continued to provide day care centers with trainings in curriculum, developmental behavior management, optional space design for children, and conflict resolution for parents and staff.
6. Maintained the Dating Violence Intervention Program in High School reaching several hundred students with counseling and educational sessions.
7. Participated in health and wellness programs and curriculum development in schools, as well as membership in the Public Schools Wellness Committee.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**FY2017 ACCOMPLISHMENTS (Con't.)**

**Community Health**

1. Offered Brookline Passport to Health & Fitness program enrolling more than 200 Brookline residents as part of "Brookline on the Move" physical fitness campaign. As part of Brookline Climate Week, co-sponsored Climate Change Adaptation Challenge attracting entries from close to 50 Brookline K-8 students linking public health and climate change. Continued health education series and exercise classes at the Brookline Senior Center. In conjunction with Public Schools of Brookline, led Car-Free School Day and Food Day activities at K – 8 schools. Offered Yoga series at Putterham Library for South Brookline seniors. Supported Brookline Winter Marketplace. Celebrated National Public Health Week with events including a Walk a Mile in Her Shoes event targeting men to raise awareness about violence against women. Coordinated Brookline Farmers Market successful fresh food drive for local food pantries. Celebrated "girls night out" out for Brookline women to unplug and unwind.
2. Implemented control measures within 24 hours for 100% of communicable disease investigations. Tracked and controlled communicable disease outbreaks including TB contact investigations. Continued to utilize MAVEN (electronic disease surveillance system), including TB surveillance and case management and maintained a rabies control data base to track outcomes of human exposure to animals.
3. Maintained our Partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women's Hospital (Women's Health). Continued partnerships with Brookline Food Pantry and Brookline Farmer's Market.
4. Offered monthly blood drives at Brookline Main Library. Utilized social media (Facebook, Town web site) to alert residents about public health issues, food borne illnesses, hot and cold weather alerts, among others.
5. Participated in health promotion events, including a dental screening initiative with Polished Teeth, a non-profit dental organization held at a Brookline family housing site.
6. Recruited 30 local businesses as Partners in Brookline on the Move and hosted annual meeting for Partners. Held first outdoor yoga class to celebrate International Day of Yoga in June, attended by more than 150 Brookline residents.
7. Provided clinical consultation and information and referral on issues including head lice, bed bugs, tick exposure, bat exposures, etc.

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

**FY2017 ACCOMPLISHMENTS (Con't.)**

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

1. Demand for counseling services for children continued to increase in FY 2015 given the growing number of children in Brookline, increasing by 2.5%. Demand for adult services dropped by 2% primarily due to the improving economy. Requests for basic services (emergency food vouchers, rental and utility assistance, case management to prevent homelessness) continued steady, as lower income residents continue to experience un-/underemployment. The Center served 3,510 Brookline residents. The number of mental health counseling visits dropped in 2015 by 370 visits (32,050 total visits) over the prior year. This reduction was due primarily to the parking bans in effect in January/February because of severe snow storms. 30% of counseling services were delivered in the home, school or other community settings.
2. Provided 2,250 hours of consultation, crisis intervention, education and information to staff of Brookline schools, police, courts and other Town departments and community agencies.
3. Through the Bridge for Resilient Youth in Transition (BRYT) Program, assisted 70 Brookline High School students and their families to successfully return to school following medical, psychiatric, or substance abuse hospitalizations. 95% of youth returned to and stayed in school throughout the year.
4. Provided emergency food assistance to 445 individuals and families; worked with 125 individuals and families to prevent evictions by providing case management and rental assistance; and provided emergency shelter or diversion for 21 Brookline youth.

**Substance Abuse and Violence Prevention for Youth**

1. Trained over 40 peer leaders who implemented prevention strategies, to address substance abuse, teen dating violence, mental health issues, and bullying/cyber bullying.
2. Implemented B-PEN (Brookline Parent Education Network), including the monthly B-PEN News Blasts: presentations at PTO meetings, community forums, parent discussion groups, and the B-PEN.org parent education website and Facebook page.
3. Implemented the Brookline Substance Abuse Prevention Program, BSAP, for Brookline youth and their families, providing substance abuse assessments, and individual, group, and family counseling. Implemented the Brookline Youth Diversion Program in conjunction with the Brookline Police. Coordinated referral process for teens in need of treatment.
4. Applied for and was awarded the Brookline Community Fund grant to pilot for the third year a Parent Resource Advocate position to support parents in grades 6-12.
5. In collaboration with Watertown, Waltham and Belmont, applied for and was awarded alcohol prevention grant through the Massachusetts Department of Public Health, Bureau of Substance Abuse.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b>ENVIRONMENTAL HEALTH</b>					
% of Consumers Complaints Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales:					
Compliance Rate (avg.)	95%	90%	90%	95%	95%
Reported Rabies Exposure	150	150	100	150	100
Positive Rabid Animals	1	2	1	1	1
Human Receiving Rabies					
Post-exposure Prophylaxis	30	20	10	30	10
Animal Control Quarantines	67	30	80	65	70
Keeping of Animal Permits	20	15	18	20	20
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with					
Critical Violations	10%	10%	10%	10%	10%
% Restaurants requiring					
Enforcement Actions	2%	2%	2%	2%	2%
% Restaurants receiving formal orientation	100%	100%	10%	100%	100%
% Order Letter issued w/i 3 days	90%	90%	90%	90%	90%
Court Actions	11	5	15	10	15
No. Tickets issued*	1250	1,500	855	1,500	850
Solid Waste Inspections*	1,200	1,509	1,159	1,509	1,500
<i>*An inter-departmental program (Health &amp; DPW). Tickets figure includes warnings.</i>					
Swimming Pool Inspections	59	55	58	59	59
Lead Paint Inspections	4	5	7	4	7
Lead Paint Removal Notices	6	10	10	5	10
Asbestos Inspections	15	10	15	15	50
Asbestos Removal Notices	113	130	145	110	140
Food Inspections	1,032	1,000	1,015	1,030	1,030
Food Permits Issued	545	580	539	550	550
Housing Inspections	522	450	522	500	500
Order Letters	357	200	225	350	225
Tanning Salon Inspections	5	5	5	5	5
Weighing/Measuring Devices Tested for Accuracy					
Scales	178	175	185	175	185
Gasoline/Fuel Oil	136	145	116	135	116
Taxi Meter	146	155	44	145	124
Scanner Inspections	27	3*	3*	25	3*

\*Inspected every other year

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b>CHILD HEALTH</b>					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	0	0	0	0
Child Immunizations (Indvls)	249	200	300	250	300
Day Care Visits / Consults	120	140	110	120	100
Day Care Ed. Programs	15	10	10	15	10
<b>COMMUNITY HEALTH</b>					
Disease Outbreaks Tracked	3	N/A	9	N/A	N/A
Disease Cases Confirmed	269	N/A	225	N/A	N/A
Animal Bites to Humans	150	150	100	150	100
Total Flu Shots	1,382	1,400	1,112	1,400	1,000
Town Employee Flu Shots	250	400	250	250	250
TB Screening (Mantoux)	33	16	7	30	10
TB Infected Persons	40	40	74	40	70
Active TB Cases	3	3	3	N/A	N/A
Blood Press. Screenings	120	175	90	120	90
<b>MENTAL HEALTH</b>					
Residents Served	3,510	3,550	3,530	3,600	3,620
Counseling Services	32,050	32,450	3,216	32,900	33,230
Outreach services	7,800	8,100	7,987	870	8,120
% of Clients with Symptom Improvements within 3 months of care	91%	91%	91%	91%	91%
Consultation to Town & Community agency staff hours	2,250	2,100	2,242	2,370	2,405
Family/individual eviction & homelessness prevented	125	135	122	130	70
High School students successfully return to and stay in school following hospitalization (BRYT)	70	70	72	70	70

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<b><u>SUBSTANCE ABUSE</u></b>					
Students using marijuana >100x*	4%	N/A	N/A	4%	4%
Students using alcohol before age 14*	11%	N/A	N/A	10%	10%
<i>*These data are collected every two years.</i>					
Counseling Services / Youths	1,960	1,800	1,760	1,800	1,800
Community Presentations	16	20	22	20	20
School Violation Referrals	28	20	8	20	
Police/Youth Diversion Referrals	8	10	2	10	10
Youth Smoking Cessation Referrals	14	14	10	14	10
<b><u>ADMINISTRATION</u></b>					
% of inspectional and permit information available online.	50.0%	60.0%	65.0%	65.0%	70.0%
Overweight / obesity rate among Brookline school age children	15.0%	15.0%	15.0%	15.0%	14.0%
Overweight / obesity rate among school age children (State avg.)	N/A	25.0%	24.0%	25.0%	23.0%
% High School students using tobacco products * (Brookline)	5%	5%	N/A	5%	5%
% High School students using tobacco products (State avg.)	10%	10%	N/A	10%	10%
Life Expectancy at birth (Brookline)	N/A	87	87	87	87
Life Expectancy at birth (State)	N/A	82	82	82	82
Number of confirmed unintentional opioid deaths in Brookline	1	N/A	3	N/A	N/A
Infant Mortality Rate (Brookline)**	1.4	N/A	1.4	N/A	N/A
Infant Mortality Rate (State)	4.4	N/A	N/A	N/A	N/A

*\*\*Rates are per 1,000 live births.*

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	354,156	304,271	302,573	(1,698)	-0.6%
Environ. Health	420,125	451,778	454,666	2,888	0.6%
Child Health	31,255	66,682	66,759	77	0.1%
Community Health	141,999	115,966	115,966	0	0.0%
Mental Health	168,912	171,015	174,418	3,403	2.0%
Substance Abuse	76,598	79,371	79,371	0	0.0%
Human Relations / Human Services	0	0	0	0	0.0%
<b>TOTAL</b>	<b>1,193,045</b>	<b>1,189,083</b>	<b>1,193,755</b>	<b>4,672</b>	<b>0.4%</b>

**Administration**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	275,257	234,757	235,224	467	0.2%
Services	15,984	12,922	12,922	0	0.0%
Supplies	14,799	8,000	8,000	0	0.0%
Other	4,105	3,720	3,720	0	0.0%
Utilities	39,991	40,852	38,686	(2,166)	-5.3%
Capital	4,020	4,020	4,020	0	0.0%
<b>TOTAL</b>	<b>354,156</b>	<b>304,271</b>	<b>302,573</b>	<b>(1,698)</b>	<b>-0.6%</b>

**Environmental Health**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	401,685	429,628	432,516	2,888	0.7%
Services	18,141	19,000	19,000	0	0.0%
Supplies	300	2,900	2,900	0	0.0%
Other	0	250	250	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>420,125</b>	<b>451,778</b>	<b>454,666</b>	<b>2,888</b>	<b>0.6%</b>

**Child Health**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	31,255	65,132	65,209	77	0.1%
Services	0	0	0	0	0.0%
Supplies	0	1,500	1,500	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>31,255</b>	<b>66,682</b>	<b>66,759</b>	<b>77</b>	<b>0.1%</b>

**Community Health**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	141,999	114,066	114,066	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	1,850	1,850	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>141,999</b>	<b>115,966</b>	<b>115,966</b>	<b>0</b>	<b>0.0%</b>

**Mental Health**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	0	0	0	0	0.0%
Services	168,912	170,165	173,568	3,403	2.0%
Supplies	0	850	850	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>168,912</b>	<b>171,015</b>	<b>174,418</b>	<b>3,403</b>	<b>2.0%</b>

**Substance Abuse**

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	76,598	79,321	79,321	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>76,598</b>	<b>79,371</b>	<b>79,371</b>	<b>0</b>	<b>0.0%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Health and Human Services	D-6	1.00	1.00	107,908	127,110	1.00	127,110	1.00	127,110
	Chief Sanitarian/Asst. Dir. of Health	T-12	1.00	1.00	86,934	98,362	1.00	98,362	1.00	98,362
	Public Health Nurse		1.00	1.00		96,528	1.00	96,529	1.00	96,528
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	70,106	79,321	1.00	79,321	1.00	79,321
	Public Health Sanitarian	GN-11	1.00	1.00	69,586	73,087	1.00	72,726	1.00	73,090
	Senior Public Health Inspector	GN-10	3.00	3.00	63,841	67,053	3.00	199,079	3.00	201,465
	Principal Clerk	C-10	1.00	1.00	55,365	57,724	1.00	57,438	1.00	57,725
	Senior Clerk Stenographer	C-5	1.00	1.00	44,260	46,288	1.00	46,059	1.00	46,289
	Subtotal		10.00	10.00			10.00	776,624	10.00	779,891
510102	Permanent Part Time Salaries									
	Senior Public Health Inspector	GN-10	0.49	0.49		67,383	0.49	32,274	0.49	32,435
	Sealer of Weights/Measures	GN-5	0.43	0.43	46,878	49,237	0.43	20,964	0.43	21,069
	Day Care Inspector		0.60	0.60			0.60	32,076	0.60	32,076
	Community Health Manager <sup>1</sup>	T-7	0.80	0.80	68,731	77,766	0.80	63,457	0.80	63,457
	Offset from private grant							(22,744)		(22,744)
	Subtotal		2.32	2.32			2.32	126,027	2.32	126,293
510901	Temporary Part Time Salaries									
	Student Intern (1)		0.30	0.30			0.30	500	0.30	500
	Offset from Handicapped Parking Fines Fund							0		0
	Subtotal		0.30	0.30			0.30	500	0.30	500
	Full Time/Part Time Salaries-Grants									
	Substance Abuse Counselor	T-4	1.00	1.00	55,652	62,968	1.00	57,651	1.00	57,651
	Senior Clerk-Typist	C-4	0.65	0.65	41,878	43,883	0.65	40,572	0.65	40,572
	CASA Parent Educator		0.27	0.27			0.27	16,793	0.27	16,793
	Parent Outreach Liaison		0.27	0.27			0.27	16,793	0.27	16,793
	Coordinator Tobacco/Alcohol Program		1.00	1.00			1.00	52,975	1.00	52,975
	Graduate Student Interns (5)		1.50	1.50			1.50	10,200	1.50	10,200
	Emergency Preparation Coordinator		0.73	0.73			0.73	53,508	0.73	53,508
			5.42	5.42			5.42	248,493	5.42	248,493
	Grants									
	Private Grants							(77,098)		(77,098)
	School Dept. Reimb.							(57,651)		(57,651)
	Federal Grants (HHS)							(98,744)		(98,744)
	State Grant							(15,000)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							8,153		8,153
513044	Longevity Pay							7,225		7,125
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							2,375		2,375
	Subtotal							19,753		19,653
	<b>Total</b>		<b>12.62</b>	<b>12.62</b>			<b>12.62</b>	<b>922,905</b>	<b>12.62</b>	<b>926,337</b>
	<sup>1</sup> 30% of this position is funded via a private grant									

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Department of Veterans' Services, as mandated by Massachusetts General Laws, Chapter 115, assists eligible Veterans and/or their dependents. The Department provides direct financial aid and assistance in paying medical bills to those who meet specific eligibility requirements. The Department receives reimbursement from the State for 75% of benefit expenditures and assists Veterans in obtaining benefits from the Veterans Administration (VA) and from other programs funded 100% by the Federal government.

The Director also serves as the Emergency Management Coordinator assisting Police, Fire, Public Health, Public Works, and other Town agencies in preparing to protect the residents of Brookline in the event of an emergency. Responsibilities include the preparation and updating of the Brookline Comprehensive Emergency Management Plan (CEMP) and assisting in the management of the Town's Emergency Operations Center (EOC), which is located at the Municipal Service Center (MSC) on Hammond street.

Additional departmental responsibilities include the planning of all Memorial Day activities, the registration and decoration of Veterans' graves, and making arrangements for the Veterans Day Program.

**BUDGET STATEMENT**

The FY18 budget decreases \$100 (0.0%). Personnel increases \$450 (0.3%) for Steps (\$198) and the 0.5% carry-forward for the AFSCME contract (\$252). Services decrease \$550 (21.7%) due to a reduction in Wireless Communications.

**PROGRAM COSTS - VETERANS' SERVICES**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	160,977	167,998	168,448	450	0.3%
Services	1,975	2,538	1,988	(550)	-21.7%
Supplies	562	650	650	0	0.0%
Other	162,147	163,935	163,935	0	0.0%
Capital	510	510	510	0	0.0%
<b>TOTAL</b>	<b>326,172</b>	<b>335,631</b>	<b>335,531</b>	<b>(100)</b>	<b>0.0%</b>
BENEFITS			88,836		
REVENUE	110,707	110,883	95,287	(15,596)	-14.1%

**FY2018 OBJECTIVES (Con't.)**

- To continue to provide to Brookline veterans and their families the highest level of service and the most aggressive advocacy possible as we continue to have brave young men and women returning home from the war.
- To provide our veterans and their families with the services they require in a professional manner ensuring they are treated with the highest level of dignity and respect.
- To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare Medicare/Medicaid, Mass Health, Springwell) and housing to lessen the Town's financial burden.
- 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.
- To work with the Veteran's Administration on the Veterans Affairs Supportive Housing (VASH) Program, the Court Street Shelter for Veterans, Brookline Housing Authority and other social service agencies in securing housing for veterans and their dependents in crisis.
- To continue to work with the Veterans of Foreign Wars, American Legion and all other Veterans' organizations to coordinate the Memorial Day, Veterans Day observances.
- To work with and provide leadership for both the VFW and American Legion as they continue to revitalize their Veterans' Post, making it more pertinent to a younger, more diverse generation of veterans.
- 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, and outreach counseling and to refer veterans in need of legal advice to the Massachusetts Bar Association, which offers pro bono legal counsel.
- To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions.
- To increase outreach to our veterans who are seniors who may have never used the VA healthcare system before, but due to their financial situation may be in need of additional medical or pharmacy care at lower costs.
- To case manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans, and to assist them in not only obtaining all their benefits but in readjusting to civilian life.
- To continue to manage the Town of Brookline's Veterans' Temporary Employment Initiative which assists so many of our recently separated veterans who are attending school or just graduated.
- To conduct flag raising ceremonies to honor deceased Brookline veteran's military service.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2017 ACCOMPLISHMENTS**

1. Continued to achieve approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department. Dept. of Veterans' Services working with the Treasurers Officer reviews all reimbursements to ensure there are no discrepancies and adjudicates with Mass. Vet Services to ensure we receive all of our reimbursements due.
2. Provided financial assistance to approximately 24 Brookline veterans and their families in their time of need.
3. Reduced the costs to the Town by ensuring that all veterans and their dependents receiving financial assistance under Mass. General Laws Chapter 115 have health, prescription coverage and by seeking alternate sources of income for our veterans.
4. Assisted veterans to obtain both VA and SSDI income.
5. Filed monthly reports in a timely manner to the State Department of Veterans' Services achieving maximum reimbursement to the Town. (75% of all MGL Ch. 115 costs)
6. In partnership with departments in the Boston VAMC, significantly reduced the time that Brookline veterans have waited to receive sometimes critical healthcare.
7. Assisted veterans/dependents in filing VA Claims for service-connected and non-service connected disabilities, burial allowances, widows' pensions, Aid and Attendance and educational benefits. In addition, continued to maintain over 300 VA case files in-house.
8. Obtained or increased pensions by over \$120,000 per year in benefits to Brookline veterans. Our office worked with the VA Regional Office to assist our veterans obtaining needed VA benefits.
9. Assisted the Brookline American Legion and VFW Post with attracting a new and diverse generation of veterans to join the Veterans' Post.
10. Received and forwarded donations of clothing, furniture and medical equipment for veterans to the Veterans' Homeless Shelter in Boston, Chelsea Soldiers Home, and the VA Hospitals.
11. Successfully coordinated and executed the Town's Memorial Day and Veterans Day observances.
12. Continued to work with Brookline Mental Health, Council on Aging, and the VA Outpatient Program to ensure proper mental health treatment for veterans in need of assistance. This office managed more than 30 PTSD cases during the year.
13. Provided complete case management to insure each returning veterans needs were met while adjusting back to civilian life. We continue to see veterans who return from the war, successfully work through adjustment issues, graduate college, start families and obtain homes.
14. In conjunction with the Massachusetts One-Stop Career Centers and the Vocational Rehabilitation and Employment Program, we assisted veterans with obtaining the necessary training and tools needed to gain employment.

**FY2017 ACCOMPLISHMENTS (Con't.)**

15. Monitored day-to-day progress of all veterans receiving benefits, and ensured they are staying on track with their scheduled treatment plans (drug/alcohol counseling, psychiatrist/psychologist appointments, and medications). Case managed over 60 MGL. Ch. 115 cases and VA cases per month.
16. Managed the veterans' temporary employment initiative program for the Town of Brookline.
17. Worked in conjunction with Congressman Joe Kennedy's office to petition the US Navy to award Commander Melvin Lederman a posthumous Purple Heart for fatal wounds sustained in Vietnam. This award was presented to Commander Lederman's family at the Town's 2016 Memorial Day ceremonies.
18. Held four flag raising ceremonies outside Town Hall to honor deceased veterans from Brookline.
19. Unveiled a long neglected and now beautifully refurbished, World War I memorial plaque mounted in the Town Hall lobby. The memorial was unveiled at our 2016 Memorial Day ceremony.

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<u>Performance:</u>					
% of Claims Approved by the State	100%	100%	100%	100%	100%
<u>Workload:</u>					
Recipients of Benefits (Monthly Average)	28	25	24	26	23
Service Recipients	1,020	1,000	1,000	1,000	1,000
Information Requests	1,100	1,300	1,200	1,200	1,200

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	78,859	89,226	1.00	89,226	1.00	89,226
	Head Clerk	C-8	1.00	1.00	49,010	51,086	1.00	49,928	1.00	50,377
	Subtotal		2.00	2.00			2.00	139,153	2.00	139,603
510901	Temporary Part Time									
	Temporary Workers					\$13.98/hr.		27,061		27,061
	Other							27,061		27,061
510300	Overtime							809		809
513044	Longevity Pay							625		625
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							1,784		1,784
	<b>Total</b>		<b>2.00</b>	<b>2.00</b>			<b>2.00</b>	<b>167,998</b>	<b>2.00</b>	<b>168,448</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Council on Aging**

**PROGRAM DESCRIPTION**

The Brookline Council on Aging (C.O.A.) is responsible for planning, coordinating, and providing comprehensive services for Brookline residents age 60 and over. The Council works with other Town agencies and community providers to enhance the quality of life for our elders. The Council's 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, 11 citizens, and 15 associate member citizens. Core services include transportation, geriatric social work, home care, advocacy, legal assistance, employment assistance, information and referral, and volunteer opportunities.

The C.O.A. operates the Brookline Senior Center at 93 Winchester Street, a centrally located facility where those 60 and older can go for socialization, activity, and services. Programs include: breakfast, lunch, health clinics, health education programs, exercise classes, Asian outreach, Russian outreach, ESL classes, computer lab, Adult Education classes, art exhibits, and recreational opportunities.

**BUDGET STATEMENT**

The FY18 budget represents a \$5,085 (0.6%) increase. Personnel increases \$4,163 (0.5%) due to Steps (\$2,924), the 0.5% carry-forward for the AFSCME contract (\$796), and Part Time salaries (\$443). Services decrease (\$500, 1.1%) for Office Equipment Repair and Maintenance.

The increase in Utilities (\$1,922, 2.8%) is for Natural Gas (\$188) and Electricity (\$1,766), which is slightly offset by a decrease in Water and Sewer (\$32). The Capital decrease (\$500, 8.1%) was for Leased Computer Equipment.

<b>PROGRAM COSTS - COUNCIL ON AGING</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	752,246	770,125	774,288	4,163	0.5%
Services	39,031	44,083	43,583	(500)	-1.1%
Supplies	21,296	19,763	19,763	0	0.0%
Other	2,019	2,900	2,900	0	0.0%
Utilities	63,719	69,472	71,394	1,922	2.8%
Capital	5,614	6,200	5,700	(500)	-8.1%
<b>TOTAL</b>	<b>883,926</b>	<b>912,543</b>	<b>917,628</b>	<b>5,085</b>	<b>0.6%</b>
BENEFITS			403,336		
REVENUE	0	0	0	0	0.0%

**FY2018 OBJECTIVES**

- To fundraise private money to support Council on Aging transportation programs covering full salary cost of van driver, substitute van driver, substitute bus driver and all fuel costs.
- To maintain a new stipend program for low income renters who volunteer for Town departments.
- To recruit, train, support and utilize volunteers at the Brookline Senior Center.
- To advocate for and provide jobs for vulnerable, low income elders at risk of poverty.
- To provide geriatric assessments, counseling and case management services to Brookline elders and their families.
- To provide high quality, affordable homecare to Brookline elders and their families.
- To provide information and referral services to Brookline elders and their families.
- To provide a variety of interesting daily/diverse programs at the Senior Center.
- To collaborate with other geriatric providers to provide quality programs and services.
- To continue to explore efforts on diversity to ensure all elders are served with particular emphasis on Spanish, Asian and Russian elders. To continue to provide leadership to Brookline CAN- Community Aging Network.
- To assist the nonprofit in fundraising activities to cover the cost of personnel, programs, services, supplies not covered by the Town
- To work with other Town departments and agencies on intergenerational activities.
- To conduct outreach to Brookline elders with special emphasis on increasing their access to benefit programs such as SNAP, Fuel Assistance and Food Commodity program.
- To obtain CDBG funding for critical programs of transportation and job support for low income elders.
- To continue implementing the action steps submitted to WHO Age Friendly Cities Project.
- To expand fitness offerings to low income elders with special emphasis on Brookline Housing Authority residents.
- To maintain tax work off program at 30 participants. Each participant will provide 125 hours of service to various Town departments.
- To continue to partner with LGBT Aging Project on training and supportive programs for gay, lesbian, bisexual and transgender elders.
- To conduct annual survey of senior center participants.
- To continue to provide support and services to Brookline residents and their families with Alzheimer's disease including hosting a Memory Café program.
- To continue an active food distribution program for low income Brookline elders.
- To continue providing durable medical equipment exchange program to Brookline elders and their families.
- To update and distribute in print and online the Elder Resource Guide.
- To continue to expand weekend and evening programs at the Brookline Senior Center.
- To continue food commodity program which provides monthly non-perishable food items for low-income elders.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Council on Aging**

**FY2017 ACCOMPLISHMENTS**

1. The Brookline Council on Aging and its sister organization Brookline Community Aging Network continued innovative leadership for aging initiative focus on livable community efforts.
2. The Brookline Council on Aging and Newton Council on Aging were awarded funding for a second year grant from the State Department of Transportation to continue the transportation mobility training program. This project utilizes volunteers and interns to train other council on aging across the state. This project began in FY 2016.
3. Our Brookline Rotary Dancing with the Stars participant raised \$11,423 to fund the respite program for Brookline caregivers.
4. Successfully raised enough private money to fund entire Van program, substitute elder bus driver and fuel expenses of the van and elder bus.
5. Continued to be able to expand van program from four days a week to 5 days a week with private donation.
6. Partnered with LGBT Aging project to provide bereavement workshop and support groups for LGBT seniors.
7. Assisted over 185 individuals with income tax forms partnering with AARP and using their three trained volunteers.
8. Received a grant from a family fund from Boston Foundation to support a popular art class held at the Brookline Senior Center.
9. Partnered with Town Assessor to file a warrant article to increase the amount tax-work off participants receive. The warrant article passed Town Meeting.
10. The HELP Program continues to provide essential home care services at an affordable rate to 426 elders.
11. Partnered with Goddard House, Center Communities, JF&CS, Brookline Adult Education and BrooklineCAN to provide programs and educational forums for Brookline Seniors and their families including a sold out movie at Coolidge Corner Theatre.
12. Successfully received support in the amount of \$241,455.49 from the nonprofit Brookline Multi-Service Senior Center Corp. for salaries, supplies and program supports.
13. Continued Careers in Aging Program with four teens volunteering at the Brookline Senior Center in the summer.
14. Mailed September News and Events to 10,816 Brookline elders over the age of 60 providing valuable information on programs and services.
15. Conducted annual survey of Senior Center participants focusing on their volunteer experience at the Brookline Senior Center.
16. Revised and re-printed the seventh edition of the Elder Resource Guide and distributed 1,500 copies as well as updated it on the web page.
17. Increased operation to include limited night and weekend programs at no cost to the Town.

**FY2017 ACCOMPLISHMENTS (Con't.)**

18. Provided transportation services to over 740 different elders.
19. Provided ongoing leadership to the volunteer community initiative Brookline CAN (Brookline Community Aging Network) to create a database for potential volunteers.
20. Secured \$202,650 in federal, state and private grant monies.  
Continued providing a Repair Referral Service that connects elders with vetted contractors such as plumbers, electricians and handy man.
21. Maintain Brookline status as a World Health Organization Age Friendly Town and developed an action plan to promote aging in place.
22. Provide strong programs to assist Asian, Russian and Hispanic elders.
23. Continues to offer Alzheimer's Support Group in both the day and evening for family members coping with Alzheimer's.
24. Assisted elders seeking part time work with workshops and support groups as well as job placement services.
25. Continues to provide weekly food distribution program that allows elders to select donated produce, bread and other perishable items.
26. Increased the memory café program from quarterly to monthly meetings. This program offers support and stimulation for those experiencing memory problems.
27. Continued a food commodity program that provides non-perishable grocery items once a month to low income elders.
28. Recruited 436 trained and supervised volunteers who provide essential services and programs at the Brookline Senior Center.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Council on Aging**

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Elderbus / Van Contributions Donated*	\$6,411	\$6,850	\$6,350	\$6,500	\$6,000
Van Program					
Rides Given	4,196	3,800	4,641	4,000	4,200
Number of Riders	247	300	278	260	300
New Riders	28	35	31	30	30
\$ donated to Town	\$24,202	\$26,520	\$27,500	\$28,000	\$28,500
Volunteers - Total	278	300	318	280	300
Volunteers - New	43	40	78	40	45
Estimated volunteer Hrs.	46,125	40,000	47,000	45,000	45,000
Job Placements	48	50	44	50	45
Total Caseload	144	150	133	150	140
Tax Work off Participants	30	30	30	30	35
Low-income elders employed	15	19	14	19	15
Geriatric Social Work					
New Referrals	74	70	73	70	70
Case consultations	102	130	111	120	120
Homecare Program (HELP)					
New Referrals	112	70	103	90	90
Total Clients	403	350	426	390	390
Information/Referral					
Annual Phone Calls	10,500	10,500	10,500	10,500	10,500
Elder Resource Guide Web Hits	1,878	1,800	3,197	1,800	3,000
Taxi Discount Program (BETS)					
Total Clients	605	550	257	600	300
New Referrals	65	50	39	55	40
Senior Center					
Average # Daily Programs	14	14	14	14	14
Average # Daily Participants	150/500	150/500	175/550	150/500	175/600

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

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Council on Aging**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	91,665	107,976	1.00	107,976	1.00	107,976
	Supervisor of Services	T-7	1.00	1.00	70,106	79,321	1.00	79,321	1.00	79,321
	Program Manager	T-5	1.00	1.00	60,105	68,005	1.00	68,005	1.00	68,005
	Clinical Social Worker III	T-4	1.00	1.00	55,652	62,968	1.00	60,785	1.00	61,867
	Home Care Coordinator (HELP)	T-3	1.00	1.00	51,529	58,303	1.00	58,303	1.00	58,303
	Clinical Social Worker II	T-3	2.00	2.00	51,529	58,303	2.00	109,662	2.00	111,615
	Building Custodian	MN-2	1.00	1.00	47,682	50,111	1.00	49,862	1.00	50,111
	Senior Clerk Typist	C-7	1.00	1.00	47,040	49,097	1.00	48,854	1.00	49,097
	Bus Driver	GN-3	1.00	1.00	37,355	39,234	1.00	39,040	1.00	39,234
	Subtotal		10.00	10.00			10.00	621,810	10.00	625,530
510102	Permanent Part Time Salaries									
	Group Leader	GN-2	0.59	0.59	32,801	34,452	0.59	20,265	0.59	20,708
	Clinical Social Worker II	T-3	1.33	1.33	50,519	57,160	1.33	72,955	1.33	72,955
	BETS Coordinator		0.33	0.33		\$13.98 /hr.	0.33	8,960	0.33	8,960
	Community Aide		0.40	0.40		\$22.26 /hr.	0.40	17,692	0.40	17,692
	COA Assistant		0.11	0.11	\$12.00 /hr.	\$13.98 /hr.	0.11	2,905	0.11	2,905
	Staff Assistant		0.11	0.28	\$12.00 /hr.	\$13.98 /hr.	0.28	6,758	0.28	6,758
	Subtotal		2.87	3.04			3.04	129,535	3.04	129,978
510901	Temporary Part Time									
	Temporary Workers							10,000		10,000
	Subtotal							10,000		10,000
	Grant Funded Salaries									
	COA Assistant		1.40	1.40	\$12.00 /hr.	\$13.98 /hr.	1.40	38,524	1.40	38,524
	JOBS Program Coordinator		0.45	0.45		\$21.27 /hr.	0.45	19,635	0.45	19,635
	Community Aides		0.89	0.89	\$12.00 /hr.	\$13.98 /hr.	0.89	23,565	0.89	23,565
	Community Relations Coordinator		0.00	0.00	44,178	49,985	0.43	18,849	0.43	18,849
	Subtotal		2.74	2.74			3.17	100,574	3.17	100,574
	Grant Off-Sets									
	State Grants (JOBS Coord., COA Asst, and Cmty. Aides)							(91,326)		(91,325)
	Private donations							(9,248)		(9,248)
	Net Grant-Funded Salary Total							(100,574)		(100,574)
	Other							0		0
513044	Longevity Pay							7,331		7,331
515501	Clothing/Uniform Allowance (In lieu of boots)							1,450		1,450
	Subtotal							8,781		8,781
	<b>Total</b>		<b>15.61</b>	<b>15.78</b>			<b>16.21</b>	<b>770,125</b>	<b>16.21</b>	<b>774,288</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Office of Diversity, Inclusion and Community Relations**

**PROGRAM DESCRIPTION**

The Department of Diversity, Inclusion and Community Relations conducts a variety of activities and programs aimed at promoting Brookline as a community that is mindful and respectful of all people. The mission of the Department and the goal of the Town is to have a community characterized by the values of inclusion. The Department is instrumental in assisting the Town to create and to maintain a diverse workforce and to provide support and consultation to employees and others who are subjected to discriminatory behavior. The Department supports community projects that promote multi-cultural awareness, decrease health disparities, and foster better relationships between Brookline's diverse populations. The Department works in conjunction with Town departments and non-profit organizations to develop programs for disadvantaged groups and to increase the quality of life for all Brookline residents.

The Department provides professional and administrative support to the following Town Commissions:

- Brookline Commission for the Disabled
- Brookline Commission for Women
- Brookline Commission for Diversity, Inclusion, and Community Relations

The Director serves as the Town's Affirmative Action Officer and ADA Coordinator. The Department provides assistance in applying for health insurance and other entitlement programs and advocates for those who may face discrimination, unfair housing practices, stereotyping and social injustice.

**BUDGET STATEMENT**

The FY18 budget represents a \$4,051 (1.7%) increase. Personnel increases \$4,049 (1.9%) for Steps (\$3,399) and Longevity (\$650). Capital increases \$2 (0.2%) reflecting the current cost of leased computers.

<b>PROGRAM COSTS - OFFICE OF DIVERSITY, INCLUSION AND COMM. RELATIONS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	172,994	209,027	213,076	4,049	1.9%
Services	20,000	20,000	20,000	0	0.0%
Supplies	8,682	9,000	9,000	0	0.0%
Other	140	150	150	0	0.0%
Capital	394	873	875	2	0.2%
<b>TOTAL</b>	<b>202,210</b>	<b>239,050</b>	<b>243,101</b>	<b>4,051</b>	<b>1.7%</b>
BENEFITS			70,559		
REVENUE					

**FY2018 OBJECTIVES**

1. To collaborate with the Martin Luther King Day Committee to create and commence an event(s) to honor past and current civil rights efforts.
2. To collaborate with local agencies to create and commence the Annual Youth Awards event.
3. To continue providing staff support and resources to the Holocaust Witness Project Committee and programs associated with the Committee
4. To continue to create and commence informational materials and events that promote fair-housing awareness.
5. To continue to provide professional and administrative support to the Diversity, Inclusion, and Community Relations Commission, the Women's Commission, the Commission for the Disabled, MLK- Celebration Committee and the Sister City Committee
6. To continue to collaborate with town agencies and departments to further Age-Friendly City initiatives.
7. To continue to collaborate with town agencies and departments to commence domestic violence awareness campaigns and programs.
8. To continue to provide government-sponsored health insurance/entitlement application assistance to Brookline individuals and families.
9. To continue to be a partner with community entities to develop better programs and strategies that will assist Brookline individuals and families thrive.
10. To work in conjunction with Human Resources and the Commission for Diversity, Inclusion and Community Relations, monitor employment trends as they related to Diversity and Inclusion.
11. To continue to evaluate and modify Town strategies designed to promote Diversity in its workforce and Town Commissions.
12. To collaborate with Town Agencies/organizations to increase voter participation with emphasis on the young adult and low-income populations.
13. To create and promote cultural events with the Town.
14. To assist individuals to resolve complaints of discriminatory behavior and practices that occurs in the Town.
15. To continue to foster community participation and understanding of Town Government with a general focus those with low-income and under-served populations.
16. To maintain the overall goal to increase community trust in the Town Government regarding its responsibility to assist the community in its efforts to be more diverse and inclusive.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Office of Diversity, Inclusion and Community Relations**

**FY2017 ACCOMPLISHMENTS**

1. Staff and Interns were trained and/or were re-certified to assist individuals and families apply for health insurance under the Affordable Care Act.
2. Staffed the Diversity, Inclusion and Community Relations Commission, the Women's Commission, and the Commission for the Disabled.
3. Assisted in the development and commencement of Domestic Violence Roundtable events within the Brookline Community.
4. Provided staff support and resources to cultural events including: the Lunar New Year Celebration, Martin Luther King Day, Annual Youth Award Event and the Holocaust Witness Project Committee Event.
5. Provided support and consultation to individuals seeking assist in resolving discrimination and ADA non-compliance.
6. Collaborated with the DICRC and community members to modify the Town's EEO policy.
7. Provided consultation and support to the Hoarding Task Force, Interagency Group, the Age-Friendly Committee, the Roland Hayes Committee and other interagency collaborates.
8. Provided assistance to individuals and families to apply for health insurance and government entitlements.
9. Recruited and hired a Community Relations Specialist.
10. Collaborated with the DICRC and community members to update Complaint process procedures and complaint documentation.
11. Continued to manage the grant program aimed at post-secondary students with disabilities to obtain adaptive educational technology.
12. Continued to administer the portable ramp program.
13. Collaborated with the COD, Council on Aging, and Community Planning and development to allow the BETS program to be used by those with certified disabilities.
14. Moderated two Child Care Forums and coordinated planning logistics.
15. Assisted with coordination/event planning and PR/Outreach for BCW programs.
16. Collaborated with Community Groups to promote attention to the needs of the LBGTQ community.
17. Collaborated with Community Groups to provide forums to promote Diversity and Inclusion.
18. Continued creating cultural exhibits displayed in Town Hall and continued developing the Brookline is Out Town webpage.
19. In collaboration with other Town Departments, created the Brookline Together Ambassador Program that was implemented at Brookline Day 2016.
20. Provided logistical and staff support for the Asian-American Young Leadership Symposium.
21. Provided logistical and staff support for the Dress to Success and Clothing Drives.
22. Collaborated with the Recreation Department to continue the Lunch and Learn series that are available to Town Employees.

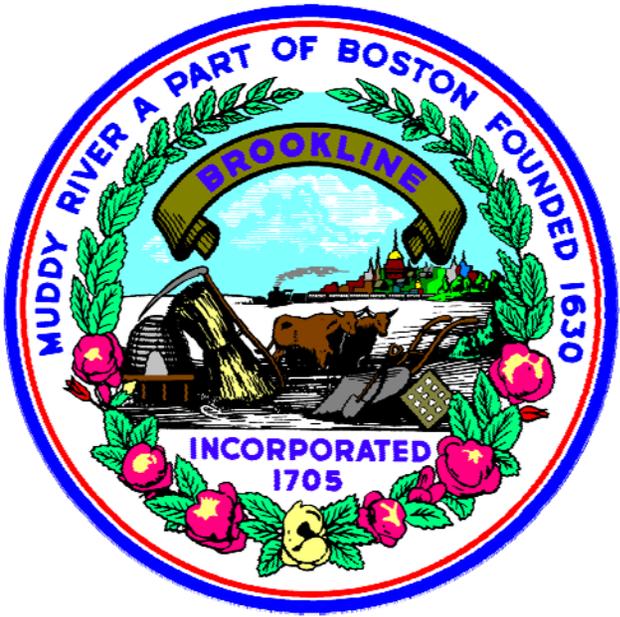
**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
ADA Complaints	3	3	3	3	15
Affirmative Action Complaints	1	1	0	1	1
Discriminatory Conduct Complaints	4	5	1	5	5
Housing Complaints	3	1	1	1	4
Entitlement Benefits Assistance (Health Insurance/SNAP)	10	25	15	25	25
Human Services Information and Referral	105	90	85	90	90
Program Development- Consultations-Collaborations	20	15	15	15	15
Town Department Diversity and Inclusion Consultations	1	10	10	10	10
# of Fire Fund Referrals	20	5	0	5	2
Number of Ramp Program Requests	3	3	0	3	3

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

**PROGRAM GROUP: Human Services  
PROGRAM: Office of Diversity, Inclusion and Community Relations**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director / Chief Diversity Officer	D-4	1.00	1.00	91,665	107,976	1.00	95,851	1.00	97,290
	Assistant Director of DICR	T-7	1.00	1.00	70,106	79,321	1.00	70,106	1.00	71,353
	Community Relations Specialist	T-4	0.00	0.00	55,652	62,968	0.72	55,652	0.72	56,643
	Offset to Handicapped Parking Fines Fund							(15,583)		(15,860)
	Subtotal		2.00	2.00			2.72	206,027	2.72	209,426
510901	Temporary Part Time Salaries									
	ADA Intern		0.32	0.32			0.00	0	0.00	0
	Assistant Human Services Specialist		0.40	0.40			0.00	0	0.00	0
	Student Intern (3)							3,000		3,000
			0.72	0.72			0.00	3,000	0.00	3,000
513044	Longevity Pay							650		650
	<b>Total</b>		<b>2.72</b>	<b>2.72</b>			<b>2.72</b>	<b>209,027</b>	<b>2.72</b>	<b>213,076</b>



**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Recreation Department provides high quality, safe and affordable activities and services to the community year round. Our mission is to enhance the quality of life through enriching experiences, which support the Brookline Community in developing and maintaining healthy lifestyles.

The Park and Recreation Commission consists of seven residents appointed by the Board of Selectmen and serves as the policy-making body to the Recreation Department. The Commission is responsible for providing year-round, high-quality indoor and outdoor recreation activities for children, youths, and adults. The goals of the Commission are to deliver programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The Commission is also concerned with meeting community-based needs with programs that are cost-effective and within the reach of the overall community resource base, while providing the highest level of participant satisfaction through programs that are consistently safe, supervised, and well-presented. Individuals with special conditions are entitled to full participation in any Recreation Department program.

The Recreation Department maintains three budgets: General Fund, the Golf Course Enterprise Fund and the Recreation Revolving Fund. Please see the detail of these two separate funds that follow this General Fund budget recommendation.

The General Fund has two categories: Administration and Aquatics.

The **Administration Sub-program** is responsible for the overall workings of the Department in accordance with the policies established by the Park and Recreation Commission. Staff organize, maintain, and control all recreation services, either as direct departmental functions or in cooperation with other municipal agencies or volunteer groups. These individuals recruit, select, assign, supervise and evaluate personnel, conduct in-service training sessions, and recommend new programs. The management team monitors the expenditure of funds, prepares annual estimates of financial need and master plans, and supervises the recording of receipts and expenditures.

The **Aquatics Sub-program** funds the complex that consists of three pools: a 42' x 75' lap pool, a 30' x 36' diving pool, and a 25' x 36' teaching pool. The Evelyn Kirrane Aquatics Center is available to the Public Schools of Brookline during the school year for high school athletics and health and wellness classes. Hundreds of summer campers enjoy the pool throughout the summer months.

**BUDGET STATEMENT**

The FY18 budget represents a decrease of \$10,834 (1.1%). Personnel increases \$2,418 (0.3%) for the 0.5% carry-forward for the AFSCME contract (\$1,951), Shift Differential (\$1,164), and Overtime (\$41), and is slightly offset by a decrease in Steps (\$738)

Utilities decrease \$13,252 (8.7%) for Electricity (\$15,365) and Diesel (\$56), partially offset by increases in Gasoline (\$296) and Water and Sewer (\$1,873).

PROGRAM COSTS - RECREATION DEPARTMENT				FY18 vs. FY17	
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	810,788	731,940	734,358	2,418	0.3%
Services	22,717	23,037	23,037	0	0.0%
Supplies	81,169	86,480	86,480	0	0.0%
Other	18,557	12,400	12,400	0	0.0%
Utilities	157,693	153,165	139,913	(13,252)	-8.7%
Capital	33,835	4,020	4,020	0	0.0%
<b>TOTAL</b>	<b>1,124,759</b>	<b>1,011,042</b>	<b>1,000,208</b>	<b>(10,834)</b>	<b>-1.1%</b>
BENEFITS			772,846		
REVENUE	64,000	64,000	64,000	0	0.0%

TOWN OF BROOKLINE FY2018 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation				
<p><b><u>FY2018 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>To create an agency three-year Marketing Plan, including training and education for staff.</li> <li>To enhance part time employee orientation and training to include working groups.</li> <li>To review registration software and plan for upgrade as necessary.</li> <li>To support cost recovery goals by reviewing financial strategies within cost centers and updating as necessary.</li> </ol> <p><b><u>FY2017 ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>Awarded National Recreation and Park Association (NRPA) Out of School Time Grant of \$27K for Healthy Eating and Physical Activity.</li> <li>Awarded NRPA Walk with Ease Grant.</li> <li>Participation in Women &amp; Girls Thriving Collective Impact and the creation of the Thrive Guide.</li> <li>Created internal marketing/innovation committee to develop new strategies for outreach to community.</li> <li>Developed on site and virtual training and orientation for part time staff.</li> <li>Updated POS terminals at all workstations to be compliant to new security standards.</li> </ol>	<b>PERFORMANCE/ WORKLOAD INDICATORS</b>				
		ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017
Registration by Telephone/ Mail	7,958	7,600	16,275	7,900	16,750
\$ Collected	\$698,102	\$635,000	\$1,469,164	\$675,000	\$1,550,000
On-Line Registration/Payment # of Registrations	4,912	5,000	6,976	5,100	7,100
\$ Collected	\$574,704	\$590,000	\$841,347	\$596,700	\$843,000
% of fees paid with credit cards	78%	80%	82%	80%	83%
Telephone Inquiries/month	1,800	1,800	1,800	1,800	1,800
Recreation General Emails	6,417	6,250	7,444	6,500	7,600
Home Page Website Hits	25,780	87,000	34,957	26,000	36,000
Social Networking Inquiries					
Facebook Likes	1,266	1,200	1,506	1,300	1,600
Twitter Followers	995	750	1,347	1,100	1,400
Instagram Followers	168	250	306	300	400
Usage of Brookline Day free shuttles	3,525	3,750	3,750	3,750	3,750
Volunteers					
# of Volunteers	588	560	562	590	580
# of Hrs Total	9,970	9,250	9,340	10,234	9,440
\$ Equivalent	\$134,097	\$124,413	\$128,051	\$137,647	\$129,422
Rec Therapy					
# of Volunteers	124	165	130	170	140
# of Hrs Total	5,120	7,000	3,269	7,000	4,000
\$ Equivalent	\$73,954	\$104,510	\$44,785	\$101,150	\$54,800

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

<b>SUMMARY OF SUB-PROGRAMS</b>					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Administration	600,779	600,762	612,800	12,038	2.0%
Swimming Pool	523,980	396,167	387,407	(8,759)	-2.2%
<b>TOTAL</b>	<b>1,124,759</b>	<b>996,928</b>	<b>1,000,208</b>	<b>3,280</b>	<b>0.3%</b>

Administration

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	469,969	490,096	501,895	11,798	2.4%
Services	22,205	22,245	22,245	0	0.0%
Supplies	34,651	49,980	49,980	0	0.0%
Other	18,557	12,400	12,400	0	0.0%
Utilities	22,249	22,441	22,681	240	1.1%
Capital	33,147	3,600	3,600	0	0.0%
<b>TOTAL</b>	<b>600,779</b>	<b>600,762</b>	<b>612,800</b>	<b>12,038</b>	<b>2.0%</b>

Swimming Pool

<b>SUB-PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	340,819	227,731	232,463	4,733	2.1%
Services	512	792	792	0	0.0%
Supplies	46,518	36,500	36,500	0	0.0%
Other	0	0	0	0	0.0%
Utilities	135,444	130,724	117,232	(13,492)	-10.3%
Capital	689	420	420	0	0.0%
<b>TOTAL</b>	<b>523,980</b>	<b>396,167</b>	<b>387,407</b>	<b>(8,759)</b>	<b>-2.2%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**COST RECOVERY**

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

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

	ACTUAL	BUDGET	REQUEST
	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>
<b><u>REVENUES</u></b>			
General Fund	64,000	64,000	64,000
Revolving Fund	2,852,781	2,949,410	3,067,585
<u>Golf Enterprise Fund</u>	<u>1,276,682</u>	<u>1,512,005</u>	<u>1,722,098</u>
TOTAL	4,193,463	4,525,415	4,853,683
<b><u>EXPENDITURES</u></b>			
General Fund	1,094,823	1,011,042	1,000,208
General Fund Benefits est. (current employees)	301,394	364,430	363,053
Revolving Fund	2,624,860	2,949,410	3,067,585
<u>Golf Enterprise Fund</u>	<u>1,560,213</u>	<u>1,512,005</u>	<u>1,722,098</u>
TOTAL	5,581,290	5,836,886	6,152,944
<b>Cost Recovery</b>	<b>75.1%</b>	<b>77.5%</b>	<b>78.9%</b>
<b>General Fund Subsidy</b>	<b>24.9%</b>	<b>22.5%</b>	<b>21.1%</b>

**FINANCIAL ASSISTANCE**

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

<b><u>PROGRAM</u></b>	<b><u>FINANCIAL ASSISTANCE</u></b>
Soule Center	\$40,000
Soule Gym	\$300
Environmental Ed Center	\$600
Aquatic	\$5,700
Eliot	\$10,000
Tappan	\$1,000
Outdoor Rec	\$70,000
Outdoor Athletic	\$1,000
<u>Offsite - Out of Town Trips</u>	<u>\$500</u>
<b>TOTAL</b>	<b>\$129,100</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION	
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-6	1.00	1.00	107,908	127,110	1.00	117,991	1.00	119,761
	Assistant Director	T-10	1.00	1.00	78,859	89,226	1.00	87,665	1.00	80,263
	Resource Manager/Performance Analyst	T-5	0.00	0.00	60,105	68,005	1.00	62,263	1.00	63,371
	Therapeutic Recreation Specialist	T-4	1.00	1.00	55,652	62,968	1.00	56,642	1.00	57,651
	Area Manager / Programs	GN-10	1.00	1.00	63,841	67,053	0.00	0	0.00	0
	Area Manager / Aquatic Director	GN-10	1.00	1.00	63,841	67,053	1.00	68,055	1.00	67,053
	Business/Administrative Manager	GN-10	1.00	1.00	64,155	67,383	1.00	64,573	1.00	67,383
	Recreation Leader	GN-7	1.00	1.00	53,655	56,355	1.00	56,076	1.00	56,355
	Building Custodian	MN-4	1.00	1.00	53,928	56,676	1.00	56,395	1.00	56,676
	Marketing/Office Assistant	C-7	1.00	1.00	50,176	52,370	1.00	49,927	1.00	51,637
	Senior Office Assistant	C-6	1.00	1.00	45,791	47,835	1.00	46,726	1.00	47,160
	Recreation Receptionist	C-4	1.00	1.00	41,878	43,883	1.00	43,665	1.00	43,883
	Subtotal		11.00	11.00			11.00	709,979	11.00	711,192
	Other									
510140	Shift Differential							4,655		5,819
510300	Regular Overtime							8,281		8,322
513044	Longevity Pay							6,225		6,225
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,800		2,800
	Subtotal							21,961		23,166
	<b>Total</b>		<b>11.00</b>	<b>11.00</b>			<b>11.00</b>	<b>731,940</b>	<b>11.00</b>	<b>734,358</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Robert T. Lynch Municipal Golf Course at Putterham Meadows is an 18-hole public course designed and built by Stiles and Van Kleek in 1931. The course includes a practice putting green, practice chipping green and teaching areas. The clubhouse adjacent to the course houses an administrative office, a large foyer with tables and chairs, and a full-service restaurant with both indoor and outdoor dining available. A fully equipped pro-shop is also maintained at the course.

More than \$3 million dollars in capital improvements have been implemented since FY03, including renovation of tee complexes, sand bunkers, and greens throughout the course; installation of paved cart paths; drainage improvements; renovation of the irrigation and remote control systems; and improvements to the interior of the clubhouse.

The finances of the Golf Course are accounted for in an Enterprise Fund, as allowed under M.G.L. Ch. 44, section 53F 1/2. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf course, including fringe benefits.

**BUDGET STATEMENT**

The FY18 budget increases \$124,268 (8.2%). Personnel increases \$97,586 (18.6%) due to a new Assistant Golf Professional (\$53,655), funding a 2% Collective Bargaining Reserve (\$11,030), Temporary Part Time Salaries (\$32,622) and the 0.5% carry-forward for the AFSCME contract (\$279).

The increase in Services (\$11,623, 9.4%) is in Software Service Contract (\$1,300), Other Equipment Rental/Lease (\$4,773), Printing Services (\$1,250), and Credit Card Services (\$4,300). Supplies increase \$90,618 (40.6%) due predominantly to support the new driving range. The increase is split over Pro Shop Supplies (\$12,486), Equipment Maintenance Supplies (\$19,000), Custodial Supplies (\$4,500), Agricultural Supplies (\$38,000), and Recreation Supplies (\$16,632). The increase in Other of \$2,200 (27.2%) is for Professional Dues and Memberships.

The increase in Utilities (\$10,468, 9.5%) is for Electricity (\$2,447), Natural Gas (\$1,401), and Water and Sewer (\$6,620).

Intragovernmental decreases \$2,105 (1.2%), Debt Service decreases \$75,000 (32.9%), and the Reserve decreases \$11,123 (30.8%).

<b>SUB-PROGRAM COSTS - GOLF ENTERPRISE</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	463,530	525,188	622,774	97,586	18.6%
Services	121,872	123,648	135,271	11,623	9.4%
Supplies	159,125	223,250	313,868	90,618	40.6%
Other	5,907	8,100	10,300	2,200	27.2%
Utilities	78,163	109,880	120,348	10,468	9.5%
Capital	362,470	86,420	86,420	0	0.0%
Intragovernmental	177,791	182,097	179,992	(2,105)	-1.2%
Debt Service	191,355	228,125	153,125	(75,000)	-32.9%
Reserve	0	36,123	25,000	(11,123)	-30.8%
<b>TOTAL</b>	<b>1,560,213</b>	<b>1,522,831</b>	<b>1,647,098</b>	<b>124,268</b>	<b>8.2%</b>
<b>BENEFITS</b>			<b>115,019</b>		
<b>REVENUE</b>	<b>1,273,214</b>	<b>1,522,831</b>	<b>1,647,098</b>	<b>124,267</b>	<b>8.2%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**FY2018 OBJECTIVES**

1. To meet budgeted revenues of \$1.65 million in FY18.
2. To increase Rounds of Golf by 10% in FY18 over the prior-year.
3. To exceed budgeted driving range revenues of \$216,000 in FY18.
4. To support local businesses in FY18 by selling \$45,000 in sponsorship opportunities.
5. To enhance Golf Course playability by planning renovation of Holes #1 and #2.

**FY2017 ACCOMPLISHMENTS**

1. Increased Rounds of Golf by 10% in FY17.
2. Completed construction phase and opened a \$1.1 million Driving Range in FY17.
3. Exceeded prior-year revenues by 15% in FY17.
4. Increased player development programs by 30% in FY17 over the prior year.
5. Enhanced Golf Course playability and aesthetics in FY17 by improving bunker quality.

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Number of Rounds	28,416	34,000	29,171	35,000	32,000
# Rounds Employee	422	500	197	500	200
Average pace of play 18 holes	4:15 min	4:15 min	4:15 min	4:15 min	4:15 min
Merchandise revenue per round	\$3.04	\$2.95	\$2.54	\$2.86	\$3.00
Revenue per Round of Golf	\$41.23	\$42.87	\$43.19	\$47.58	\$51.56
Number of Golf Outing Rounds	1,576	1,600	1,258	1,750	1,500
Number of Club Tournament Rounds	84	120	100	120	100
Junior Golf Program Participants	105	150	150	150	150
Private lessons	725	675	750	800	800
Private school play	852	800	850	850	850
Public School Play ( BHS)	335	300	350	355	350
College/University Play	153	150	185	175	185
Online tee time reservations	15,420	12,000	15,000	18,000	16,000
Tee Time Reservations - Telephone	12,996	22,000	14,171	17,000	16,000
Number of entries in database	13,349	15,000	14,500	15,000	15,000
Web-site Hits	157,255	150,000	162,000	165,000	175,000
Social Networking Inquiries					
Facebook Likes	488	600	700	600	900
Twitter Followers	887	1,200	1,150	1,000	1,200

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION		
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Head Golf Pro / Operations Manager	T-8	1.00	1.00	72,910	82,494	1.00	82,494	1.00	82,494	
	Head Superintendent	GN-13	1.00	1.00	74,344	78,085	1.00	78,085	1.00	78,085	
	Assistant Superintendent	GN-7	1.00	1.00	53,655	56,355	1.00	56,076	1.00	56,355	
	Assistant Golf Professional	GN-7	0.00	0.00	53,655	56,355	0.00	0	1.00	53,655	
	Subtotal		3.00	3.00			3.00	216,655	4.00	270,589	
510901	Temporary Part Time Salaries										
	Seasonals							296,763		328,005	
	Teachers/Instructors							6,120		7,500	
	Subtotal							302,883		335,505	
	Other										
513044	Longevity Pay							650		650	
515059	A-Day Buyouts							4,300		4,300	
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700	
	Subtotal							5,650		5,650	
	FY18 Collective Bargaining									11,030	
	<b>Total</b>		<b>3.00</b>	<b>3.00</b>				<b>3.00</b>	<b>525,188</b>	<b>4.00</b>	<b>622,774</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PROGRAM DESCRIPTION**

The Recreation Revolving Fund supports the activities that take place at Brookline's indoor and outdoor facilities including the Soule Center, Soule Gym, Kirrane Skating Rink, Environmental Education Center, Kirrane Aquatics Center, Eliot Center, Tappan Facility, and the many outdoor facilities and leagues. Activities are offered to community members of all age groups and include both passive and active opportunities through instruction, leagues, lessons and enrichment activities. Fees and charges that support these activities are determined according to the Cost Recovery Pyramid Methodology. Provisions for financial assistance, as required, are addressed on a case-by-case basis. See p. IV-118 for a summary of the overall cost recovery for the Recreation Department.

Under Chapter 44, Section 53E 1/2 of the Massachusetts General Laws, the Town is authorized to establish revolving funds. This specific revolving fund enables the Recreation Department to operate numerous programs on a self-supporting basis. All revenue derived from revolving fund programs is used to offset all expenses, including salaries and benefits of employees for these same programs.

**BUDGET STATEMENT**

The FY18 budget reflects an increase of \$123,885 (4.2%). Personnel increases \$112,183 (6.1%) due to a 2% Collective Bargaining reserve (\$37,096), Steps (\$30,974), the 0.5% carry-forward for the AFSCME contract (\$2,950), Permanent Part Time Salaries (\$34,830), Overtime (\$2,247), Longevity (\$200), and Temporary Part Time Salaries (\$4,625). Services increase \$17,538 (4.6%) for Building Maintenance (\$373), Transportation Rentals/Leases (\$2,000), Other Rental/Leases (\$7,695), Building Cleaning (\$708), General Consulting Service (\$250), Field Trips (\$4,668), Printing (\$350), Recreation Services (\$4,965), Athletic Event Officials (\$460), and Credit Card Service Charges (\$2,732), with a decrease in the Ecommerce Charges (\$5,533), and Entertainers / Lecturers (\$1,130).

Supplies decrease \$25,897 (11.6%) due to a decrease in Recreation Supplies (\$27,207), Meals and Receptions (\$5,856) and Food Service Supplies (\$158), which is offset by increases in Office Supplies (\$500), Special Program Supplies (\$5,824), and Medical Supplies (\$1,000). Other increases \$18,991 (44.3%) for Education/Training/Conferences (\$18,100) and Professional Dues and Memberships (\$891).

Utilities decrease \$6,301 (5.8%) for Electricity (\$6,874), which is slightly offset by a decrease in Natural Gas (\$573). Capital decreased \$500 (6.3%). Intergovernmental increases \$7,870 (2.1%).

**FY2018 OBJECTIVES**

- To improve inclusion support for summer camp staff by providing more effective pre-season training.
- To expand youth basketball program to include Rec Plus division.
- To expand swim lesson programming by 10%, offering more pre swim team preparatory classes.
- To increase Aquatics lessons enrollment increase by 10%.
- To expand collection and use of data to drive program innovation and management decisions.

**FY2017 ACCOMPLISHMENTS**

- Enhanced Afterschool Program by adopting best practice standards already in place at Soule Early Childhood Center.
- Established a program for families of kindergarten aged children to guide them successfully into the public school year ahead.
- Adaptive Aquatics program offerings increased by 20%.
- Active Adults program participants increased by 25%.
- Environmental education outreach grant program for funded internally and will expand.
- Recreation Therapy age group limitations were dissolved, providing more access to community.
- Soule Early Childhood Center hosted Japanese delegation.
- Shifted an Assistant Recreation Leader to a Recreation Leader.

<b>SUB-PROGRAM COSTS - REVOLVING FUND</b>					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	1,664,017	1,845,569	1,957,753	112,183	6.1%
Services	317,604	380,105	397,643	17,538	4.6%
Supplies	164,572	224,074	198,177	(25,897)	-11.6%
Other	40,942	42,842	61,833	18,991	44.3%
Utilities	101,163	108,172	101,871	(6,301)	-5.8%
Capital	39,564	7,980	7,480	(500)	-6.3%
Intragovernmental	354,124	375,900	383,770	7,870	2.1%
<b>TOTAL</b>	<b>2,681,986</b>	<b>2,984,642</b>	<b>3,108,526</b>	<b>123,885</b>	<b>4.2%</b>
<b>BENEFITS</b>			<b>380,594</b>		
<b>TOTAL REVENUE</b>	<b>2,852,781</b>	<b>2,984,642</b>	<b>3,108,526</b>	<b>123,884</b>	<b>4.2%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**PERFORMANCE/ WORKLOAD INDICATORS**

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
<u># of Participants:</u>					
Soule Center					
Soule Childcare	72	72	72	72	72
% of Cost Recovery	84%	95%	91%	100%	100%
# Waitlist Family Tours	150	70	200	150	100
Soule Gym					
Indoor Play	636	700	224	670	240
K-2 Basketball	104	185	64	110	65
Kirrane Skating Rink					
Public Skate	12,512	14,600	11,107	14,600	12,500
Rink Rentals	7,200	5,000	5,500	6,000	6,000
Brookline Environmental Ed Center					
All Activities	505	377	583	405	585
Community Gardens	103	102	103	105	103
Kirrane Aquatics Center					
Public Swim	29,567	30,113	27,757	29,892	30,191
BHS Swim Team	77	80	80	82	75
Rec Swim Team	211	200	200	198	195
Swim Lessons	2,451	2,307	2,397	2,379	2,375
% increase in passes sold	4%	3%	2%	2%	2%

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

	ACTUAL FY2015	ESTIMATE FY2016	ACTUAL FY2016	ESTIMATE FY2017	ESTIMATE FY2018
Eliot Rec Center					
After School	30	30	30	30	30
Vacation Week	80	90	75	90	75
Tappan Main Facility					
Basketball	662	650	643	660	655
Tennis - Indoor	N/A	40	N/A	N/A	N/A
RAFT	972	1,100	899	1,025	1,100
Outdoor Facilities					
Summer Camp	1,052	1,046	1,133	1,050	1,100
Camp PSB Partnerships	125	150	187	130	175
Larz Picnic & Shelter	60,205	77,500	56,111	75,000	58,000
Special Events (Concerts/Hayride)	4,400	4,700	4,250	4,500	4,400
Outdoor Athletics					
Participants					
Lacrosse	387	450	375	400	425
Soccer	2,218	2,200	2,108	2,200	2,175
Softball	51	120	50	70	60
Archery	60	60	40	60	40
Field Hockey	25	30	N/A	30	N/A
Out Of Town Trips					
Participants					
Activities/Trips	326	300	328	330	350
Teen Ski	45	45	45	45	45
Ski/Snowboard Lessons	40	45	45	45	45
Recreation Therapy					
Participants	356	430	389	450	400
Programs and Services	79	195	233	85	235
Special Olympics	124	235	156	250	170
RT Trips (OTT)	14	25	17	15	20
% participants enrolled in two + activities (CY)	68%	75%	70%	75%	75%
% Forever Young participants using public transportation	100%	100%	100%	100%	100%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Soule Center	798,266	876,838	893,527	16,689	1.9%
Soule Gym	38,591	47,810	37,947	(9,863)	-20.6%
Ice Skating Rink	269,141	254,670	263,916	9,246	3.6%
Environmental Ed Center	112,110	111,774	109,971	(1,803)	-1.6%
Aquatic	402,090	452,469	455,293	2,824	0.6%
Eliot	158,437	202,218	265,690	63,471	31.4%
Tappan	178,569	231,389	217,584	(13,805)	-6.0%
Outdoor Recreation	457,428	501,148	540,405	39,257	7.8%
Outdoor Athletic	172,331	194,825	204,609	9,785	5.0%
Off Site	95,022	111,503	119,585	8,083	7.2%
<b>TOTAL</b>	<b>2,681,986</b>	<b>2,984,642</b>	<b>3,108,526</b>	<b>123,884</b>	<b>4.2%</b>
<b>TOTAL REVENUE</b>	<b>2,852,781</b>	<b>2,984,642</b>	<b>3,108,525</b>	<b>123,883</b>	<b>4.2%</b>

Soule Center (Rec 1)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	494,072	521,414	525,854	4,440	0.9%
Services	81,433	78,090	77,662	(428)	-0.5%
Supplies	23,713	28,500	28,500	0	0.0%
Other	2,269	6,500	6,500	0	0.0%
Utilities	29,182	31,917	30,690	(1,227)	-3.8%
Capital	2,568	2,600	2,600	0	0.0%
Intragovernmental	165,030	207,817	221,721	13,904	6.7%
<b>TOTAL</b>	<b>798,266</b>	<b>876,838</b>	<b>893,527</b>	<b>16,689</b>	<b>1.9%</b>
<b>REVENUE</b>	<b>798,154</b>	<b>857,611</b>	<b>900,932</b>	<b>43,321</b>	<b>5.1%</b>

Soule Gym (Rec 2)

SUB-PROGRAM COSTS					
CLASS BY EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	10,464	26,092	17,990	(8,102)	-31.1%
Services	13,764	12,750	11,608	(1,142)	-9.0%
Supplies	565	1,366	1,000	(366)	-26.8%
Other	0	0	200	200	-
Capital	0	0	0	0	0.0%
Intragovernmental	13,799	7,602	7,149	(453)	-6.0%
<b>TOTAL</b>	<b>38,591</b>	<b>47,810</b>	<b>37,947</b>	<b>(9,863)</b>	<b>-20.6%</b>
<b>REVENUE</b>	<b>40,535</b>	<b>70,996</b>	<b>31,430</b>	<b>(39,566)</b>	<b>-55.7%</b>

Brookline Environmental Ed Center (BEEC) (Rec 4)

SUB-PROGRAM COSTS					
CLASS BY EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	69,969	73,181	73,797	616	0.8%
Services	12,797	12,640	10,570	(2,070)	-16.4%
Supplies	2,770	2,120	1,734	(386)	-18.2%
Other	800	1,000	800	(200)	-20.0%
Utilities	2,537	2,108	2,034	(74)	-3.5%
Capital	0	0	0	0	0.0%
Intragovernmental	23,236	20,725	21,037	312	1.5%
<b>TOTAL</b>	<b>112,110</b>	<b>111,774</b>	<b>109,971</b>	<b>(1,803)</b>	<b>-1.6%</b>
<b>REVENUE</b>	<b>55,011</b>	<b>54,163</b>	<b>54,493</b>	<b>330</b>	<b>0.6%</b>

Aquatic (Rec 5)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	338,449	375,244	377,193	1,949	0.5%
Services	12,676	28,953	26,941	(2,012)	-6.9%
Supplies	30,048	31,532	33,032	1,500	4.8%
Other	4,314	5,919	7,019	1,100	18.6%
Utilities	0	0	0	0	0.0%
Capital	840	1,000	2,000	1,000	100.0%
Intragovernmental	15,763	9,821	9,108	(713)	-7.3%
<b>TOTAL</b>	<b>402,090</b>	<b>452,469</b>	<b>455,293</b>	<b>2,824</b>	<b>0.6%</b>
<b>REVENUE</b>	<b>561,411</b>	<b>577,765</b>	<b>617,875</b>	<b>40,110</b>	<b>6.9%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

Ice Skating and Rink (Rec 3)

SUB-PROGRAM COSTS				FY18 vs. FY17	
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	120,004	131,246	147,102	15,856	12.1%
Services	24,811	22,175	23,138	963	4.3%
Supplies	12,225	18,620	16,500	(2,120)	-11.4%
Other	81	0	0	0	0.0%
Utilities	64,941	74,147	69,147	(5,000)	-6.7%
Capital	33,280	880	880	0	0.0%
Intragovernmental	13,799	7,602	7,149	(453)	-6.0%
<b>TOTAL</b>	<b>269,141</b>	<b>254,670</b>	<b>263,916</b>	<b>9,246</b>	<b>3.6%</b>
REVENUE	172,773	161,768	173,596	11,828	7.3%

Eliot Rec Center (Rec 6)

SUB-PROGRAM COSTS				FY18 vs. FY17	
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	65,754	129,559	178,105	48,546	37.5%
Services	30,484	32,168	42,873	10,705	33.3%
Supplies	30,641	17,309	20,691	3,382	19.5%
Other	2,645	2,625	5,125	2,500	95.2%
Utilities	4,502	0	0	0	0.0%
Capital	2,437	3,000	1,500	(1,500)	-50.0%
Intragovernmental	21,975	17,557	17,396	(161)	-0.9%
<b>TOTAL</b>	<b>158,437</b>	<b>202,218</b>	<b>265,690</b>	<b>63,471</b>	<b>31.4%</b>
REVENUE	133,225	114,500	133,126	18,626	16.3%

Tappan Street Gym (Rec 7)

SUB-PROGRAM COSTS				FY18 vs. FY17	
CLASS BY EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	89,884	132,424	109,272	(23,152)	-17.5%
Services	27,035	33,065	40,241	7,176	21.7%
Supplies	13,451	20,235	22,175	1,940	9.6%
Other	4,734	6,584	6,200	(384)	-5.8%
Capital	233	500	500	0	0.0%
Intragovernmental	43,233	38,581	39,196	615	1.6%
<b>TOTAL</b>	<b>178,569</b>	<b>231,389</b>	<b>217,584</b>	<b>(13,805)</b>	<b>-6.0%</b>
REVENUE	173,169	182,148	184,640	2,492	1.4%

Off Site (Rec 10)

SUB-PROGRAM COSTS				FY18 vs. FY17	
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	45,412	49,358	50,675	1,317	2.7%
Services	38,007	50,662	55,150	4,488	8.9%
Supplies	1,101	2,700	5,222	2,522	93.4%
Other	704	300	500	200	66.7%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	9,798	8,483	8,039	(444)	-5.2%
<b>TOTAL</b>	<b>95,022</b>	<b>111,503</b>	<b>119,585</b>	<b>8,083</b>	<b>7.2%</b>
REVENUE	42,061	46,900	35,730	(11,170)	-23.8%

Outdoor Recreation Programs (Rec 8)

SUB-PROGRAM COSTS				FY18 vs. FY17	
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	374,889	387,067	434,402	47,335	12.2%
Services	44,790	61,730	59,643	(2,087)	-3.4%
Supplies	23,901	36,910	31,623	(5,287)	-14.3%
Other	1,876	4,739	4,739	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	207	0	0	0	0.0%
Intragovernmental	11,764	10,701	9,998	(704)	-6.6%
<b>TOTAL</b>	<b>457,428</b>	<b>501,148</b>	<b>540,405</b>	<b>39,257</b>	<b>7.8%</b>
REVENUE	599,929	630,024	675,414	45,390	7.2%

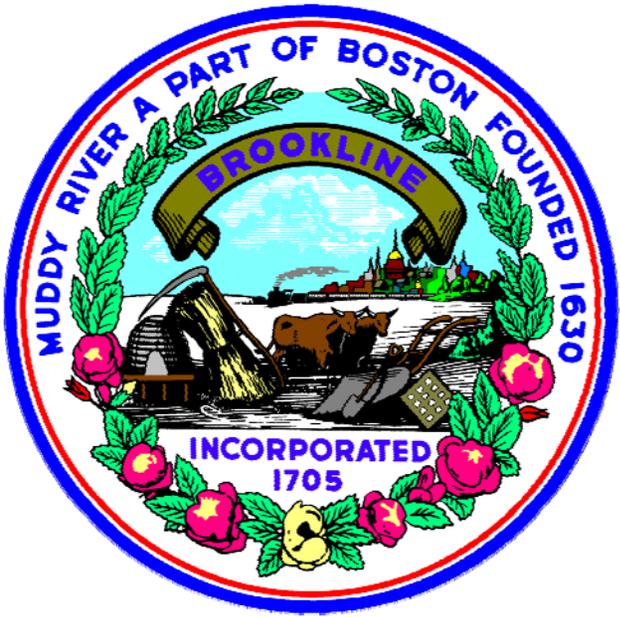
Outdoor Athletics (Rec 9)

SUB-PROGRAM COSTS				FY18 vs. FY17	
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Personnel	55,118	55,218	43,363	(11,855)	-21.5%
Services	31,807	47,872	49,817	1,945	4.1%
Supplies	26,159	29,550	37,700	8,150	27.6%
Other	23,520	15,175	30,750	15,575	102.6%
Capital	0	0	0	0	0.0%
Intragovernmental	35,727	47,010	42,979	(4,031)	-8.6%
<b>TOTAL</b>	<b>172,331</b>	<b>194,825</b>	<b>204,609</b>	<b>9,785</b>	<b>5.0%</b>
REVENUE	303,405	288,767	301,290	12,523	4.3%

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2017 SALARY RANGE		FY2017 BUDGET		FY2018 RECOMMENDATION		
			FY2015	FY2016	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Director Early Learning Center	GN-10	1.00	1.00	63,520	66,716	1.00	66,716	1.00	66,716	
	Recreation Leader II	GN-8	1.00	1.00	58,323	61,258	1.00	59,965	1.00	61,258	
	Recreation Leader	GN-7	2.00	2.00	53,655	56,355	2.00	108,541	3.00	165,421	
	Administrator/Lead Teacher	GN-7	1.00	1.00	53,655	56,355	1.00	56,076	1.00	56,355	
	Environmental Educator and Outreach Coordinator	GN-7	1.00	1.00	53,385	56,072	1.00	56,072	1.00	56,072	
	Asst Rec Leader	GN-5	1.00	1.00	46,648	48,996	1.00	53,390	0.00	0	
	Curriculum Coordinator/Lead Teacher	GN-5	1.00	1.00	46,648	48,996	1.00	47,183	1.00	48,201	
	Lead Teacher	GN-4	5.00	5.00	41,837	43,942	5.00	215,088	4.00	171,363	
	Assistant Teacher	GN-3	1.00	1.00	37,355	39,234	1.00	37,783	1.00	38,598	
	Building Custodian	MN-2	1.00	1.00	47,682	50,111	1.00	48,039	1.00	48,881	
	Charge Off from Parks Department (Skating Rink)							46,833		116,746	
	Subtotal		15.00	15.00			15.00	795,686	14.00	829,610	
510102	Permanent Part Time Salaries										
	Lead Teacher	GN-4	0.75	0.75	41,630	43,725	0.75	32,262	1.50	65,914	
	Subtotal		0.75	0.75			0.75	32,262	1.50	65,914	
510901	Temporary Part Time Salaries										
	Asst Rec Leader				\$12.00 /hr.	\$14.19 /hr.		31,246		49,795	
	Asst Teacher/Group Leader				\$12.00 /hr.	\$15.50 /hr.		67,808		72,128	
	Bus Driver				\$17.00 /hr.	\$22.00 /hr.		22,217		21,231	
	Coach				\$12.00 /hr.	\$26.00 /hr.		25,554		25,554	
	Concessions/Pro Shop				\$12.00 /hr.	\$14.19 /hr.		11,194		11,194	
	Coordinator/Director				\$15.00 /hr.	\$16.50 /hr.		97,882		90,026	
	Counselor				\$12.00 /hr.	\$14.19 /hr.		219,433		223,821	
	Custodian				\$16.31 /hr.	\$16.31 /hr.		14,453		14,453	
	Guard				\$12.00 /hr.	\$16.00 /hr.		263,527		263,843	
	Instructor				\$12.00 /hr.	\$50.00 /hr.		64,562		58,432	
	Part Time Manager				\$13.98 /hr.	\$15.50 /hr.		40,379		37,400	
	Referee				\$12.00 /hr.	\$38.00 /hr.		23,954		19,444	
	Scorekeeper				\$13.98 /hr.	\$13.98 /hr.		1,068		0	
	Specialist				\$13.98 /hr.	\$50.00 /hr.		83,428		84,449	
	Subtotal							966,705		971,770	
	Other										
510140	Shift Differential							2,500		2,500	
510143	Working Out of Class							3,239		3,239	
510300	Regular Overtime							24,577		26,824	
513044	Longevity Pay							1,450		1,650	
514540	Sick Buyouts							5,500		5,500	
515058	Vacation Buyouts							7,000		7,000	
515059	A-Day Buyouts							4,200		4,200	
515501	Clothing/Uniform Allowance							2,450		2,450	
	Subtotal							50,916		53,363	
	FY18 Collective Bargaining									37,096	
	(1) Prior to FY14, 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund										
	(2) In FY12, 53% of the Park Ranger position was charged here; the remaining 47% was charged to the DPW budget. In FY14, all funding was moved to the General Fund.										
<b>Total</b>			<b>15.75</b>	<b>15.75</b>				<b>15.75</b>	<b>1,845,569</b>	<b>15.50</b>	<b>1,957,753</b>



**PERSONNEL BENEFITS**

Personnel Benefits total \$61 million, which reflects an increase of \$4.2 million (7.4%). They comprise nearly 25% of the Operating Budget, making them a critical cost center of the budget that must be managed as carefully as possible and as allowed under the various State laws that pertain to pensions, health care, unemployment, and on-the-job injuries. This is a category of expenditures that has grown at rates well above inflation, due primarily to increases in health care and retirement costs. The health insurance line-item was \$16.8 million in FY06; it is now \$30.8 million, an increase of 83%. If not for the move to the GIC, the increase would have been much greater. Contributory Pension costs have more than doubled over the past decade, going from \$9.9 million in FY07 to \$21.1 million in FY18. The pages that follow detail all benefit items.

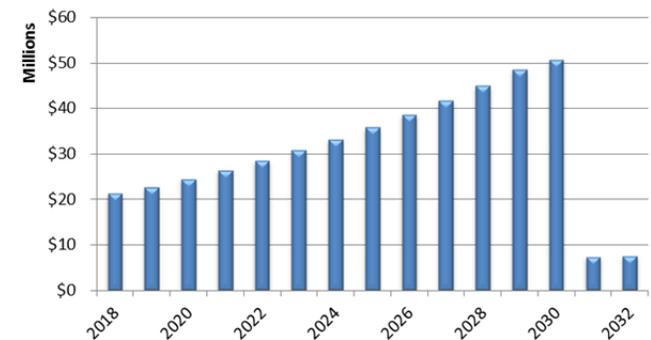
<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	BUDGET FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Pensions - Contributory *	18,614,051	19,623,677	21,434,185	<b>1,810,508</b>	<b>9.2%</b>
Pensions - Non-Contributory	110,753	95,000	65,000	<b>(30,000)</b>	<b>-31.6%</b>
Group Health Insurance	26,701,439	29,042,056	30,758,441	<b>1,716,385</b>	<b>5.9%</b>
Health Reimbursement Account (HRA)	49,550	0	0	<b>0</b>	<b>0.0%</b>
Retiree Group Health Fund (OPEB's) *	3,499,119	3,774,838	4,480,080	<b>705,242</b>	<b>18.7%</b>
Employee Assistance Program (EAP)	24,900	28,000	28,000	<b>0</b>	<b>0.0%</b>
Group Life Insurance	132,265	145,000	145,000	<b>0</b>	<b>0.0%</b>
Disability Insurance	11,439	16,000	16,000	<b>0</b>	<b>0.0%</b>
Worker's Compensation *	1,550,000	1,450,000	1,450,000	<b>0</b>	<b>0.0%</b>
Public Safety IOD Medical Expenses *	250,000	250,000	200,000	<b>(50,000)</b>	<b>-20.0%</b>
Unemployment Compensation *	300,000	300,000	200,000	<b>(100,000)</b>	<b>-33.3%</b>
Public Safety Medical Disability	19,534	40,000	40,000	<b>0</b>	<b>0.0%</b>
Medicare Payroll Tax	1,980,613	2,083,625	2,223,228	<b>139,603</b>	<b>6.7%</b>
<b>TOTAL EXPENDITURE</b>	<b>53,243,663</b>	<b>56,848,195</b>	<b>61,039,933</b>	<b>4,191,738</b>	<b>7.4%</b>

\* The figures shown reflect the appropriation that was transferred to the trust fund from General Fund revenues, not actual expenditures.

**PENSIONS - CONTRIBUTORY**

The Contributory Retirement System, a defined benefit program, is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a State entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. This appropriation covers the costs of employees who are part of the Town's retirement system (teacher pensions are funded by the State, not the Town). In 1989, the Town accepted the optional provision of the Pension Reform law that committed the Town to funding its system in full over 40 years (by 2028). In 2010, the State approved a bill that extended the full-funding date to 2040. Based on the current funding schedule, a graph of which is shown to the right, the system will be fully-funded in 2030. The large decrease in FY31 reflects the full amortization of the unfunded liability, leaving just the Normal Cost.

**PENSION SYSTEM FUNDING SCHEDULE**

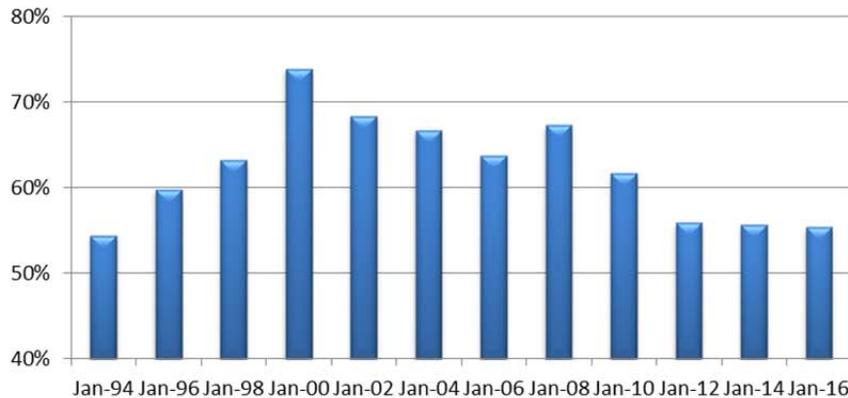


The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees (active or retired) who are elected, one appointee

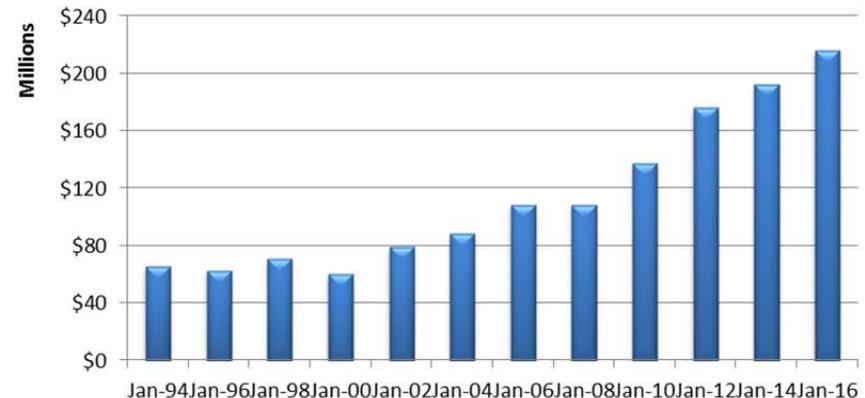
**PENSIONS - CONTRIBUTORY (con't)**

of the Board of Selectmen (currently the former Finance Director), the Town Comptroller, and a fifth member chosen by the other four. There are approximately 1,395 active employees, 1,290 inactive employees, and 893 retirees and survivors who are members of the system. As of December 31, 2015, the retirement system was valued at approximately \$256 million, an amount that reflects the loss of approximately 0.5% during CY15. The actuarial valuation and review as of January 1, 2016 showed the system being 55.4% funded with an unfunded liability of \$216.1 million. The next formal update of the actuarial valuation will be as of January 1, 2018 and will be available late-Spring / early-Summer of 2018. The graphs below provide a history of both variables since 1/1/94.

**PENSION FUND - FUNDING PERCENTAGE**



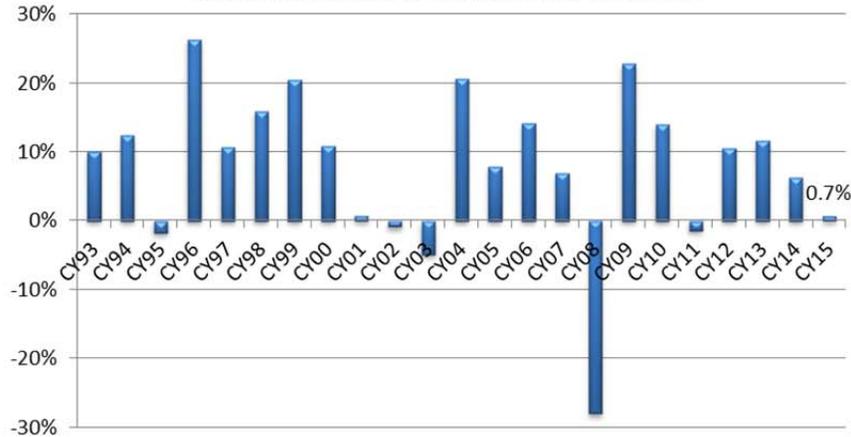
**UNFUNDED PENSION LIABILITY**



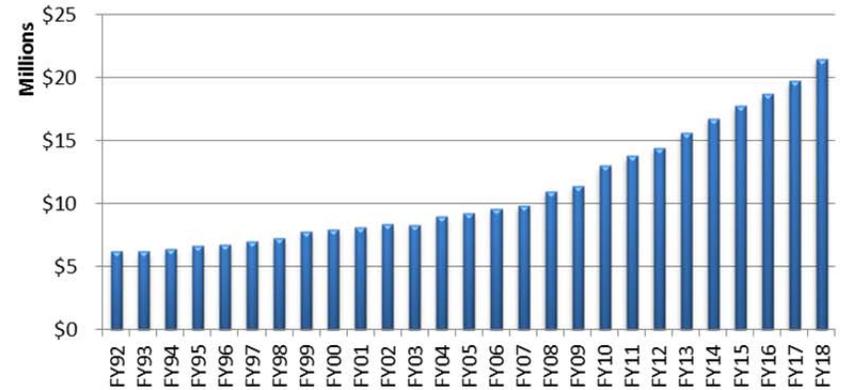
In an effort to help compensate for the 28% loss in CY08, which can be seen in the below left graph on the following page, the 2009 Fall Town Meeting appropriated additional monies (\$965,151) into the pension fund. These funds came from two sources: new Meals Excise Tax / increased Lodging Excise Tax (\$700,000) and the balance in the FY10 Collective Bargaining Reserve (\$265,151). In FY11, those funds remained in the budget base. These steps helped obviate the need for a \$1.8 million increase in FY12; instead, a \$657,380 (4.8%) increase was required. Similarly, in order to protect against a very large increase in the FY14 appropriation, resulting primarily from the CY11 loss of 1.4%, the 2012 Fall Town Meeting appropriated an additional \$344,283 into the FY13 base. That action, coupled with an extension of the full-funding date from 2028 to 2030, both reduced the extent to which the FY14 appropriation needed to grow and allowed for a reduction in the assumed annual rate of return from 8.15% to 7.75%.

In FY14, with an eye to the future, \$200,000 was added to required contribution of \$16.6 million. Doing so not only resulted in additional funds for investment, but it also increased the base appropriation for FY15 and allowed the Retirement Board to reduce the rate of return to 7.6%. With this most recent valuation the Retirement Board lowered the rate of return to 7.4%. The FY18 appropriation recommends an additional \$300,000 of free cash to be added to the required contribution for a total increase of \$1,780,508 (9.0%) to \$21.5 million. The graph on the following page shows the appropriation history for the Contributory Retirement line-item.

**PENSION FUND INVESTMENT RETURN**



**CONTRIBUTORY PENSION APPROPRIATION**



**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 six retirees receiving such pensions. Total FY18 expenditures are projected at \$65,000, a decrease of \$30,000 (31.6%).

**GROUP HEALTH INSURANCE**

Health insurance is a major cost center of the Town, accounting for 11% of the Operating Budget. Therefore, controlling its costs is vital to the Town’s budget and, ultimately, to providing the level of services residents desire. Brookline implemented a new self-insured, managed health care plan in FY96. This, along with a moderation of national health care costs, kept expenditures under reasonable control through FY00. At that time, national cost trends began to rise. Since then, the Town has realized significant increases in the health insurance budget, as shown in the table and graph on the following page and detailed below.

Between July 1, 1995 and September 30, 2004, the Town offered 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 moved to a sole provider of health insurance. The result of the switch was a savings of \$830,000 for the Town and \$275,000 for employees. (On an annualized basis, the savings were \$1.1 million for the Town and \$400,000 for employees. The FY05 savings were less because the new plan went into effect on October 1, 2004.)

For FY08, the quoted rate increase from BC/BS was 12%. In response to the expected \$2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately \$950,000 for the Town, partially offset by the loss of the Medicare Part D Subsidy from the Federal government (\$195,000), yielding a net savings of \$755,000 for FY08. On an annualized basis, the total premium reduction was nearly \$1.3 million. In FY11, as a result of the Town and the unions agreeing to move to the State-administered Group Insurance Commission (GIC), the appropriation decreased \$3.85 million instead of increasing an estimated \$1.7 million. Since the move to the GIC, annual rate increases have been well below the increases realized prior to the move, which has played a key role in balancing budgets and has saved most employees money (lower premiums than would have been under old plans, net of increased out-of-pocket costs). The FY18 budget assumes a rate increase of 5% and 40 new enrollees, bringing the FY18 Group Health budget to \$30.76 million, which reflects an increase of \$1.7 million (5.91%). Final GIC rates will be announced in early-March.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

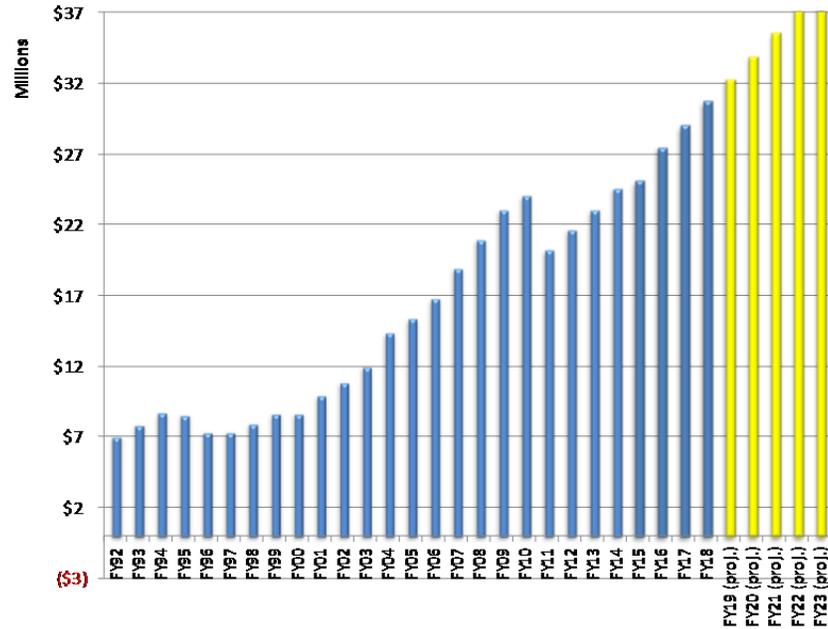
**PROGRAM GROUP: Non-Departmental  
PROGRAM: Personnel Benefits**

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

FY	RATE CHANGE			BUDGET CHANGE
	BC / BS	PILGRIM	GIC	
	HARVARD			
2001	20%	13%	na	\$1,250,000
2002	5%	1%	na	\$925,000
2003	5%	14.79%	na	\$1,150,000
2004	20%	17.56%	na	\$2,400,000
(1) 2005	-2%	20%	na	\$1,050,000
2006	10.3%	na	na	\$1,360,000
2007	14.0%	na	na	\$2,150,000
(2) 2008	6.0%	na	na	\$2,000,000
2009	12.8%	na	na	\$2,100,000
2010	7.8%	na	na	\$1,000,000
(3) 2011	na	na	6%-16%	(\$3,850,000)
(4) 2012	na	na	4.4%	\$1,453,000
(5) 2013	na	na	2.2%	\$1,398,000
(6) 2014	na	na	3.5%	\$1,540,000
(6) 2015	na	na	1.5%	\$520,000
(6) 2016	na	na	6.9%	\$2,348,611
(6) 2017	na	na	5.7%	\$1,557,366
(7) 2018	na	na	5.0%	\$1,780,508
<b>Total</b>				<b>\$22,132,485</b>

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

**GROUP HEALTH APPROPRIATION**



The left table on the following page shows the enrollment allocation between Town/School, Active/Retired, and Individual plan/Family plan while the pie charts in the middle break out enrollment and costs by plan type. The right graph shows the increase in the number of enrollees since FY98, during which time enrollment has increased 20% (521 enrollees), the result of additional school employees -- the number of school enrollees has grown by almost 600 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

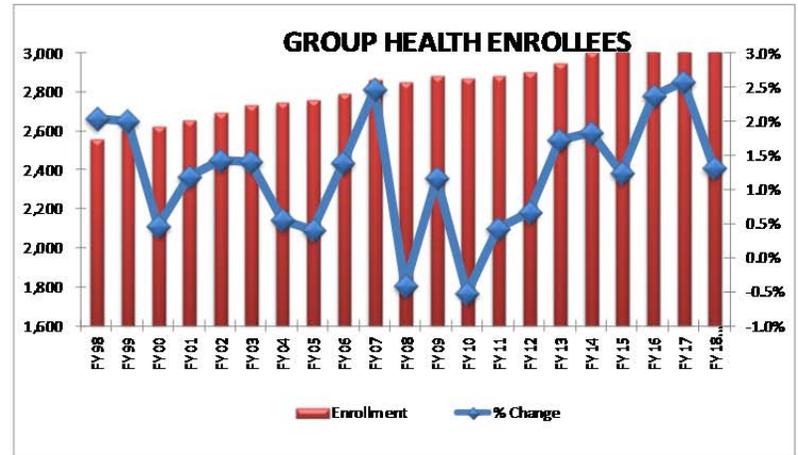
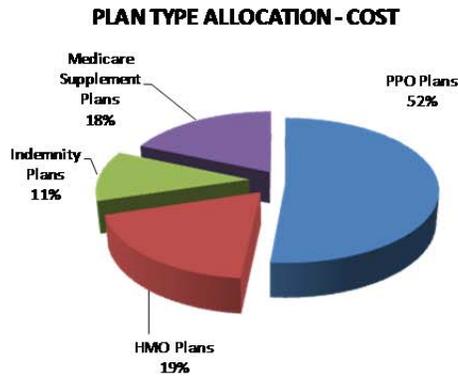
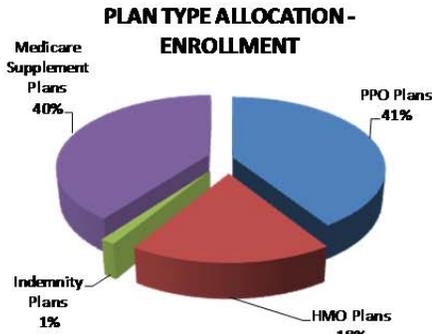
**HEALTH REIMBURSEMENT ACCOUNT (HRA)**

An HRA is a program where the employer reimburses certain out-of-pocket medical expenses paid by employees. As part of the agreement to enter the GIC, for FY11 the Town funded an HRA for some expenses, including co-pays for outpatient surgery, inpatient hospital care, emergency room visits, and durable medical equipment, all of which were paid from the old Group Health Trust Fund. In FY12, the costs were moved to the General Fund. The Public Employee Committee expires at the end of FY 2016. Funding for this account has been moved to the Group Health Trust Fund Account.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

	ESTIMATE FY2017	ESTIMATE FY2018
Group Health Enrollment	3,114	3,236
Group Health Budget (in millions)	\$29.04	\$30.76
<b>Town:</b>		
Enrollment	1,361	1,409
% of Total	43.7%	43.5%
Budget	\$12.69	\$13.39
% of Total	43.7%	43.5%
<b>School:</b>		
Enrollment	1,753	1,827
% of Total	56.3%	56.5%
Budget	\$16.35	\$17.37
% of Total	56.3%	56.5%
<b>Active:</b>		
Enrollment	1,537	1,614
% of Total	49.4%	49.9%
Budget	\$18.38	\$19.44
% of Total	<b>63.3%</b>	<b>63.2%</b>
<b>Retiree:</b>		
Enrollment	1,577	1,622
% of Total	50.6%	50.1%
Budget	\$10.66	\$11.32
% of Total	<b>36.7%</b>	<b>36.8%</b>
<b>Individual:</b>		
Enrollment	2,192	2,279
% of Total	70.4%	70.4%
Budget	\$15.41	\$16.32
% of Total	<b>53.1%</b>	53.1%
<b>Family:</b>		
Enrollment	922	957
% of Total	29.6%	29.6%
Budget	\$13.64	\$14.44
% of Total	47.0%	47.0%



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

Retiree healthcare benefits are of significant concern to both public and private sector employers. The aging of the workforce, combined with escalating healthcare costs, raise serious concerns about how these benefits will be financed. For Brookline, more than 50% of all enrollees are retirees, and that figure will grow over the next few years as the Baby Boomers retire.

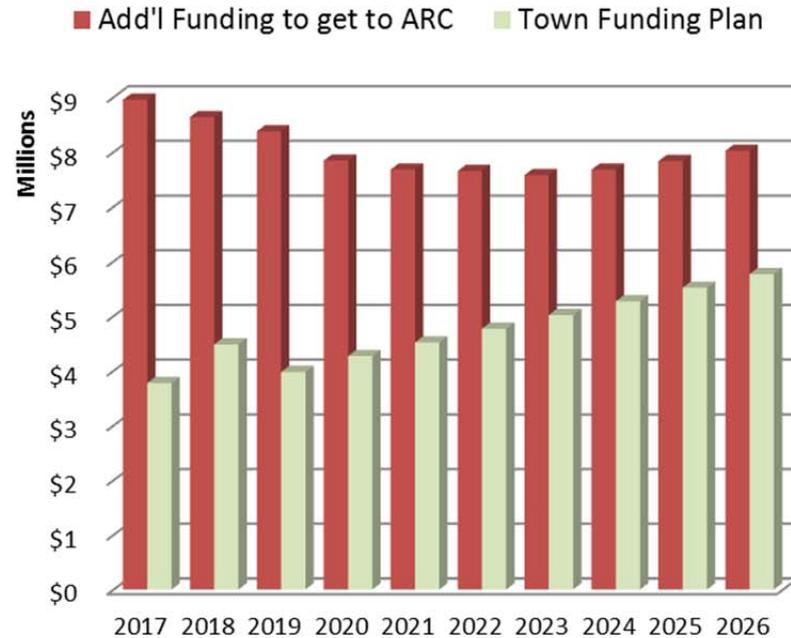
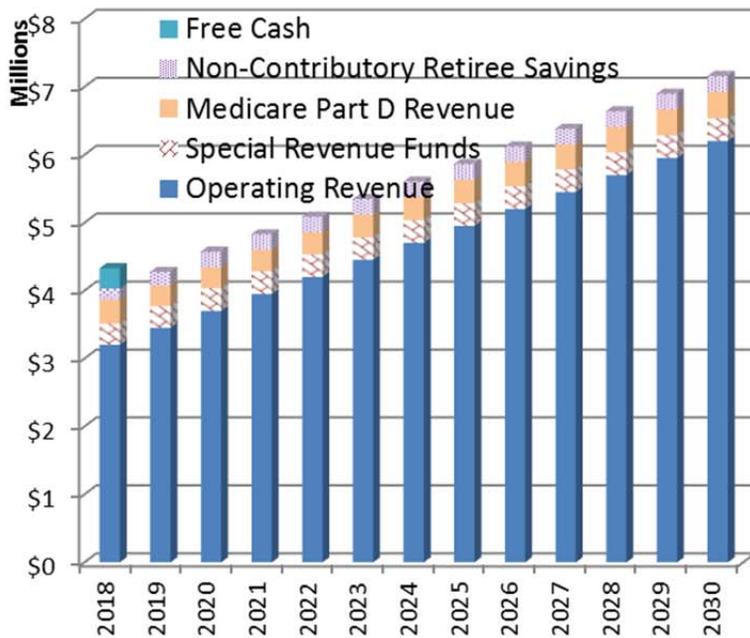
The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the Other Post-Retirement Benefit (OPEB) issue. The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, which is the current practice for most government-sponsored plans. GASB 45 requires the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of the OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods. GASB 43 applies to trusts that are established in order to pre-fund OPEB benefits and for trusts that are used as conduits to pay OPEB benefits while GASB 45 applies to the financial statements issued by employers.

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

In order to comply with GASB 43, at the Town's request the Legislature enacted Chapter 472 of the Acts of 1998, a Home Rule petition that established a Post-Retirement Benefits Trust Fund to be used to offset or defray future costs of retiree healthcare. (It was amended by Chapter 143 of the Acts of 2009.) The primary objective of this fund is to begin to accumulate funds to meet the actuarially determined past service unfunded accrued healthcare liability of the Town. The Town's OPEB liability, as calculated by the Segal Group as of June 30, 2016, was \$280.7 million. (This will next be updated with figures as of June 30, 2018.)

While the Town is not legally required to make an annual contribution toward reducing the unfunded liability, the Town has taken steps to recognize and fund this liability. In fact, Brookline is one of the few communities in the state that has taken steps to appropriate monies for OPEB's. As of January 1, 2015, the balance in the trust fund was \$25.4 million. For FY18, \$3.57 million of General Fund revenue is recommended for appropriation plus \$311,988 from assessments on grants / special revenue funds. These proposals result in a FY18 appropriation of \$4.5 million. The below left graph shows the funding plan through 2030. Based on the current schedule, in FY30 the Pension fund will be fully-funded, allowing for a significant re-direction of funds (\$30.2 million) to OPEB's. While not shown in the graph, once that begins it will greatly reduce the unfunded liability.

**OPEB Funding Plan**



**EMPLOYEE ASSISTANCE PROGRAM (EAP)**

The Town implemented an Employee Assistance Program on May 1, 1999 to provide short-term counseling or referral services to employees and their families who may be experiencing personal or family problems. The use of this program is voluntary and confidential. The budget is level-funded at \$28,000.

**GROUP LIFE INSURANCE**

The Town provides a group life insurance program available for all employees and retirees. Those who choose to enroll are insured at \$5,000. There are approximately 1,395 active employees and 994 retirees enrolled in the program. The Town entered into a 36-month contract with Boston Mutual Insurance Company for FY13 – FY15 and has since committed to holding the rates for another fiscal year. The rate is \$76.20 per year per employee, with the Town paying for 75% of the cost. The FY18 budget is level funded at \$145,000.

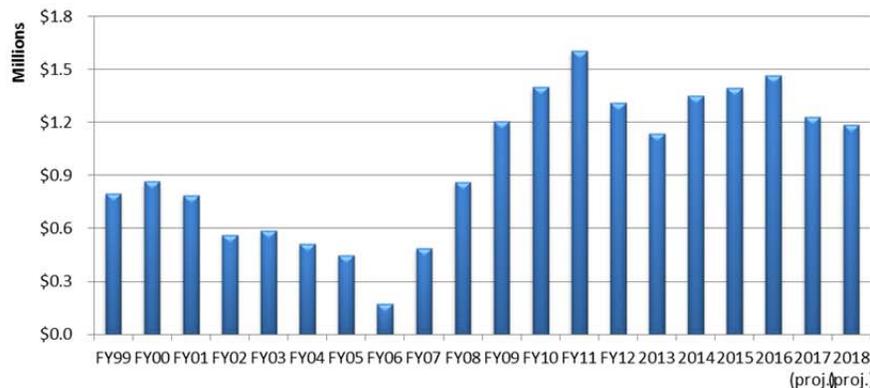
**DISABILITY INSURANCE**

The Town provides disability insurance to members of the Department Head and Senior Administrator Classification Plan. The contributory program provides coverage to be based on a 90-day elimination period before benefits commence with a benefit of 60% to a maximum of \$6,000 a month per individual. The FY18 budget is level-funded at \$16,000.

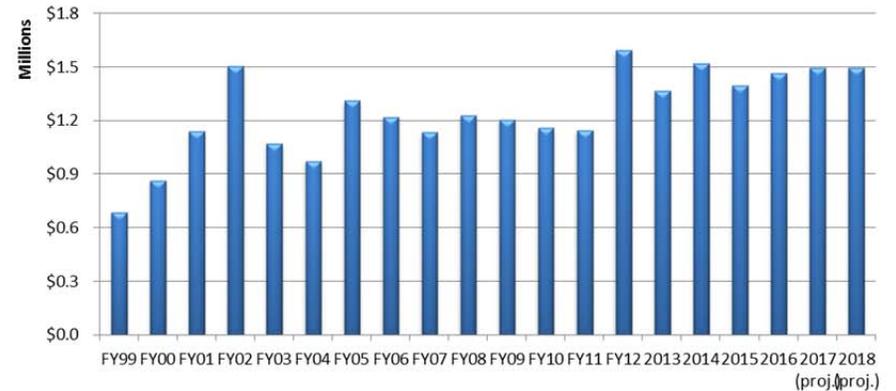
**WORKERS' COMPENSATION**

The Town provides workers' compensation on a self-insured basis with a stop loss policy of \$800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. As shown in the below left graph, the fund balance dropped significantly between FY00 and FY06, to the point where the balance was just 14% of a year's expenditures, a very low reserve level for a fund that can experience large spikes in expenses. At the end of FY11, the fund balance was equal to one year's worth of expenditures. This turnaround was due to increasing the annual appropriation, using Free Cash to augment the fund, and efforts to slow the growth in costs. Both FY12 and FY13 realized levels of expenditures that were larger than normal, resulting in a decrease in fund balance. To help augment fund balance, the FY14 base appropriation was increased and \$270,000 of Free Cash was added. The FY18 budget is level-funded at \$1.45 million.

**WORKER'S COMP TRUST FUND - YR-END FUND BALANCE**



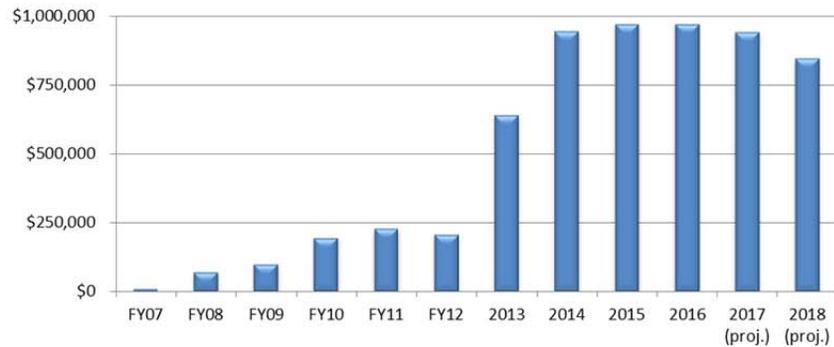
**WORKER'S COMP EXPENDITURES**



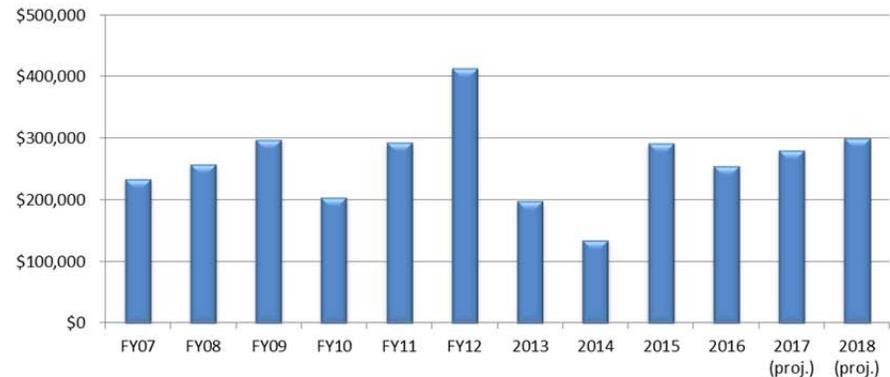
**PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND**

At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to pay the medical bills of police officers and firefighters who are injured while on duty from a trust fund rather than from a line-item in those departments' budgets. It made little sense that it was permissible to establish a trust fund to cover the medical costs of employees injured on the job who are covered by Worker's Compensation (non-public safety employees), but it was not permissible to establish a fund to pay for similar expenses for public safety employees. The FY18 request is \$200,000, which is a reduction of \$50,000 (20%). The below left graph shows the year-end fund balance since the fund was created in FY07 while below right graph shows annual expenditures from the fund.

**PUBLIC SAFETY IOD TRUST FUND -- YR-END FUND BALANCE**



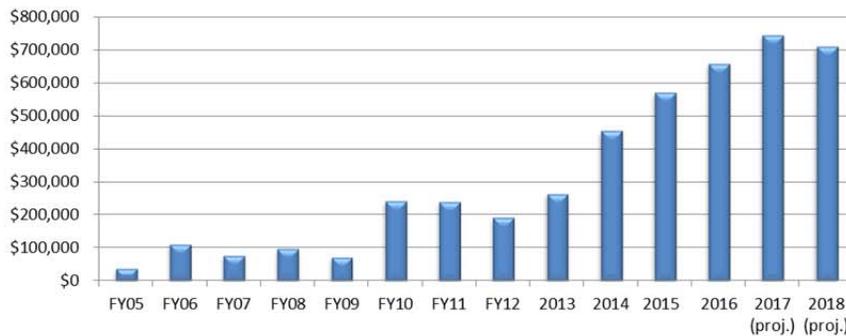
**PUBLIC SAFETY IOD TRUST FUND -- EXPENDITURES**



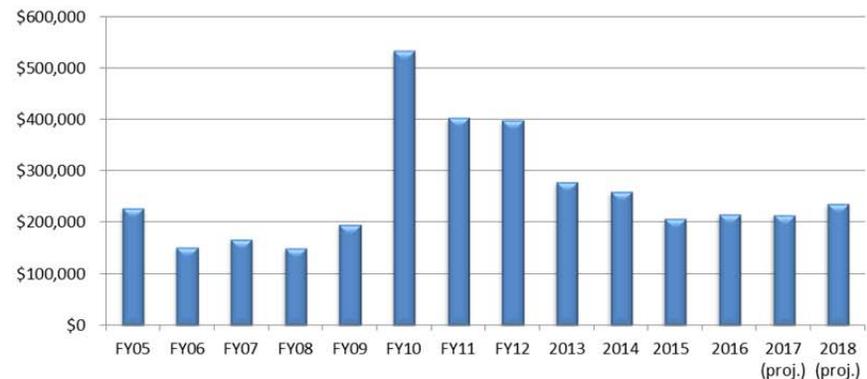
**UNEMPLOYMENT COMPENSATION**

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 \$698 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 FY15 data, approximately 49% of the claims and associated costs are for former School employees, with the remaining 51% for former Town employees. For FY18, the budget is reduced by \$100,000 to \$200,000. The below left graph shows the year-end fund balance since the fund was created in FY05 while the below right graph shows annual expenditures from the fund.

**UNEMPLOYMENT TRUST FUND -- YR-END FUND BALANCE**



**UNEMPLOYMENT TRUST FUND -- EXPENDITURES**



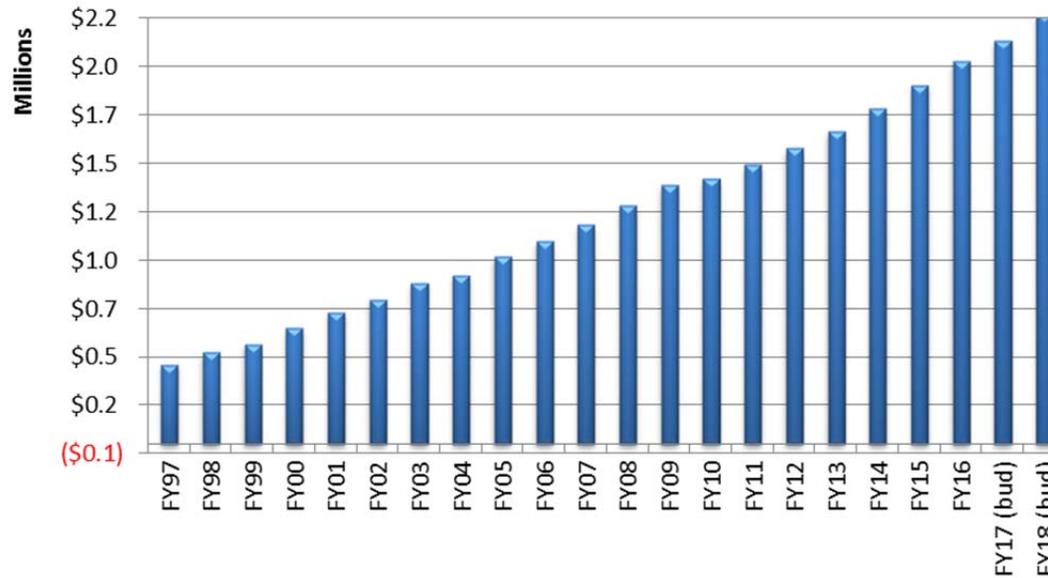
**PUBLIC SAFETY MEDICAL DISABILITY**

Chapter 41, Section 100B requires the Town to pay all disability-related medical costs for police and firefighters retired from the Town due to a job-related disability. The FY18 appropriation is level-funded at \$40,000.

**MEDICARE PAYROLL TAX**

As a result of federal legislation, all local government employees hired after March 1, 1987 are required to be covered under the Medicare program. Both the Town and the employees are responsible for a payroll tax of 1.45%, for a total of 2.9%. As more and more positions turnover, or are added, this tax will increase. It also increases as wages grow, as it is based upon a percentage of wages. The graph below shows the expenditure history of this line-item since FY97. The FY18 requested amount is increased \$139,603 (6.7%) to \$2.22 million.

**MEDICARE PAYROLL TAX EXPENDITURES**



**DEBT SERVICE**

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY18, the Debt Service budget for the General Fund is \$12.3 million, an increase of \$1,579,491 (14.7%). Please see Section VII of this Financial Plan for a more detailed description of the Capital Improvement Program (CIP), debt, and debt service.

**LONG-TERM DEBT**

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, between 4.5% - 6% of the Town's net operating revenues are allocated to service the debt of the CIP. (The policies, which can be found in the Appendix of this Financial Plan, require that a total of 6% of the prior year's net revenue be dedicated to the CIP, with 4.5% targeted for debt and 1.5% targeted for pay-as-you-go.) The Board's policies were designed to boost the commitment to the CIP in an effort to address the backlog of much needed capital projects. In the last 10 years, more than \$101 million in bond authorizations have been voted by Town Meeting, of which \$91 million is supported by the General Fund and \$10 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately \$70 million, with the General Fund responsible for \$60 million. FY18 General Fund long-term debt service is projected to total \$12.32 million, an increase of \$1,579,490 (14.7%) from FY17. The table on page VII-17 shows debt service for all funds, which totals \$14,321,451 million, an increase of \$1,120,496 (8.5%).

**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, with the approval of the Board of Selectmen. BAN interest costs for FY18 are level-funded at \$100,000.

**ABATEMENT INTEREST AND REFUNDS**

Interest payments, which may be due to a taxpayer as a result of a tax abatement, are paid from this account. Also paid from this account are small refunds due to taxpayers because of overpayments. The budget is level-funded for FY18 at \$60,000.

<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	BUDGET FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Long-Term Debt - Principal	7,183,044	7,923,973	8,412,237	488,264	6.2%
Long-Term Debt - Interest	2,135,547	2,658,965	3,750,191	1,091,226	41.0%
Total Long-Term Debt	9,318,591	10,582,938	12,162,428	1,579,490	14.9%
Short-Term Debt Interest - Bond Anticipation Notes (BAN's)	100,000	100,000	100,000	0	0.0%
Total Short-Term Debt	100,000	100,000	100,000	0	0.0%
Abatement Interest & Refunds	60,000	60,000	60,000	0	0.0%
<b>TOTAL EXPENDITURE</b>	<b>9,478,591</b>	<b>10,742,938</b>	<b>12,322,428</b>	<b>1,579,490</b>	<b>14.7%</b>

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

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

**UNCLASSIFIED**

The Unclassified portion of the budget represents miscellaneous accounts in the Town budget, including various reserves. This category of expenses totals \$3.85 million, an increase of \$600,999 (18.5%).

**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 / TOWN MEETING**

This budget is for the costs associated with Town Meeting and for the printing and production of the Combined Reports, the Town's Annual Report, and the Annual Financial Plan. The budget is level funded for FY18 at \$35,000.

**MMA DUES**

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY18, the Debt Service budget for the General Fund is \$12.3 million, an increase of \$1579,491 (14.7%). Please see Section VII of this Financial Plan for a more detailed description of the Capital Improvement Program (CIP), debt, and debt service.

**GENERAL INSURANCE**

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for more than 80% of all the general insurance costs. The total amount requested for FY18 is increased \$11,824 (3.0%) to \$405,972.

<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	BUDGET FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
Out of State Travel	1,908	3,000	3,000	0	0.0%
Printing of Warrants & Reports / Town Mtg	27,772	35,000	35,000	0	0.0%
Mass. Municipal Association (MMA) Dues	12,281	12,585	12,900	315	2.5%
General Insurance	316,595	394,148	405,972	11,824	3.0%
Audit and Professional Services	129,632	137,000	137,000	0	0.0%
Contingency Fund	13,374	15,000	15,000	0	0.0%
Liability / Catastrophe Fund *	78,969	144,322	203,644	59,322	41.1%
Affordable Housing Trust Fund *	163,078	158,539	576,803	418,264	263.8%
Stabilization Fund *	0	0	0	0	-
Reserve Fund **	2,200,198	2,348,737	2,460,011	111,274	4.7%
Property Tax Supported (0.75%)	na	1,761,553	1,845,008	83,456	4.7%
Free Cash Supported (0.25%)	na	587,184	615,003	27,819	4.7%
<b>TOTAL EXPENDITURE</b>	<b>2,943,807</b>	<b>3,248,330</b>	<b>3,849,329</b>	<b>600,999</b>	<b>18.5%</b>

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

\*\* For the FY16 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

**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 FY18 is budgeted at \$92,000, while the remaining \$45,000 is for outside professional consulting services that may be necessary during the course of the year.

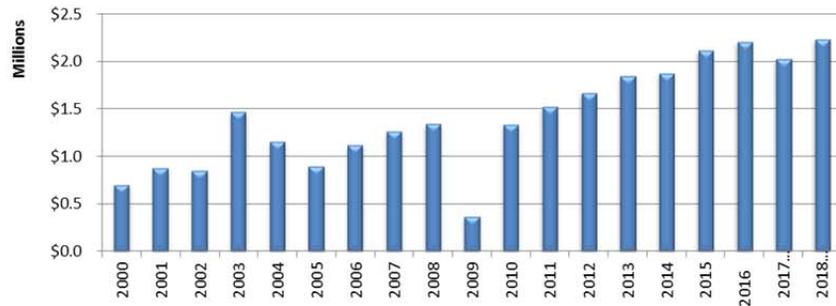
**CONTINGENCY FUND**

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

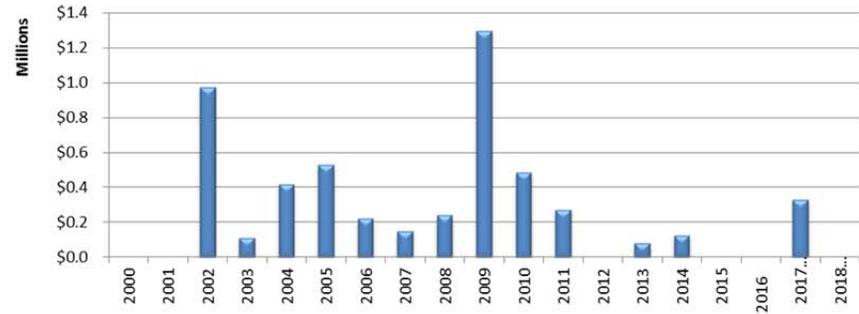
**LIABILITY/CATASTROPHE FUND**

This reserve was established by Town Meeting in 1997 via Home Rule legislation that was eventually signed into law on April 3, 1998 as Chapter 66 of the Acts of 1998. (It was later amended by Chapter 137 of the Acts of 2001.) The purpose of the Fund is to allow the Town to set aside reserves, pay settlements and judgments, and protect the community from the negative financial impact of catastrophic loss or legal claims. Per the Town's Reserve Fund policies, the required level for this fund is an amount equivalent to 1% of the prior year's net revenue, or \$2.46 million for FY18. The amount required to achieve the recommended funding level for FY18 is \$203,644, an increase of \$59,322 (41.1%). All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies. The graphs below show the annual year-end fund balance (left) and expenditure history (right).

**LIABILITY/CATASTROPHE FUND -- YR-END FUND BALANCE**



**LIABILITY/CATASTROPHE FUND -- EXPENDITURES**



**AFFORDABLE HOUSING TRUST FUND (AHTF)**

This fund was established as part of the Town's effort to increase the amount of affordable housing in the Town. In FY02, the Town was able to make its first appropriation from General Fund revenues into the Fund, in the amount of \$1 million. This was made possible by having an extremely large Free Cash certification of \$12.4 million. In order to establish a clear policy regarding how Free Cash relates to the Trust Fund, an allocation formula was adopted. The Fiscal Policy Review Committee (FPRC), as part of its work in CY11, recommended a revision to the policy, which the Selectmen adopted. The policy, which can be found in its entirety in the Appendix of this Financial Plan, states that if the year-end fund balance in the AHTF is below \$5 million, then 15% of any Free Cash remaining after funding the first four priorities shall be allocated to the AHTF. Based on this policy, \$576,803 is recommended for appropriation into the AHTF in FY18. The table on the following page provides a history of funding by source, along with the annual year-end fund balance.

**TOWN OF BROOKLINE  
FY2018 PROGRAM BUDGET**

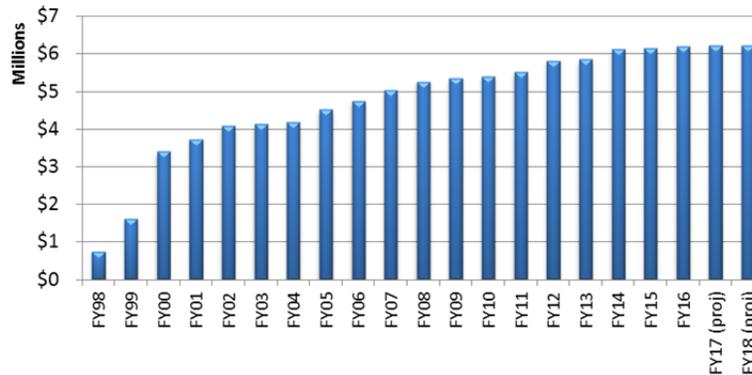
**PROGRAM GROUP: Non-Departmental  
PROGRAM: Unclassified**

	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 (proj.)
From Free Cash	\$0	\$1,000,000	\$311,225	\$316,455	\$348,312	\$0	\$0	\$0	\$0	\$0	\$0	\$355,264	\$251,363	\$555,106	\$170,390	\$163,078	\$158,539
From Developers	\$1,719,294	\$763,249	\$662,564	\$410,133	\$1,077,623	\$349,203	\$554,254	\$187,275	\$550,372	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Repayments			\$298,067		\$358,339	\$135,014			\$221,000			\$12,744	\$283,111		\$549,687		
Interest Income	\$75,700	\$74,642	\$51,007	\$43,425	\$102,676	\$249,165	\$299,894	\$257,114	\$119,709	\$49,911	\$35,085	\$23,301	\$17,563	\$18,534	\$19,129	\$16,424	\$15,826
Misc			\$1,300		\$676,846	\$5,000											
<b>Revenue</b>	<b>\$1,794,994</b>	<b>\$1,837,891</b>	<b>\$1,324,163</b>	<b>\$770,013</b>	<b>\$2,563,797</b>	<b>\$738,383</b>	<b>\$854,149</b>	<b>\$444,389</b>	<b>\$891,081</b>	<b>\$49,911</b>	<b>\$35,085</b>	<b>\$391,309</b>	<b>\$552,037</b>	<b>\$573,640</b>	<b>\$739,206</b>	<b>\$179,502</b>	<b>\$174,365</b>
Expend./Encumb.	\$313,467	\$39,220	\$1,000,000	\$815,073	\$1,726,530	\$14,999	\$651,750	\$393,500	\$0	\$1,000,000	\$589,663	\$825,866	\$199,989	\$826,062	\$2,100,002	\$90,162	\$2,520,000
<b>Expend./Encumb.</b>	<b>\$313,467</b>	<b>\$39,220</b>	<b>\$1,000,000</b>	<b>\$815,073</b>	<b>\$1,726,530</b>	<b>\$14,999</b>	<b>\$651,750</b>	<b>\$393,500</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$589,663</b>	<b>\$825,866</b>	<b>\$199,989</b>	<b>\$826,062</b>	<b>\$2,100,002</b>	<b>\$90,162</b>	<b>\$2,520,000</b>
<b>Year-End Fund Balance</b>	<b>\$1,619,981</b>	<b>\$3,418,652</b>	<b>\$3,742,815</b>	<b>\$3,697,754</b>	<b>\$4,535,020</b>	<b>\$5,258,404</b>	<b>\$5,460,803</b>	<b>\$5,511,692</b>	<b>\$6,402,773</b>	<b>\$5,452,684</b>	<b>\$4,898,106</b>	<b>\$4,576,196</b>	<b>\$4,928,244</b>	<b>\$4,675,822</b>	<b>\$3,315,026</b>	<b>\$3,404,366</b>	<b>\$1,058,731</b>

**STABILIZATION FUND**

A “Capital Stabilization Fund” was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Board of Selectmen to review CIP Financing policies and practices. In 2004, the Fiscal Policy Review Committee (FPRC) recommended that the Stabilization Fund be expanded and made accessible for both operating and capital needs when revenue conditions decline to specified levels. To accommodate the expansion of the Fund’s purpose from solely capital to both the capital and operating budgets, the FPRC also recommended changing the funding target from 1% of the replacement value of buildings to 3% of prior year net revenue. As part of the FPRC’s CY11 work, the Committee recommended removing the 3% ceiling since the Stabilization Fund is a component of the Town’s overall fund balance levels, a key metric used by the bond rating agencies. By removing the ceiling, the Town can deposit more into the fund if overall fund balance levels dictate the need. No appropriation is recommended for FY18. The graph below shows the annual year-end fund balance.

**STABILIZATION FUND -- YR-END FUND BALANCE**



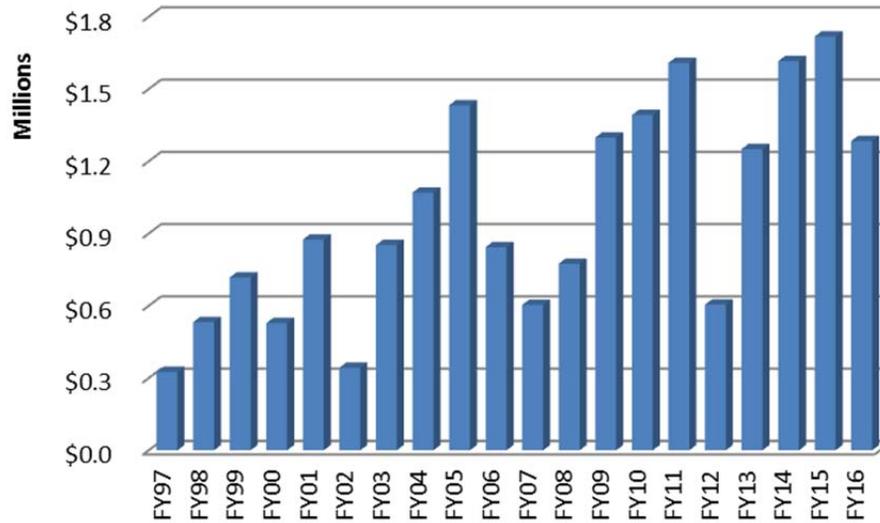
**RESERVE FUND**

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

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

The requested amount of \$2,460,011, which represents an increase of \$111,274 (4.7%), meets the requirements of the Reserve Fund policies that were reviewed by the Fiscal Policy Review Committee (FPRC) in 2004 and 2011 and can be found in the Appendix of this Financial Plan. Of the total, \$1,845,008 comes from the Operating Budget and \$615,003 comes from Free Cash. The graph below shows the annual spending history.

**RESERVE FUND EXPENDITURES**



**Public Schools of Brookline**

The School Committee budget request for fiscal year 2018 is \$104,500,311 (3.3%). The School Committee will continue to use offsets to fund the school budget. The increase is due to the General Fund Appropriation (\$3,381,529), Tuition and Fees (\$20,272), and Circuit Breaker Funding (\$532,343).

The Public Schools of Brookline									
Program	Exp. Type	FY16 Actual		FY17 Budget		FY18 Preliminary		FY18 Bud-FY17 Bud Variance	
		FTE'S	Expended	FTE'S	Budgeted	FTE'S	Budgeted	FTE'S	Budgeted
<b>School Dept. Revenues</b>									
	General Fund Appropriation		\$95,916,094		\$101,058,795		\$104,440,324	3.35%	\$3,381,529
	Tuition and Fees		\$675,744		\$675,744		\$696,016		\$20,272
	Facility Rental		\$225,000		\$225,000		\$225,000		\$0
	Health Insurance Supplement		\$0		\$0		\$0		\$0
	Circuit Breaker Funding		\$1,866,144		\$2,167,657	*	\$2,700,000		\$532,343
	Revolving Fund Reimbursement		\$150,680		\$150,680		\$150,680		\$0
	Other Revenue		\$358,680		\$358,680		\$358,680		\$0
	<b>Total Revenue:</b>		<b>\$99,192,342</b>		<b>\$104,636,556</b>		<b>\$108,570,700</b>	<b>3.76%</b>	<b>\$3,934,144</b>

**Budget Guidelines**

The Brookline School Committee (BSC) is responsible for approving and overseeing the Public Schools of Brookline (PSB) annual budget. In accordance with those responsibilities, the BSC annual process begins with this statement of priorities and guidelines to inform the Superintendent's initial construction of a budget for the next fiscal year.

**Budget Development Principles**

The budget should serve to accomplish the Public Schools of Brookline Strategic Plan Goals:

1. Every Student Achieving
2. Every Student Invested in Learning
3. Every Student Prepared for Change and Challenge
4. Every Educator Growing Professionally

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2016	BUDGET FY2017	REQUEST FY2018	FY18 vs. FY17	
				\$ CHANGE	% CHANGE
TOTAL	95,916,093	101,118,783	104,500,311	3,381,528	3.3%
BENEFITS					
REVENUE					

The BSC urges the Administration to follow these best practice principles for budget development:

1. Emphasize transparency and accountability in the development, presentation, and management of the annual budget, with expenditures and/or reductions expressed in a format readily understandable by the public.
2. Describe the effect on the teaching and learning experience (i.e. students, families, and staff) of any proposed budget changes that are substantive (increases and decreases).
3. Minimize reliance on one-time revenues for ongoing operating budget needs.
4. Plan adequate contingency funds for uncertainties and fluctuations in known areas of budget pressure such as (but not limited to) enrollment, special education, and State budget commitments.
5. Maintain solvency within Revolving funds (such as school lunches and adult education).
6. Seek savings through efficiencies within existing programming and/or staffing before seeking additional revenue, provided the proposed change(s) achieve both sustainable improvements in teaching and learning as well as operational efficiencies.
7. Continue the sustainable growth budget model urged by the 2007 Override Study Committee (OSC), approved by the BSC in 2008, and affirmed by the 2014 OSC: ... “consistent with our obligations to engage in good faith bargaining pursuant to M.G.L.c. 150E, [the BSC will] incorporate into our approach to bargaining in the coming year the approach recommended in the Override Study Committee Report of January 2008 on managing total personnel costs, so that the combination of salaries, employee health benefits, and staffing levels grow at a sustainable rate.”

**Budget Development Current Conditions & Priorities**

The budget should remain consistent with the investment priorities outlined by the PSB for the override voted on May 5, 2015, and in particular maintain the BSC’s ongoing commitments to:

1. Low student-to-teacher ratios, especially in the early grades;
2. Program Review—a periodic fact-based evaluation and revision of our core programs for students—a key priority this year is the implementation of the restructured ECS program;
3. Student and staff diversity and equity, including but not limited to the METCO program;
4. District-wide capacity to collect, analyze, and use student assessment data to understand both individual student growth and longitudinal trends for the district;
5. Evidence-based student achievement initiatives such as the Literacy Initiative, the Benchmark Assessment System, the Calculus Project, and training for inclusion in collaboration with the Landmark School;
6. K-12 art, music, foreign language, recess, and physical education as part of the school day.

The budget should also reflect the following current conditions and priorities:

1. Special Education: The PSB should continue to invest in high quality in-district programming and inclusion classrooms for students with special needs, as well as identify targeted investments and innovations in district-wide programs.
2. Educational Equity: In March 2016, the School Committee reviewed a Student Achievement Report that highlighted large and persistent gaps in achievement and inequity of student access to opportunities by race, income, special needs and language. The budget should support and invest in core education program areas that address inequities, and program budget narratives should highlight how resources are being deployed to address inequities.
3. Collective Bargaining: The BSC approved one-year collective bargaining agreements with all its unions to cover Fiscal Year 2015, but those contracts have all expired as of September 1, 2015. We are currently in negotiations for a new multi-year Collective Bargaining Agreement between the Brookline School Committee and the Brookline Educators Union (BEU). The budget should reflect new contracts consistent with the sustainable growth budget model indicated above.

4. State Mandates: The BSC expects the PSB to continue to budget to meet the demands of various mandated initiatives. Mandated initiatives for 2017 will include:
  - Educator Evaluation. Piloted in 2013-14 with system-wide implementation in 2014-15, the new system requires changes in both training and supervision, with additional implications for personnel hiring and assignment. Commitment to evaluation and development for our teachers and school leaders is a critically important pillar of our educational system.
  - Rethinking Equity and Teaching for English Language Learners (RETELL). All licensed educators are required (teacher and administrators) to earn a Sheltered English Immersion (SEI) Teacher Endorsement. Most educators earn their RETELL SEI Teacher Endorsement by completing the 45-hour graduate-level Teacher Endorsement course.
  - Legislative and DESE regulatory changes. The PSB will review and update policy, guidelines, and services in accordance with new legislative mandates and DESE regulatory changes.
5. Special Revenue Funds. Review and analyze the sustainability of reliance on these funds for basic and specialized program needs, including but not limited to reductions to the Kindergarten grant that were implemented in FY 2017.
6. Educational Technology: This includes key investments required for phased implementation of a robust and flexible technology infrastructure:
  - Innovative approaches to teaching and learning, and equitable and universal access to advanced technology for all our students in a growing School population
  - Financial implications of changes to the Information Technology governance structure between the PSB and the Town of Brookline
  - Costs of implementing and supporting a new statewide testing system
7. Operating Implications of Capital Budget: Continued enrollment growth has had, and will continue to have both operating and capital implications. The pressing needs of the schools for physical expansion and the operations budgets for those buildings are inextricably linked: limitations and/or expansions in the physical plant can drive decisions about class sizes, the number of courses offered and other program choices, and rental space—all of which have implications for the operating budget. The PSB Administration should plan for and highlight those incremental operating costs in the 2018 budget.

