

**TOWN OF BROOKLINE
FY2015 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 FY15 budget reflects an increase of \$4,904 (0.7%), which is due to Steps.

FY2015 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 Resolution in March, 2008.
 - 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.
 - To continue to support 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-8 enrollment that at the same time preserves other high-priority projects.
 - To work with the MSBA to assure State participation in the school projects.
 - To complete major public projects in progress, including the Muddy River Restoration, creation of the Fisher Hill Reservoir Park, Village Square, and the Riverway Park Pedestrian/Bike Path.
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.
5. To continue to co-chair the Override Study Committee with the vice-chair of the School Committee and work to finalize recommendations for a multi-year Override for at least FY's 2016-2018 that reflects the needs of the community.
6. To conduct labor contract negotiations for equitable settlements in conjunction within the Town's ability to pay as shaped by the objectives noted above.

PROGRAM COSTS - SELECTMEN					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	625,277	638,446	643,349	4,904	0.8%
Services	6,745	14,118	14,118	0	0.0%
Supplies	3,604	4,000	4,000	0	0.0%
Other	6,559	7,600	7,600	0	0.0%
Capital	1,890	2,130	2,130	0	0.0%
TOTAL	644,074	666,294	671,197	4,904	0.7%
BENEFITS			381,400		
REVENUE	465,894	451,275	490,275	39,000	8.6%

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FY2015 OBJECTIVES (Con't.)

7. To continue to work closely with the Town Administrator and the Human Resources Department in recruiting and hiring key department heads such as the Town Counsel and the Library Director, from a broad and diverse candidate pool.
8. To continue to implement the Comprehensive Plan.
9. To provide leadership for the Town's efforts to reduce energy use and its impact on the environment:
- a. To explore alternative and renewable energy generation opportunities on Town-owned properties, including Singletree Hill Reservoir and Town buildings.
 - b. To inform residents and businesses of new energy efficiency and renewable energy technologies and programs and encourage their implementation where appropriate.
10. To broaden the Town's commitment to promoting diversity and inclusion in the residential community and in the staffing of Town departments through efforts such as participation in the Commonwealth Compact.
11. To expand technology utilization through the improvement and promotion of the BrooklineMA.gov website, BrookONline portal, mobile applications and supporting departmental initiatives such as:
- Increasing access to public information and online transactions including public meetings, permitting, inspections and financial data, and Town Meeting Votes.
 - Better promotion of paperless billing options.
 - Working towards improving and promoting departmental performance.
 - Deployment of a citizen survey to assess the current satisfaction levels for Town services.
12. 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.
13. To work with the Town Clerk and Preservation planning staff to develop a Town policy for records storage; to gather historic and archival Town records, documents and materials; to organize and catalog them; and to establish a suitable storage space in an accessible location.
14. To explore possibilities to strengthen and expand the Town's participation in the Hubway system with a goal of a self-sustaining town investment.
15. To seek out opportunities to improve the streetscape with programs such as, LED street lights, alternative displays for newspaper boxes, and enforcement of the Sign By-Law.
16. To ensure that historical plaques, street signs and symbols are maintained throughout the town and that deteriorating memorials are reviewed for possible preservation and restoration or replacement.

OBJECTIVES (Con't.)

17. To review special permit provisions of the Zoning By-Law in order to determine whether this form of land use regulation can more directly control for adverse impacts on Town resources resulting from development.
18. To provide leadership and coordinate planning efforts to identify and promote appropriate development that expands the tax base and preserves the quality of life for Brookline's residents and business community by continuing to:
- continue to protect the Town's interests with respect to proposed residential development at Hancock Village.
 - advocate for state funding for the Village Square / Gateway East and Emerald Necklace Crossing projects.
 - seek opportunities to improve and increase the Town's affordable housing stock.
 - encourage and facilitate the rehabilitation/redevelopment of the Durgin and Waldo garage sites.
 - work with equitable owners of Brookline Place sites on a mutually acceptable plan for re-development and in co-ordination with the Gateway East project.
 - To seek redevelopment of the abandoned Circle Cinema site for the benefit of Brookline and Boston residents and property owners.
 - monitor and comment on development projects in adjacent communities.
19. To explore possibilities to strengthen code enforcement for incidents of over-occupancy through possible changes in inspection practices, fine structure, and the processing of case information.
20. To support the implementation of an optimally designed taxi medallion program that will maximize revenues while improving service and reducing carbon emissions.
21. To review recommendations of the Small Commercial Property Tax Exemption Committee and consider possible legislative changes to the existing statute to establish criteria that could be applied in a more fair and equitable manner.
22. 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.
23. To implement the changes in policies and procedures for the issuance of alcohol and food licenses as recommended by the Licensing Committee.
24. To assure opportunity for continued growth of restaurant industry in Town by continuing efforts to extend the Town's liquor license quota.
25. To continue to monitor service quality performance of both Comcast and RCN.
26. To conduct the cable television license renewal for Comcast on a timely basis with community benefits comparable to those in the RCN license.
27. To ensure compliance with the provisions of the Americans with Disabilities Act.
28. To continue to improve Brookline's status as an "Age-Friendly City".
29. To continue to explore options to rectify inequities inherent in the Norfolk County structure.
30. To strengthen relationships with Boards and Commissions.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

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 \$3.5 million in FY14, bringing the Town closer to its Annual Required Contribution (ARC). In addition, deposited \$500,000 of one-time funds from Free Cash into the OPEB fund.
5. Augmented the required Pension funding with both on-going and one-time funding 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. Re-appointed the Town Administrator to a new three-year contract.
8. Appointed a new Planning Director.
9. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association (GFOA) for the FY2014 budget document.
10. Maintained a collaborative relationship with our Legislative Delegation.
11. Continued the Town/School Partnership.
12. Appointed and Override Study Committee to determine whether substantially more revenue capacity than what is currently anticipated will be necessary to maintain desired levels of services and fund future liabilities of the Town and Schools.
13. Continued planning for the implementation of a number of major capital projects on the Town's CIP, including the Devotion School project, the Muddy River Restoration, and Fisher Hill Re-Use, the Village Square / Gateway East project, and Riverway Park Ped/Bike Path improvements..
14. Challenged the site eligibility application for a Chapter 40B 192-unit housing development at Hancock Village. Established a team of staff and outside consulting experts to provide input and assistance to the Zoning Board of Appeals in the comprehensive permit application phase.
15. Continued to work towards improving Brookline's status as an "Age Friendly City".
16. Participated in Climate Week and continued to raise awareness and work toward reducing the carbon footprint of our community.
17. Participated in the RFP process for a system operator for the Hubway Bike Share System.
18. Authorized the Town to participate in an Invitation for Bid (IFB) for a regional sponsor for the Hubway Bike Share System.
19. Reviewed and revised the Town's Sale of Alcoholic Beverages, Prepared Food Sales, Mobile Food Vendor and Lodging House Regulations.
20. Continued to work with project partners, the Massachusetts Delegation, and the US Army Corps of Engineers on the full design, funding and implementation of the Muddy River Restoration Project.
21. In partnership with the Coolidge Corner Theater, sponsored a celebration for Martin Luther King, Jr. Day celebrating the life and legacy of Dr. King.
22. Participated in the second annual "Brookline Day" community celebration.

ACCOMPLISHMENTS (Con't)

23. Expanded credit card acceptance by offering that form of payment in the Selectmen's Office, Building Department and Health Department.
24. Continued to work closely with the Schools to plan for additional classroom capacity in the face of rising enrollment.
25. Continued to support IT initiatives that increase efficiency, make government more open and accessible, and make interacting with the Town easier.
26. Participated in the Metro Area Planning Committee's (MAPC's) Regional Solar Initiative.
27. Approved a plan to move from a taxi license system to a taxi medallion system.
28. Implemented a new "Team Brookline" model that serves as the Town's charitable fundraising approach using Invitational Applications (Numbers) allocated to the Town by the BAA.

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>Performance:</u>					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass. *	15	14	14	14	14
Tax Levy Per Capita	\$2,786	\$2,897	\$2,897	\$2,993	\$3,096
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
<u>Workload:</u>					
<u>Management</u>					
Appointments	3	2	2	2	3
Licenses Issued	662	665	650	665	665
% of renewal licenses paid online	N/A	N/A	N/A	25%	30%

* Aaa's rated by Moody's

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance
PROGRAM: Selectman**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-11	1.00	1.00	158,988	187,280	1.00	176,452	1.00	179,099
	Deputy Town Administrator	D-8	1.00	1.00	118,604	139,710	1.00	137,645	1.00	139,710
	Assistant Town Administrator	D-2	1.00	1.00	71,387	84,090	1.00	84,090	1.00	84,090
	Assistant to Town Administrator		1.00	1.00	64,897	76,445	1.00	76,445	1.00	76,445
	Recording Secretary	C-9	1.00	1.00	47,388	49,347	1.00	49,347	1.00	49,347
	Administrative Assistant	C-8	0.00	0.00	45,951	47,897	1.00	46,852	1.00	47,044
	Senior Clerk Secretary	C-7	1.00	1.00	44,104	46,033	0.00	0	0.00	0
	Subtotal		6.00	6.00			6.00	570,831	6.00	575,735
510102	Permanent Part Time Salaries									
	Office Assistant	C-4	0.48	0.48	39,264	41,144	0.48	19,464	0.48	19,464
	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	19,464	0.48	19,464
	Other									
513044	Longevity Pay							3,450		3,450
514045	Stipend - Selectmen (Chair)					4,500		4,500		4,500
514045	Stipend - Selectmen (4)					3,500		14,000		14,000
514501	Stipend - Recording Secretary					7,800		7,800		7,800
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
515540	Automobile Allowance							7,500		7,500
578200	Annuity Contribution							10,200		10,200
	Subtotal							48,150		48,150
	Total		6.48	6.48				638,446	6.48	643,349

**TOWN OF BROOKLINE
FY2015 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 FY15 budget increases \$5,683 (1.1%), all of that is in Personnel. Of the increase \$3,763 is for Steps and \$1,920 is the net increase between eliminating a C-6 Staff Assistant and adding a C-8 Administrative Assistant. There is also two non-benefit eligible part-time C-6 Staff Assistants added, which are paid for from the Group Health Trust Fund (42,933).

FY2015 OBJECTIVES

1. To utilize effective claims management and medical case management to keep workers compensation costs level, including the development of a town-wide safety program that incorporates each department's unique needs.
2. To establish a two-year plan providing increased development and training opportunities
3. To identify and monitor workforce performance measures.
4. To work with departments on a rolling basis to adopt Performance Management strategies in accordance with the town-wide objectives of the Town Administrator and Board of Selectmen.
5. To work with Payroll to increase efficiencies by examining all HR and Payroll processes and functions with a new payroll system, enabling the Town to develop better data and analytic tools that will help manage personnel costs more efficiently.

OBJECTIVES (Con't.)

6. To continue year three of a three-year initiative to increase town-wide diversity and inclusion efforts in areas of recruitment, hiring, management and governance practices.
7. To continue to meet with 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 the type of vacancy and position, including the use of the new Blueprint.
8. To encourage other municipalities to join the Commonwealth Compact which will provide a ready framework to build a Municipal Collaboration Group, whose goal is to broaden the diversity pool for government sector employees by sharing recruitment and vacancy information on a regional basis.
9. To continue to revise and update policies including the workplace safety, social media and equal opportunity with an objective of developing, under the leadership of the Human Resources Board, an employee Code of Conduct that incorporates all Town Policies.
10. To continue to partner with the Public Employee Committee (PEC) to provide employees with information about measures they can take to maximize their healthcare dollars and reduce costs, such as using a flexible spending account and wellness incentives.
11. To negotiate successor contracts with all Town unions, keeping within the guidelines and recommendations of the Report of the Efficiency Committee, 2006, looking at overall cost of compensation and benefits.
12. To continue to support the workplace illness prevention program by vaccinating employees for Seasonal Flu and educating about other wellness initiatives, such as the successful Minutes in Motion program and the varied resources of the Employee Assistance Program (EAP).

PROGRAM COSTS - HUMAN RESOURCES DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	272,368	275,788	281,472	5,683	2.1%
Services	267,548	200,503	200,503	0	0.0%
Supplies	8,490	9,000	9,000	0	0.0%
Other	22,785	31,000	31,000	0	0.0%
Capital	2,828	1,390	1,390	0	0.0%
TOTAL	574,019	517,681	523,365	5,683	1.1%
BENEFITS			209,180		
REVENUE	0	0	0	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

1. Continued to work with departments in reviewing and complying with personnel issues including sick leave review, Family Medical & Leave Act administration, worker's compensation, discipline and promotion, labor relations, performance improvement plans, and employee development.
2. Continued to advise and support departments and seven collective bargaining units to resolve disputes, potential grievances and arbitration as well as to work collaboratively to address new contract issues, maintaining good labor relations.
3. Administered over 5,000 criminal background checks on applicants, volunteers and contractors who work in Town facilities. Implemented a new criminal background policy that allows the Town to regularly perform CORI checks on employees who perform work that is unsupervised around vulnerable populations, elderly, handicapped and children.
4. Oversaw regular Human Resources Board meetings that resulted in 8 reclassifications or consolidation of positions along with a classification and pay study that included 18 full-time and seven part-time Librarians. The Human Resources Board also heard 9 Union grievances of which two have gone to arbitration as of this date.
5. Continued to increase town-wide diversity and inclusion efforts in areas of recruitment, hiring, management employee development and governance practices. Including, worked with the Human Relations/Human Services Administrator to draft *A Blueprint for Recruiting Diverse Candidates to Brookline Town Government*, greatly expanding contact with affinity groups to advance recruitment strategies to enhance the applicant pool.
6. Continued to work with municipal Human Resources directors to describe the Town's inclusion and diversity efforts and to encourage them to join the Commonwealth Compact as a means of establishing a Municipal Collaboration Group, where inclusion and diversity strategies could be shared. Also, information regarding vacancies and highly qualified candidates could be shared, helping to expand and diversify the municipal hiring pool.
7. Began to revise the Town's 2000 Classification and Pay Plan to reflect changes in personnel practices, policies and procedures including the removal of Civil Service, updated union contract information and integrated the mid-management pay plan into the document.
8. Implemented new business processes in the Public Safety Business Office and the Traffic and Parking Division of the Police Department.
9. Worked with Payroll and School Human resources to begin the development, design and transition of a new payroll system.
10. Continued to promote workplace illness prevention program by providing flu vaccinations, Hepatitis B for public safety personnel and educating about other wellness initiatives; also promoted the use of the resources of the Employee Assistance Program (EAP).
11. Utilized effective claims management and medical case management by partnering with New England Baptist, thereby maintaining level workers compensation costs.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Workers' Comp. Costs	\$1,593,258	\$1,500,000	\$1,364,725	\$1,450,000	\$1,450,000
Town	\$1,384,698	\$1,303,648	\$1,200,958	\$1,276,000	\$1,276,000
School	\$208,560	\$196,352	\$163,767	\$174,000	\$174,000
Job injuries (WC/Police & Fire)	91/36	91/36	71/30	91/36	71/30
Time Lost/No Time Lost (WC/Pol& Fir)	48/43 - 23/13	48/43 - 23/13	35/36 - 18/12	48/43 - 23/13	35/36 - 18/12
Management Training Programs	4	5	6	6	6
Employee Training Programs	42	42	38	30	40
Immunization Clinics/# of Employees	14/456	7/456	8/450	7/456	7/450
Sick Leave Hours/Permanent Employees	50,671	49,000	52,400	50,000	50,000
Unemployment Claims					
Paid/Processed	102/161	90/180	65/148	90/180	90/180
Town	37/58	37/58	28/63	28/63	28/63
School	65/103	65/103	37/85	37/85	37/85
Unemployment Costs	\$398,583	\$375,000	\$279,739	\$300,000	\$300,000
Town	\$105,226	\$100,000	\$128,456	\$137,760	\$137,760
School	\$293,357	\$275,000	\$151,283	\$162,240	\$162,240
Job Appl. Processed	1,600	2,000	2,260	2,200	2,200
CORI/SORI Checks	2,900	3,000	2,600	2,600	2,600

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS (CON'T.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Group Health Contracts	17	17	17	17	17
Group Health Changes	910	850	989	1,000	1,000
Group Health Subscribers	2,901	2,951	2,951	3,005	3,045
GIC-offered PPO Plans	1,267	1,264	1,264	1,278	1,293
% of Total	43.7%	42.8%	42.8%	42.5%	42.5%
GIC-offered HMO Plans	422	439	439	447	447
% of Total	14.5%	14.9%	14.9%	14.9%	14.7%
GIC-offered Indemnity Plans	62	57	57	49	49
% of Total	2.1%	1.9%	1.9%	1.6%	1.6%
Medicare Supplement Plans	1,150	1,191	1,191	1,231	1,256
% of Total	39.6%	40.4%	40.4%	41.0%	41.2%
Active	1,404	1,441	1,441	1,463	1,478
% of Total	48.4%	48.8%	48.8%	48.7%	48.5%
Retiree	1,497	1,510	1,510	1,542	1,567
% of Total	51.6%	51.2%	51.2%	51.3%	51.5%
Individual	2,083	2,118	2,118	2,153	2,185
% of Total	71.8%	71.8%	71.8%	71.6%	71.8%
Family	818	833	833	852	860
% of Total	28.2%	28.2%	28.2%	28.4%	28.2%
Town	1,357	1,347	1,347	1,359	1,374
% of Total	46.8%	45.6%	45.6%	45.2%	45.1%
School	1,544	1,604	1,604	1,646	1,671
% of Total	53.2%	54.4%	54.4%	54.8%	54.9%

PERFORMANCE / WORKLOAD INDICATORS (CON'T.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Group Life Subscribers	2,315	2,292	2,292	2,334	2,374
Active	1,447	1,337	1,337	1,359	1,374
% of Total	62.5%	58.3%	58.3%	58.2%	57.9%
Retiree	868	955	955	975	1,000
% of Total	37.5%	41.7%	41.7%	41.8%	42.1%
Town	1,119	1,092	1,092	1,096	1,111
% of Total	48.3%	47.6%	47.6%	47.0%	46.8%
School	1,196	1,200	1,200	1,238	1,263
% of Total	51.7%	52.4%	52.4%	53.0%	53.2%
No. of Death Benefits Paid	25	35	32	35	35
Voluntary Addl. Life Subscribers	0	0	115	135	140
Voluntary Addl. Life Changes	0	0	0	50	50
Voluntary Dental Contracts	2	2	2	2	2
Voluntary Dental Changes	492	492	520	500	500
Voluntary Dental Subscribers	969	969	985	969	1,000
Individual	603	603	597	603	650
Family	366	366	388	366	350
Town	430	430	370	350	350
School	539	539	615	615	650
Retiree Dental Subscribers	0	0	288	320	355
Individual	0	0	110	120	130
Family	0	0	178	200	225
Long Term Disability (LTD)	30	32	28	30	30
LTD Changes	38	38	28	30	30

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	101,684	119,778	1.00	116,264	1.00	118,008
	Assistant Director of Human Resources	T-10	1.00	1.00	74,311	84,079	1.00	75,634	1.00	76,980
	Human Resources Generalist	T-6	1.00	1.00	61,169	69,210	1.00	62,257	1.00	63,366
	Benefits Administrator	T-4	1.00	1.00	52,442	59,336	1.00	53,376	1.00	54,326
	Administrative Assistant	C-8	0.00	0.00	45,951	47,897	0.00	0	1.00	45,951
	Staff Assistant	C-6	1.00	1.00	42,933	44,850	1.00	44,031	0.00	0
	Subtotal		5.00	5.00			5.00	351,562	5.00	358,631
	Chargeoff to Workers' Comp. Trust Fund (1)							(77,849)		(79,235)
	Net Total		5.00	5.00			5.00	273,713	5.00	279,397
510102	Permanent Part Time Salaries									
	Staff Assistant	C-6	0.00	0.00	42,933	44,850	0.00	0	0.98	42,933
	Charge-off to Group Health Trust Fund							0		(42,933)
	Net Total		0.00	0.00			0.00	0	0.98	0
	Other									
513044	Longevity Pay							1,725		1,725
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,075		2,075
	Total		5.00	5.00			5.00	275,788	5.98	281,472
	(1) 75% of Benefits Administrator, and 50% of the Assistant Director charged to workers' compensation trust fund.									

**TOWN OF BROOKLINE
FY2015 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 the Help Desk. A brief description of each is listed below:

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

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

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

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

BUDGET STATEMENT

The FY15 budget reflects an increase of \$81,913 (4.8%). Personnel increases \$6,583 (0.7%) for Steps (\$6,433) and Longevity (\$150).

The \$75,000 (12.2%) increase in Services is for network infrastructure for the School Department. This is part of the Superintendent's \$637,500 School IT proposal. This \$75,000 was backed out of the School appropriation. Capital increases \$331 (0.8%).

PROGRAM COSTS - INFORMATION TECHNOLOGY DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	950,398	969,755	976,338	6,583	0.7%
Services	441,162	614,322	689,322	75,000	12.2%
Supplies	15,825	33,850	33,850	0	0.0%
Other	31,363	32,550	32,550	0	0.0%
Capital	33,287	40,769	41,100	331	0.8%
TOTAL	1,472,036	1,691,246	1,773,159	81,913	4.8%
BENEFITS			487,560		
REVENUE	3,005	1,250	1,250	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES

Administration

1. To continue to meet with individual departments and various 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 quarterly meetings of the ITAC.
4. To represent the IT Department at monthly Emergency Management Team meetings.
5. To continue to drive business process change that will promote departmental efficiencies and improve services to customers.
6. To develop technology solutions that will allow for additional field and mobility based workers to leverage data and workflow remotely.

Application Management

1. To continue to manage the lifecycle management strategy for all enterprise applications.
2. To continue to follow change management best practices.
3. To continue to optimize the workflow of BrookONline to ensure seamless interaction between public service requests and staff response.
4. To implement additional technologies that will enable the public to better interact and transact with Town departments.
5. To further implement GeoTMS online applications for all appropriate permits and licenses.
6. To upgrade and integrate the Cartegraph work order system into the BrookONline system.
7. To further the use, optimization, and integration of the document management system.
8. To procure and implement next generation BrooklineMA.gov website.
9. To continue to develop integrated mobile applications that save time and increase efficiency.
10. To further implement credit card payment capabilities.

Network Support

1. To expand the server virtualization footprint.
2. To incorporate School and Public Safety networks under a single management platform to allow for cleaner application integration and security management.
3. To upgrade and centralize Town AntiVirus into a single console to include Windows and Apple clients.
4. To implement a storage plan for the future to include archiving of old to better management storage footprint.
5. To acquire an additional backup device for replication and redundancy with existing disk backup product.
6. To plan for the Microsoft Exchange migration to allow for enterprise email, application and handheld devices.
7. To implement polices to lockdown desktops via central management, antivirus or other third-party tools.

FY2015 OBJECTIVES (Con't.)

Network Support (con't.)

8. To utilize a centralized software distribution tool for desktop upgrades, etc.

Help Desk

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.

ACCOMPLISHMENTS

Administration

1. Assumed leadership position in enhancing the Town and Public School social media presence and effectiveness.
2. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.
3. Assumed leadership position in the conversion and implementation of a new Town/School Payroll and Human Resource system.
4. Chaired and convened monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.
5. Represented the IT Department at monthly Emergency Management Team meetings.
6. Led Town efforts to ensure open data accessibility and transparency via BrooklineMA.gov.

Application Management

1. Continued to upgrade and keep current all major Town/School Applications.
2. Enhanced current inventory of online maps to include interactive features.
3. Rolled out multiple online license options for the Selectmen's Office.
4. Project managed the implementation of the MUNIS Payroll system.
5. Continued to enhance online payment options with departments.
6. Migrated the School Department to a new online payment system, mySchoolbucks.
7. Worked with the Building Department to digitize historic files for easier online lookup.
8. Implemented increased functionality in the Town event calendar.

TOWN OF BROOKLINE FY2015 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology				
<p><u>ACCOMPLISHMENTS (Con't.)</u></p> <p><u>Network Support</u></p> <ol style="list-style-type: none"> Continued to monitor and manage 36 locations for maximum uptime. Implemented Digital Signage across all PSB Schools. Upgraded all PSB facilities to 10G connectivity. Completed second phase of the Public School wireless network implementation. Continued to ensure reliability of over 130 virtual and 40 physical servers. <p><u>Help Desk</u></p> <ol style="list-style-type: none"> Continued to introduce and support users to the Town/School consolidated Help Desk. Enhanced self-service trouble ticket capability to all school users. Upgraded apple servers to the latest version. Responded to over 2,100 help tickets across the enterprise. Project managed, deployed and relocated over 700 desktop computers across the Town and School departments. 	<p>PERFORMANCE / WORKLOAD INDICATORS</p>				
	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
	<u>Application Management</u>				
Enterprise Applications Maintained	9	11	11	13	13
% Uptime	99.25%	99.50%	99.87%	99.87%	99.87%
Departmental Applications Maintained	N/A	23	7	9	11
BrooklineMA.gov Site Visits	587,098	611,267	630,000	693,000	796,950
BrooklineMA.gov Mobile site Visits	18,776	36,049	3,182	7,869	9,049
%Uptime	N/A	99.87%	99.60%	99.70%	99.70%
Web Pages Maintained	1,015	1,066	1,108	1,108	1,108
Brookline.k12.ma.us Site Visits	345,125	298,387	319,196	351,000	403,650
%Uptime	N/A	99.81%	99.60%	99.70%	99.70%
Webpages Maintained	197	209	275	275	275
Public List Servs Managed	108	108	108	108	108
BrookONLine Downloads	216	717	1,200	1,320	1,350
# of Standard GIS Maps Avail.	215	355	356	359	360
E-Commerce:					
Transactions	63,126	66,000	68,896	75,000	80,000
Dollar Value	\$9,922,136	\$11,900,000	\$13,860,790	\$15,000,000	\$16,000,000
Cost to Town	\$62,095	\$74,000	\$85,715	\$90,000	\$95,000
	<u>Network Operations</u>				
Network Connected Sites	33	36	36	38	38

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
ELEMENTS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	259,889	536,467	614,022	77,555	14.5%
Application Management	760,622	680,403	683,368	2,965	0.4%
Network Support	277,732	353,101	354,495	1,394	0.4%
Help Desk	173,792	121,275	121,275	0	0.0%
TOTAL	1,472,036	1,691,246	1,773,159	81,913	4.8%

Administration

PROGRAM COST					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	55,216	183,005	185,229	2,224	1.2%
Services	129,159	262,468	337,468	75,000	28.6%
Supplies	15,825	28,850	28,850	0	0.0%
Other	30,763	25,200	25,200	0	0.0%
Capital	28,926	36,944	37,275	331	0.9%
TOTAL	259,889	536,467	614,022	77,555	14.5%

Network Support

PROGRAM COST					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	251,137	261,456	262,850	1,394	0.5%
Services	26,595	90,370	90,370	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%
TOTAL	277,732	353,101	354,495	1,394	0.4%

Application Management

PROGRAM COST					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	588,829	525,294	528,259	2,965	0.6%
Services	166,832	146,484	146,484	0	0.0%
Supplies	0	0	0	0	0.0%
Other	600	7,350	7,350	0	0.0%
Capital	4,361	1,275	1,275	0	0.0%
TOTAL	760,622	680,403	683,368	2,965	0.4%

Help Desk

PROGRAM COST					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	55,216	0	0	0	0.0%
Services	118,576	115,000	115,000	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%
TOTAL	173,792	121,275	121,275	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	118,604	139,710	1.00	135,610	1.00	137,645
	Director of IT Applications	T-15	1.00	1.00	97,568	110,394	1.00	110,394	1.00	110,394
	Manager Network Operations	T-13	1.00	1.00	86,835	98,251	1.00	98,251	1.00	98,251
	Web Developer	T-10	1.00	1.00	74,311	84,079	1.00	84,079	1.00	84,079
	GIS Admin/Developer	T-10	1.00	1.00	74,311	84,079	1.00	81,164	1.00	82,609
	Information Systems Analyst	T-10	1.00	1.00	74,311	84,079	1.00	76,980	1.00	78,350
	Network Systems Administrator	T-10	2.00	2.00	74,311	84,079	2.00	162,430	2.00	163,824
	Database Administrator	T-9	1.00	1.00	71,453	80,845	1.00	80,845	1.00	80,845
	Senior Programmer Analyst	T-8	1.00	1.00	68,704	77,736	1.00	77,736	1.00	77,736
	Administrative Assistant	C-8	1.00	1.00	45,951	47,897	1.00	47,044	1.00	47,234
	Subtotal		11.00	11.00			11.00	954,535	11.00	960,968
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.40	0.40	\$12.00 /hr.	\$20.60 /hr.	0.40	11,745	0.40	11,745
	Subtotal		0.40	0.40			0.40	11,745	0.40	11,745
	Other									
513044	Longevity Pay							3,125		3,275
515501	Clothing/Uniform Allowance							350		350
	Subtotal							3,475		3,625
	Total		11.40	11.40			11.40	969,755	11.40	976,338

**TOWN OF BROOKLINE
FY2015 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 FY15 Budget reflects a decrease of \$37,977 (1.3%). Personnel increases \$20,153 (1%) for Steps (\$13,352), an increase in hours for the part-time Senior Office Assistant in Payroll (\$5,000), reclassifications for cross-training (\$1,127), and Longevity (\$674).

Services decreases \$37,655 (5%) and includes decreases in Financial Services (\$54,760) related to the conversion to the MUNIS payroll system and Banking Services (\$20,000). These decreases offset increases in maintenance for the Town's MUNIS Financial and Payroll System (\$34,980), which includes a new disaster recovery component, for the Software Service Contract in Assessing (\$1,125) and Printing Services in Treasury (\$1,000).

The \$450 (1%) decrease in Supplies is in Office Supplies in the Comptroller's Division, which was moved to Other (\$450, 2.4%) for Education/Training. The decrease in Utilities (\$175, 7.5%) is for Gasoline for the Town's pool cars. Capital decreases \$20,300 (47.7%) and reflects the removal of the FY14 one-time costs related to the payroll conversion. The \$22,300 includes funding for the replacement of the Town's oldest pool vehicle.

PROGRAM COSTS - FINANCE DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	2,030,012	2,021,326	2,041,479	20,153	1.0%
Services	898,222	754,949	717,294	(37,655)	-5.0%
Supplies	34,846	43,697	43,247	(450)	-1.0%
Other	15,483	18,865	19,315	450	2.4%
Utilities	1,848	2,318	2,143	(175)	-7.5%
Capital	11,565	42,600	22,300	(20,300)	-47.7%
TOTAL	2,991,976	2,883,755	2,845,778	(37,977)	-1.3%
BENEFITS			1,098,681		
REVENUE	1,618,224	1,370,000	1,455,000	85,000	6.2%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 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 system (MUNIS).
3. To continue timely monthly and year-end closings.
4. To upgrade MUNIS to version 10.
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 establish new blanket contracts for materials and services that will result in savings for Town and School Departments.
2. To modify and update existing contracts, through research and new bids, to improve levels of service and quality of goods.
3. To re-bid and update established Building Department service contracts.
4. To continue to use and expand online ordering for office supplies by School and Town departments.
5. To integrate with online procurement sites for ordering and posting of bids and proposals.
6. To expand the use of the Purchasing Card (PCard) program as appropriate by specific departments.
7. To continue to purchase items that comply with the Town's green initiatives, such as more fuel efficient vehicles, equipment, cleaning, paper, and other materials.
8. To continue to assist the 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 work with the Council on Aging, Library and Public Safety agencies to control mailing costs at their locations in cooperation with Town Hall central mailing facility.
11. To continue to review current cell phones provider, plans and phones to lower costs and improve service.

Assessors

1. To complete implementation of a major update to the Assessor's computer-assisted mass-appraisal system (CAMA) to the Patriot Properties' AssessPro version 5.0 .Net version.
2. Using the new version of AssessPro, implement a program for on-line filing of certain assessment forms, including personal property tax returns (Form-of-List) and property income and expense statements.
3. To complete a town-wide comprehensive property revaluation using the new version of AssessPro and updated market-based valuation models and field review of assessments.
4. To manage the process of the triennial certification of values by the Department of Revenue's Bureau of Local Assessment, including statistical testing of assessment levels and procedural audit of valuation practices.
5. To expand the use of the Town's integrated GIS-CAMA capabilities, including graphic interfacing of sales data within market neighborhoods and tracking value change trends.

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 continue to maintain an active and aggressive collection program for property taxes, motor vehicle excise, water/sewer, refuse collection, and other charges, fees and fines.
5. To maintain a timely and accurate cash reporting and reconciliation system that ensures excellent internal controls and safeguards Town assets.
6. To maintain an effective cash management and forecasting program that enables optimization of investment returns while ensuring availability of funds when needed.
7. To monitor banking service charges and fees and to actively maintain favorable banking relationships.
8. To continue staff development and seek ways to improve customer services, including the expansion of electronic payment availability and extended 24-hour seven-day service to the public.
9. To actively monitor compliance with Federal Arbitrage regulations and S.E.C. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions.
10. To maintain a prudent debt management program along with a full disclosure and favorable relations with the bond rating and investment community.
11. To continue to implement an aggressive Tailings program to reduce the number of uncashed vendor and payroll checks.
12. To continue to expand the Town's PILOT Program.
13. To continue to implement a funding strategy for the Town's unfunded liabilities of Pensions and OPEB's.
14. To expand the electronic vendor payment program.
15. To expand the number of payroll Direct Deposit payments.
16. To expand the number of bills delivered via a paperless transaction.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

Comptroller

1. Reviewed and closed hundreds of old/small balance general ledger accounts.
2. Continued efficient year-end closing time.
3. Worked with the Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.
4. Completed the upgrade to MUNIS 9.4.
5. Continued to apply MUNIS internet upgrades (MIU) weekly, resulting in up-to-date programs with all bug-fixes applied.
6. Worked with the Payroll Division on the conversion to MUNIS payroll.
7. Revised and streamlined MUNIS permissions for all users.
8. Trained new MUNIS users on financial software applications.

Purchasing

1. Issued a number of Town Department bids and RFPs including: Sports Camps, Electronic Voting Equipment, Single Space Parking Meters, Master Lease Purchase Financing for Public Works equipment, Salt (Newton Cooperative bid), Organizational Consulting Services, Lease of 27 Ackers Ave., Workers Compensation & Injured On Duty Case Administration and Management (Third Party Administrator), Water Tank and Fence repair.
2. Issued a number of School Department bids and RFPs including: Medicaid Billing and Collection Services, Full-Service Snack Vending, Cooperative Bid for Full-Service Canned and Bottled Beverage Vending, Pizza, School Space Options (4 locations).
3. Modified and updated existing contracts, through research and new bids, to improve levels of service and quality of goods.
4. Continued to prepare, issue, award and manage the cooperative bid and contract for heating oil, gasoline and diesel for 11 regional cities and towns. Obtained significant savings with a FY14 gasoline fixed price of \$3.17 per gallon and diesel fixed price of \$3.20 per gallon.
5. Supported Runkle and Heath School construction projects via bids and contracts, telecom, furniture and fixtures, peer review, and testing.
6. Used the Purchasing Card (PCard) program with School and IT Departments for appropriate purchases.
7. Continued to include a scanning feature to upgraded Town and School photocopiers to reduce paper use and continued to reduce the cost of maintenance.
8. Purchased additional hybrid vehicles.
9. Continued to expand purchases from other cooperative contracts, such as MHEC and MAPC, due to changes in MGL Ch. 30B.
10. Began using office supply vendor on-line ordering for Town departments.
11. Transitioned Telecom bills and payments to the IT Department and continued to review, eliminate lines, and change telephone carriers to reduce costs.
12. Used mailing machines at Town Hall, COA and Public Safety to continue to control the costs of mail processing.

Purchasing (Con't.)

13. Continued to review current cell phone providers and changed plans and phones to lower costs and improve service.
14. 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. Updated the Assessor's website to include additional data for apartment, commercial and mixed-use properties.
2. Provided \$1.0 million in Overlay Reserve Account surplus by reducing the case load of outstanding Appellate Tax Board (ATB) appeals through settlement negotiations and defense of value appraisals.
3. Began the implementation of a major update to the Assessor's computer-assisted mass-appraisal system (CAMA) to the Patriot Properties' AssessPro version 5.0 .Net version. The new system will be fully implemented for use in the FY2015 town-wide property revaluation.
4. Assisted in the expansion of the Town's PILOT program to include Newbury College and the renewal of the Chestnut Hill Benevolent Association.
5. Engaged in a professional affiliation host program through the U.S. State Department's Hubert H. Humphrey Fellowship Program and Boston University to host Mr. Sanghun Oh, a Senior Deputy Director for the National Tax Service in Seoul, South Korea for 12-months.

Treasurer/Collector

1. Expanded the acceptance of credit cards in numerous departments.
2. Successfully negotiated and signed a Payment In Lieu of Tax (PILOT) agreement with Newbury College and renegotiated an agreement with the Chestnut Hill Benevolent Association.
3. Completed a payroll system conversion from an external provider to an "in-house" operation.
4. Completed a review of the "workflow process" of paying bills that reduces the amount of scanning and paper retention.
5. Expanded the ACH method for paying bills.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>COMPTROLLER</u>					
Payment Vouchers/ Invoices Processed	36,881	37,000	42,169	42,000	42,000
EFT Payments Processed	1,009	1,000	1,001	1,000	1,000
Manual checks processed	0	1	0	1	1
Computer Checks Processed	17,208	17,500	16,978	17,000	17,000
Vendors Serviced	4,733	4,600	4,859	4,900	4,900
Journal Vouchers Processed	2,332	2,300	2,021	2,100	2,100
Requisitions Approved	9,854	9,850	9,321	9,500	9,500
Cash Receipts Processed	32,525	32,500	29,169	30,000	30,000
Miscellaneous Committed Bills Created	3,863	4,100	3,699	3,800	3,800
<u>PURCHASING</u>					
Blanket Contracts	95	95	85	90	90
Public Bids	85	90	89	85	85
Purchase Orders (PO's)	9,887	9,500	9,372	9,300	9,400
PO \$ Value (millions)	\$61.0	\$65.0	\$57.3	\$70.0	\$80.0
<u>ASSESSORS</u>					
Internet Usage	73,830	68,000	92,009	95,000	99,000
Residential Prop. Value (millions)	\$13.82	\$14.00	\$14.05	\$14.74	\$15.45
Residential Prop. Accounts	16,680	16,700	16,720	16,730	16,750
Residential Inspections	2,637	2,500	1,508	2,000	2,000
Commercial Prop. Value (millions)	\$1.26	\$1.25	\$1.27	\$1.39	\$1.45
Commercial Prop. Accounts	604	600	606	610	610
Commercial Prop. Inspections	149	150	182	150	150
Deeds Processed	1,425	1,400	1,115	1,300	1,400
Sales Info. Request Mailed and Reviewed	886	750	761	800	800
Residential Exemption Filed	715	600	684	700	700
Statutory Exemptions filed	137	140	139	140	140
Tax Deferral	12	10	10	12	15
Personal Property Accounts	1,265	1,200	1,020	1,060	1,100
a) Form of List mailed	1,265	1,200	1,100	1,200	1,200
b) Rev'd entered, analyzed	565	500	517	500	500
c) Full Inspect & List	95	100	81	100	100
Taxable Value (billions)	\$15.26	\$15.30	\$15.52	\$15.50	\$15.50
Exempt Value (billions)	\$1.87	\$1.90	\$1.87	\$1.90	\$1.90

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>ASSESSORS (con't.)</u>					
Tax Exempt Property Accts.	294	290	298	290	300
a) 3ABC forms mailed	60	75	73	80	75
b) Rev'd, entered, analyzed	60	75	73	80	75
c) Inspections	25	25	20	25	25
d) Town Properties	107	107	107	107	107
Abatements (real & pers.)	356	300	183	200	250
Appellate Tax Board filed	71	60	43	60	60
Pending as of 6/30	79	75	72	N/A	N/A
Pending as of 12/31	90	90	78	N/A	N/A
Excise Bills Mailed	33,241	33,500	33,778	33,800	34,000
Excise Abatements	1,426	1,600	1,518	1,500	1,500
% Excise Tax Bills Abated	4.29%	4.78%	4.50%	4.50%	4.50%
Total Excise Billed (millions)	\$5.217	\$5.200	\$5.383	\$5.300	\$5.300
<u>Online filings:</u>					
Abatement Applications	2	10	3	15	20
Personal Exemptions	0	0	0	5	5
Property Exemptions	0	0	2	5	5
Personal Property Returns (FOL's)	N/A	N/A	N/A	N/A	20
<u>TREASURER / COLLECTOR</u>					
Current Year Collections:					
Property Taxes	99.31%	98.50%	98.97%	98.50%	98.50%
Motor Vehicle Excise	96.86%	92.00%	93.85%	92.00%	92.00%
Investment Earnings:					
Total \$	\$343,871	\$250,000	\$255,765	\$250,000	\$ 250,000
% Increase / (Decrease)	-13.9%	-27.3%	-25.6%	-2.3%	0.0%
Property Tax Bills	70,398	70,900	68,407	68,000	68,000
Water Bills	39,071	39,000	41,400	41,000	41,000
Refuse Bills	29,288	29,200	29,403	29,200	29,200
MLC's Issued	2,273	1,800	1,997	2,000	2,000
Total Payrolls	108	112	107	108	107
Total # of Checks	86,100	89,000	89,681	86,000	86,000
W-2's Prepared Annually	3,481	3,500	3,681	3,700	3,700
1099's Prepared Annually	879	800	321	350	350
Total Papeless Bills	N/A	1,275	793	800	800
% of employees direct deposit	N/A	91%	90%	92%	93%
Credit Card Use:					
% Water Bills	N/A	15%	17%	18%	19%
% Refuse Bills	N/A	17%	19%	20%	21%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Comptroller	510,643	532,666	568,421	35,755	6.7%
Purchasing	847,549	638,375	635,373	(3,002)	-0.5%
Assessor	639,202	648,642	651,556	2,913	0.4%
Treasurer-Collector	994,582	1,064,072	990,428	(73,643)	-6.9%
TOTAL	2,991,976	2,883,755	2,845,778	(37,977)	-1.3%

COMPTROLLER					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	346,853	340,027	342,802	2,775	0.8%
Services	148,978	175,774	210,754	34,980	19.9%
Supplies	5,059	7,750	7,300	(450)	-5.8%
Other	5,676	5,315	5,765	450	8.5%
Capital	4,077	3,800	1,800	(2,000)	-52.6%
TOTAL	510,643	532,666	568,421	35,755	6.7%

ASSESSOR					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	601,809	607,768	609,557	1,788	0.3%
Services	28,117	29,024	30,149	1,125	3.9%
Supplies	1,797	2,250	2,250	0	0.0%
Other	5,592	7,500	7,500	0	0.0%
Capital	1,887	2,100	2,100	0	0.0%
TOTAL	639,202	648,642	651,556	2,913	0.4%

PURCHASING					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	361,983	348,407	352,580	4,173	1.2%
Services	454,313	238,190	238,190	0	0.0%
Supplies	23,955	23,960	23,960	0	0.0%
Other	2,062	2,400	2,400	0	0.0%
Utilities	1,848	2,318	2,143	(175)	-7.5%
Capital	3,388	23,100	16,100	(7,000)	-30.3%
TOTAL	847,549	638,375	635,373	(3,002)	-0.5%

TREASURER-COLLECTOR					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	719,367	725,124	736,540	11,417	1.6%
Services	266,814	311,961	238,201	(73,760)	-23.6%
Supplies	4,035	9,737	9,737	0	0.0%
Other	2,153	3,650	3,650	0	0.0%
Capital	2,213	13,600	2,300	(11,300)	-83.1%
TOTAL	994,582	1,064,072	990,428	(73,643)	-6.9%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PURCHASING SUBPROGRAM

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Purchasing	296,207	281,721	300,496	18,774	6.7%
General Services	551,341	356,654	334,877	(21,776)	-6.1%
TOTAL	847,549	638,375	635,373	(3,002)	-0.5%

Purchasing

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	281,762	268,447	272,396	3,949	1.5%
Services	4,091	4,397	4,397	0	0.0%
Supplies	3,056	3,060	3,060	0	0.0%
Other	2,062	2,400	2,400	0	0.0%
Utilities	1,848	2,318	2,143	(175)	-7.5%
Capital	3,388	1,100	16,100	15,000	1363.6%
TOTAL	296,207	281,721	300,496	18,774	6.7%

General Services

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	80,221	79,961	80,184	224	0.3%
Services	450,222	233,793	233,793	0	0.0%
Supplies	20,898	20,900	20,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	22,000	0	(22,000)	0.0%
TOTAL	551,341	356,654	334,877	(21,776)	-6.1%

TREASURER-COLLECTOR SUB-PROGRAM

SUMMARY OF ELEMENTS

SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	134,057	193,207	193,859	652	0.3%
Treasurer	183,410	209,926	191,189	(18,738)	-8.9%
Collector	275,417	276,593	279,632	3,040	1.1%
Payroll	401,697	384,346	325,749	(58,597)	-15.2%
TOTAL	994,582	1,064,072	990,428	(73,643)	-6.9%

Administration

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	131,214	144,001	144,653	652	0.5%
Services	1,678	48,256	48,256	0	0.0%
Supplies	276	200	200	0	0.0%
Other	60	175	175	0	0.0%
Capital	829	575	575	0	0.0%
TOTAL	134,057	193,207	193,859	652	0.3%

Treasurer

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	105,892	106,170	107,433	1,262	1.2%
Services	74,497	101,281	81,281	(20,000)	-19.7%
Supplies	1,820	1,000	1,000	0	0.0%
Other	879	900	900	0	0.0%
Capital	322	575	575	0	0.0%
TOTAL	183,410	209,926	191,189	(18,738)	-8.9%

Collector

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	198,478	200,050	201,089	1,040	0.5%
Services	74,515	72,818	74,818	2,000	2.7%
Supplies	1,524	2,250	2,250	0	0.0%
Other	900	900	900	0	0.0%
Capital	0	575	575	0	0.0%
TOTAL	275,417	276,593	279,632	3,040	1.1%

Payroll

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	283,783	274,903	283,366	8,463	3.1%
Services	116,123	89,606	33,846	(55,760)	-62.2%
Supplies	415	6,287	6,287	0	0.0%
Other	314	1,675	1,675	0	0.0%
Capital	1,062	11,875	575	(11,300)	-95.2%
TOTAL	401,697	384,346	325,749	(58,597)	-15.2%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	94,152	110,906	1.00	101,429	1.00	102,950
	Assistant Comptroller	T-10	1.00	1.00	74,311	84,080	1.00	84,080	1.00	84,080
	Senior Accountant	T-5	1.00	1.00	56,638	64,083	1.00	64,083	1.00	64,083
	Senior Audit Clerk	C-6	1.00	1.00	42,933	44,850	1.00	44,406	2.00	88,414
	Senior Office Assistant	C-5	1.00	1.00	41,497	43,399	1.00	42,780	0.00	0
	Subtotal		5.00	5.00			5.00	336,777	5.00	339,527
	Other									
513044	Longevity							2,200		2,225
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							3,250		3,275
	Total		5.00	5.00			5.00	340,027	5.00	342,802

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	94,152	110,906	1.00	107,652	1.00	109,267
	Procurement Officer	T-8	1.00	1.00	68,704	77,736	1.00	68,705	1.00	69,928
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	46,580	48,924	1.00	48,924	1.00	48,924
	Buyer/Clerk	C-9	1.00	1.00	47,388	49,347	1.00	47,388	1.00	48,018
	Senior Office Assistant/CT	C-6	0.00	0.00	42,933	44,850	0.00	0	1.00	42,933
	Senior Office Assistant	C-5	1.00	1.00	41,497	43,399	1.00	42,127	0.00	0
	Mail Clerk	GN-1	0.93	0.93	29,549	31,036	0.93	28,864	0.93	28,864
	Subtotal		5.93	5.93			5.93	343,659	5.93	347,934
513044	Longevity Pay							3,698		3,597
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							4,748		4,647
	Total		5.93	5.93			5.93	348,407	5.93	352,580

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 BUDGET	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	94,152	110,906	1.00	110,906	1.00	110,906
	Deputy Chief Assessor	T-12	1.00	1.00	81,920	92,690	1.00	92,690	1.00	92,690
	Assessor - Commercial Valuation Director	T-10	1.00	1.00	74,311	84,079	1.00	84,079	1.00	84,079
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	71,453	80,845	1.00	79,432	1.00	80,845
	Assistant Assessor / Field Appraiser	GN-10	2.80	2.80	59,856	62,868	2.80	176,030	2.80	176,030
	Principal Clerk	C-8	1.00	1.00	45,951	47,897	1.00	47,897	1.00	47,897
	Subtotal		7.80	7.80			7.80	591,033	7.80	592,447
510102	Permanent Part Time Salaries									
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal							12,000		12,000
	Other									
513044	Longevity Pay							4,385		4,760
515501	Clothing/Uniform Allowance (In Lieu of Boots)							350		350
	Subtotal							4,735		5,110
	Total		7.80	7.80			7.80	607,768	7.80	609,557

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	118,604	139,710	1.00	139,710	1.00	139,710
	Payroll Director	T-14	1.00	1.00	92,046	104,145	1.00	100,535	1.00	102,324
	Assistant Treasurer	T-7	1.00	1.00	66,062	74,746	1.00	70,893	1.00	72,155
	Assistant Collector	T-7	1.00	1.00	66,062	74,746	1.00	74,746	1.00	74,746
	Payroll Coordinator	T-5	2.00	2.00	56,638	64,083	2.00	117,417	2.00	119,507
	Head Cashier	C-9	1.00	1.00	47,388	49,347	1.00	48,018	1.00	48,481
	Senior Clerk Typist/CT	C-6	0.00	1.00	42,933	44,850	1.00	44,028	1.00	44,217
	Senior Office Assistant/AR	C-5	1.00	1.00	41,497	43,399	1.00	43,399	1.00	43,399
	Senior Office Assistant	C-5	2.00	1.00	41,497	43,399	1.00	42,780	1.00	42,969
	Subtotal		10.00	10.00			10.00	681,524	10.00	687,508
510901	Temporary Part Time Salaries									
	Senior Office Assistant	C-5	0.31	0.31	41,497	43,399	0.31	13,262	0.43	18,320
	Clerical Support							17,500		17,500
	Subtotal		0.31	0.31			0.31	30,762	0.43	35,820
	Other									
510300	Regular Overtime							6,412		6,412
513044	Longevity Pay							5,025		5,400
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							12,837		13,212
	Total		10.31	10.31			10.31	725,124	10.43	736,540

**TOWN OF BROOKLINE
FY2015 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 FY15 budget represents an increase of \$17,372 (2.1%). The increase in Personnel (\$10,572, 1.8%) reflects the elimination of the Worker's Compensation charge-off (\$10,000), Steps (\$1,522), and a decrease in Longevity (\$950).

Supplies increases \$700 (25%) for Office Supplies. The \$6,100 (5.8%) increase in Other is for Claims and Settlements (\$5,000) and Education/Training/Conferences (\$1,100).

FY2015 OBJECTIVES

1. To provide the Town of Brookline with excellent legal services.
2. To facilitate and ensure a smooth transition following the appointment of Town Counsel.
3. To increase efficiency and improve work performance by expanding the areas of expertise assigned to Associates Town Counsel and Office staff.
4. To improve efficiency and work performance by establishing online legal resource library.
5. To continue to obtain dismissal(s) and/or summary judgments in civil matters brought against the Town, or negotiate settlements on terms favorable to the Town.
6. To assist with the Town's conversion to the Taxi Medallion System.
7. To institute team-based review of claims against the Town to ensure timely investigation and consistent resolution.
8. To continue to assist the Department of Public Works in recovering monies owed to the Town.
9. To achieve continued success in representing the Treasurer/Collector in tax title cases.
10. To provide on-going training to Town officials, employees, and Board and Commission members in laws and regulations pertaining to Public Records, Open Meeting, and Conflicts of Interest.
11. To negotiate and complete Solar Energy Management Service (SEMS) contracts on behalf of the Town.
12. To assist the Planning and Community Development Department's Housing Division in closing loans to create affordable housing in connection with the Beals Street Pine Street Inn and Dummer Street Brookline Housing Authority projects.
13. To provide general representation to the Town in connection with the proposed Chapter 40B development at Hancock Village.

PROGRAM COSTS - LEGAL SERVICES					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	583,342	576,762	587,334	10,572	1.8%
Services	102,969	127,559	127,559	0	0.0%
Supplies	4,206	2,800	3,500	700	25.0%
Other	128,474	105,400	111,500	6,100	5.8%
Capital	2,881	3,000	3,000	0	0.0%
TOTAL	821,872	815,521	832,893	17,372	2.1%
BENEFITS			274,142		
REVENUE	6,000	5,000	5,000	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

1. Successfully recovered \$933,918 through Tax Lien Foreclosure, Personal Property Taxes and Chapter 13 Bankruptcy payments.
2. Recovered more than \$54,442 in liens asserted against third parties for expenses incurred by the Town due to injuries sustained by public safety personnel.
3. Received a Land Court Judgment of \$171,238 for unpaid taxes.
4. Assisted the Police Department in recovering more than \$40,000 in restitution for damage sustained to Town property.
5. Drafted the Town's Prepared Food Sales Regulations and assisted with revisions to its Sale of Alcoholic Beverages and Lodging House Regulations.
6. Drafted warrant articles pertaining to the regulation of medical marijuana dispensaries.
7. Assisted in the Town's successful revocation of G.L. c. 149 s. 33B, an outdated overtime statute.
8. Worked with the Cemetery Division of the Department of Public Works to implement procedures for streamlining cemetery buybacks.
9. Continued to work with the Treasurer's Office to refine the system for processing foreclosures, personal property taxes and bankruptcies with efficiency to achieve maximum results.
10. Participated in electronic legal research technology seminars and implemented learned skills.
11. Successfully recovered all reported delinquent personal property taxes without the need for Court intervention.
12. Successfully settled two MCAD claims.
13. Drafted, negotiated, reviewed and approved numerous contracts, procurement related requests for proposals, and lease agreements.
14. Represented the Town in Inclusionary Zoning Unit closings.
15. Successfully defended a Motion to Dismiss filed in the Land Court pertaining to the structure at 81 Spooner Road, and assisted the Building Department in seeking demolition of the structure.
16. Drafted and negotiated a number of leases enabling the School Department to move BEEP classes to needed space.
17. Provided representation and timely advice to Town and School departments.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Disposed Court Cases	58	60	51	65	50
Formal Legal Opinions	42	38	33	40	35
Petitions to Foreclose Land Court & Tax Title Cases	25	35	32	30	30
Retirement Cases	19	15	24	17	15
Special Ed. Appeals *	2	1	1	1	1
	29	25	27	30	27
Appellate Tax Board	5	8	6	5	5
Leases/Ground Leases	8/2	8/2	6/2	8/2	6/2
Zoning Board Appeals	12	11	13	15	12
Personal Injury	13	15	14	12	12
Property Damages	17	20	15	15	15
Civil Service	2	3	3	3	3
Contract cases	3	4	2	4	2
Bankruptcy cases **	11	15	13	15	14
Miscellaneous					
Lawsuits***	57	50	48	50	50
Housing Projects/Closings	45	50	43	45	40
Contracts Reviewed and Approved (approx.)	327	340	342	330	300
Claim Letters Processed	520	550	532	525	525
Real Estate Tax Foreclosures	\$582,581	\$585,000	\$915,789	\$585,000	\$200,000
Bankruptcy Petitions	\$268,613	\$270,000	\$1,477	\$270,000	\$2,000
Mortgage Foreclosures	\$11,328	\$12,000	\$13,362	\$12,000	\$5,000
Personal Property Taxes	\$10,868	\$11,000	\$3,290	\$11,000	\$2,000
Property Damages	\$26,124	\$27,000	\$44,420	\$27,000	\$25,000
Police/Fire 111F claims	\$91,667	\$92,000	\$54,442	\$92,000	\$15,000
Dollars expended from Liability Fund	\$0	\$0	\$80,000	\$148,700	\$0

* Includes rejected IEPs that were resolved prior to litigation.

** Does not include numerous Notices of Discharge.

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

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	118,604	139,710	1.00	137,645	1.00	137,645
	Associate Town Counsel II	D-5	2.00	2.00	94,152	110,906	2.00	212,334	2.00	213,856
	Associate Town Counsel I	T-14	1.00	1.00	92,046	104,145	1.00	104,145	1.00	104,145
	Senior Paralegal Secretary	T-5	1.00	1.00	56,638	64,083	1.00	64,083	1.00	64,083
	Paralegal Secretary	C-9	1.00	1.00	47,388	49,347	1.00	49,347	1.00	49,347
	Subtotal		6.00	6.00			6.00	567,555	6.00	569,077
	CDBG Charge-Off							(5,000)		(5,000)
	Workers' Comp. Charge-Off							(10,000)		0
	Net Total		6.00	6.00			6.00	552,555	6.00	564,077
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.53	0.53	39,264	41,144	0.53	21,808	0.53	21,808
	Subtotal		0.53	0.53			0.53	21,808	0.53	21,808
	Other									
513044	Longevity Pay							2,050		1,100
515501	Clothing/Uniform Allowance							350		350
	Subtotal							2,400		1,450
	Total		6.53	6.53			6.53	576,762	6.53	587,334

**TOWN OF BROOKLINE
FY2015 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 FY15 budget increases \$216 (0.9%), all of which is due to Steps.

FY2015 OBJECTIVES

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

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

ACCOMPLISHMENTS

1. During 2013, the full Advisory Committee met 29 times and Subcommittees met another 27 times in addition to capital project site visits and other committee assignments.
2. Spent three months reviewing the Town Administrator's Proposed FY 2014 Financial Plan and Capital Improvements Program, developing the Advisory Committee's version of the budget for FY 2014. Presented to Town Meeting a detailed analysis and recommendation, which included an overview of the Town budget, a comprehensive report on the School budget, descriptions of the numerous construction/renovation projects included in the CIP, and on-going obligations such as pensions and retiree healthcare benefits.
3. Prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles and financial considerations. Topics included a variety of zoning issues related to such things as Lodging Houses, Loading Zones and the expansion of the Coolidge Corner Movie Theater. Also, legislation on such topics as Medical Marijuana Regulation, Disorderly Behavior and Newsrack regulation.
4. Regularly updated meeting schedules, maintained on-going communications and provided materials to all department heads, town boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties. Held open public hearings on issues before Town Meeting.
5. Members of the Advisory Committee participated on committees appointed by the Board of Selectmen on a variety of topics including zoning by-laws, School space needs (B-SPACE) and the Override Study Committee.
6. Members also served on several standing Town committees including the Town/School Partnership, Naming, Audit and Zoning By-Law Committee.

PROGRAM COSTS - ADVISORY COMMITTEE					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	12,303	21,016	21,232	216	1.0%
Services	0	0	0	0	0.0%
Supplies	2,052	2,275	2,275	0	0.0%
Other	326	570	570	0	0.0%
Capital	293	295	295	0	0.0%
TOTAL	14,974	24,156	24,372	216	0.9%
BENEFITS			156		
REVENUE	0	0	0	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries Executive Assistant	C-10	0.35	0.35	51,910	54,121	0.40	21,016	0.40	21,232
	Total		0.35	0.35			0.40	21,016	0.40	21,232

**TOWN OF BROOKLINE
FY2015 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 FY15 budget reflects an increase of \$68,879 (12.6). This is primarily due to the fact that there will be three elections in FY15 compared to one in FY14.

Personnel increases \$58,569 (12.9%) due to an increase in Election Workers (\$104,400), Steps (\$444) and Longevity (\$575). These increases are slightly offset by the elimination of the Senior Clerk Typist – ZBA (\$44,850) and the Town Clerk ZBA stipend (\$2,000). The functions performed by this position and the Town Clerk, providing secretarial duties to the Zoning Board of Appeals (ZBA), have been moved to the Department of Planning and Community Development in order to allow for better coordination and efficiency.

The \$4,000 (41%) increase in Supplies is for Meals and Receptions related to the increase in elections. Capital increases \$6,310 and funds existing leased computers and replacement furniture for the elections.

PROGRAM COSTS - TOWN CLERK					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	683,552	455,491	514,061	58,569	12.9%
Services	75,682	77,887	77,887	0	0.0%
Supplies	13,214	9,750	13,750	4,000	41.0%
Other	1,400	1,400	1,400	0	0.0%
Capital	1,495	1,200	7,510	6,310	525.8%
TOTAL	775,342	545,728	614,607	68,879	12.6%
BENEFITS			181,883		
REVENUE	184,052	180,200	180,200	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES

1. To delete all inactive voters that have been continuously inactive for 22 months.
2. To receive and file year-end campaign finance reports for all local candidates and committees.
3. To distribute, collect and record the 2014 Annual Street List.
4. To mail absentee ballot applications to all certified physically disabled voters.
5. To update the General By-Laws on the Town's website based upon the approval of the actions taken at the November 19, 2013 Special Town Meeting by the Attorney General's Municipal Law Unit.
6. To work with the IT Department and vendor to improve the reporting features for electronic voting at the May, 2014 Annual Town Meeting.
7. To certify nomination papers for all town-wide and Town Meeting offices for the May, 2014 Annual Town Election.
8. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth (1) certification of the computer tabulating program for the May, 2014 Annual Town Election and (2) a certified list of newly elected Town Officers based upon the final results of that election.
9. To destroy all ballots and election materials from the April 30, 2013 Annual Town Election.
10. To conduct voter registration sessions for the May, 2014 Annual Town Election.
11. To receive and file pre-election campaign finance reports for local candidates and committees for the May, 2014 Annual Town Election.
12. To administer, record and certify the results of the May, 2014 Annual Town Election, the September 16, 2014 State Primary and the November 4, 2014 State Election.
13. To update the Town website's list of Town Meeting Members based upon the results of the May, 2014 Annual Town Election.
14. To certify initiative petitions.
15. To receive and file post-election campaign finance reports for local candidates and committees for the May, 2014 Annual Town Election.
16. To administer, record and certify the actions taken at the May, 2014 Annual Town Meeting and the November 2014 Special Town Meeting, and transmit all General and Zoning By-Laws to the Office of the Attorney General's Municipal Law Unit for review and approval.
17. To certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division taken at the May, 2014 Annual Town Meeting.
18. To publish the 2013 List of Persons 17 Years of Age and Older.
19. To publish the 2014 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.
20. To destroy all ballots and election materials from the September, 2012 State Primary.
21. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth certification of the computer tabulating program for the September 16, 2014 State Primary.

OBJECTIVES (Con't.)

22. To implement and administer Email Balloting for UOCAVA voters for the September 16, 2014 State Primary and the November 4, 2014 State Election.
23. To conduct voter registration sessions for the September 16, 2014 State Primary and November 4, 2014 State Election.
24. To administer, record and certify the September 16, 2014 State Primary and November 4, 2014 State Election.
25. To destroy all ballots and election materials from the November, 2012 State Election.
26. To inactivate all voters who did not respond to the 2014 Annual Street List.

ACCOMPLISHMENTS

1. Deleted and notified all inactive voters that were continuously inactive for more than 22 months.
2. Received and filed year-end campaign finance reports for local candidates and committees.
3. Distributed and collected information from the 2013 Annual Street List.
4. Mailed absentee ballot applications to all certified physically disabled voters.
5. Certified nomination papers for all town-wide and Town Meeting offices for the April 30, 2013 Annual Town Election and for U. S. Senator for the April 30, 2013 Special State Primary.
6. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certified results of the computer tabulating program for the April 30, 2013 Annual Town Election and for the April 30, 2013 Special State Primary.
7. Implemented and administered Email Balloting for UOCAVA voters for the April 30, 2013 Special State Primary.
8. Conducted voter registration sessions for the April 30, 2013 Special State Primary, the April 30, 2013 Annual Town Election and the June 25, 2013 Special State Election.
9. Received and filed 8 days preceding campaign finance reports for local candidates and committees.
10. Administered, recorded and certified the April 30, 2013 Special State Primary, the April 30, 2013 Annual Town Election and the June 25, 2013 Special State Election.
11. Updated the General By-Laws on the Town's website based upon the approval of the actions taken at the November 13, 2012 Special Town Meeting by the Attorney General's Municipal Law Unit.
12. Destroyed all ballots and election materials from the May 1, 2012 Annual Town Election.
13. Updated the Town website's List of Town Meeting Members based upon the results of the April 30, 2013 Annual Town Election.
14. Transmitted a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based upon the final results of the April 30, 2013 Annual Town Election.
15. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the computer tabulating program for the June 25, 2013 Special State Election.
16. Received and filed 30 days following campaign finance reports for local candidates and committees for the April 30, 2013 Annual Town Election.
17. Administered, recorded and certified the actions taken at the May 28, 2013 Annual Town Meeting and the November 19, 2013 Special Town Meeting.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS (Con't.)

- 18. Certified and Transmitted all General and Zoning By-Laws, passed at the May 28, 2013 Annual Town Meeting and the November 19, 2013 Special Town Meeting, to the Office of the Attorney General's Municipal Law Unit for review and approval.
- 19. Certified and transmitted all authorizations to borrow to the Department of Revenue's Local Services Division.
- 20. Published the 2013 List of Persons 17 Years of Age and Older.
- 21. Inactivated voters who did not respond to the 2013 Annual Street List.
- 22. Mailed confirmation notices to all recently inactivated voters.
- 23. Certified initiative petitions for the November 4, 2014 State Election.
- 24. Destroyed all ballots and election materials from the September 18, 2012 State Primary and the November 6, 2012 State Election.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Performance:					
% of Eligible Registered Voters Participating (average)	8.6%	32.0%	34.3%	10.0%	32%
% Rate of Return for Census Forms	70.0%	71.0%	63.5%	65.0%	65%
Hours Election Workers Trained	12	18	24	6	18
Workload:					
Total Elections	2	3	4	1	3
Total Residents	55,774	55,500	54,109	54,100	54,150
Registered Voters	40,337	38,750	37,692	37,325	37,000
Inactive Voters	8,005	6,500	4,762	5,750	6,000
Marriage Licenses	412	425	395	400	410
Dog Licenses	2,382	2,375	2,321	2,350	2360
Green Dog Licenses	1,330	1,375	1,292	1,300	1350
Business Certificates	211	225	215	220	225
Other	3,110	2,575	3,428	3,100	3,500

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Voters Registered	1,755	2,500	5,749	1,250	3,500
Party/Address Changes	6,083	7,500	17,531	5,000	6,500
Deletes	1,805	3,900	5,388	3,500	3,200
Voters Inactivated	3,934	4,800	2,976	2,700	2,900
ZBA Notices Distributed	23,324	19,000	19,835	20,000	21,000

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAM COSTS					
SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Public Records	322,204	320,483	319,102	(1,381)	-0.4%
Elections	290,919	89,969	204,679	114,710	127.5%
Voter Registration	162,218	135,277	90,827	(44,450)	-32.9%
TOTAL EXPENSES	775,342	545,728	614,607	68,879	12.6%

Public Records

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	308,895	299,532	298,151	(1,381)	-0.5%
Services	9,887	17,951	17,951	0	0.0%
Supplies	1,795	2,000	2,000	0	0.0%
Other	681	400	400	0	0.0%
Capital	946	600	600	0	0.0%
TOTAL	322,204	320,483	319,102	(1,381)	-0.4%

Elections

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	245,536	52,200	156,600	104,400	200.0%
Services	33,927	32,019	32,019	0	0.0%
Supplies	11,183	5,750	9,750	4,000	69.6%
Other	0	0	0	0	0.0%
Capital	273	0	6,310	6,310	-
TOTAL	290,919	89,969	204,679	114,710	127.5%

Voter Registration

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	129,121	103,760	59,310	(44,450)	-42.8%
Services	31,867	27,917	27,917	0	0.0%
Supplies	235	2,000	2,000	0	0.0%
Other	719	1,000	1,000	0	0.0%
Capital	276	600	600	0	0.0%
TOTAL	162,218	135,277	90,827	(44,450)	-32.9%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION		
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	Permanent Full Time Salaries										
	Town Clerk	D-4	1.00	1.00	86,387	101,748	1.00	101,748	1.00	101,748	
	Assistant Town Clerk	T-10	1.00	1.00	74,311	84,080	1.00	84,080	1.00	84,080	
	Administrative Assistant	C-8	1.00	1.00	45,951	47,897	1.00	47,897	1.00	47,897	
	Principal Clerk	C-7	1.00	1.00	44,104	46,034	1.00	46,034	1.00	46,034	
	Senior Clerk Typist (ZBA)	C-6	1.00	1.00	42,933	44,850	1.00	44,850	0.00	0	
	Senior Clerk Typist	C-6	1.00	1.00	42,933	44,850	1.00	44,406	1.00	44,850	
	Subtotal		6.00	6.00			6.00	369,014	5.00	324,608	
510102	Permanent Part Time Salaries										
	Registrar (3)					3,000		3,000		3,000	
	Registrar, Ex Officio (1)					1,500		1,500		1,500	
	Chair Board of Appeals (1)					\$140/mtg.		3,550		3,550	
	Members Board of Appeals (2)					\$50/mtg.		7,550		7,550	
	Members Board of Examiners (3)					\$30/mtg.		300		300	
	Subtotal							15,900		15,900	
510201	Temporary Full Time Salaries										
	Election Workers							52,200		156,600	
	Census Workers							3,500		3,500	
	Subtotal							55,700		160,100	
510901	Temporary Part Time Salaries										
	Town Meeting							2,500		2,500	
	Subtotal							2,500		2,500	
	Other										
510300	Regular Overtime							4,253		4,253	
513044	Longevity Pay							4,725		5,300	
514501	Town Clerk Zoning Board of Appeals (Stipend)							2,000		0	
515501	Clothing/Uniform Allowance (In lieu of boots)							1,400		1,400	
	Subtotal							12,378		10,953	
	Total		6.00	6.00				6.00	455,491	5.00	514,061

**TOWN OF BROOKLINE
FY2015 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 FY15 budget represents an \$87,760 (13.2%) increase. Personnel increases \$86,840 (13.7%) due to a number of factors:

- A \$69,423 reduction in CD funding primarily due to the elimination of the Housing Development Manager (\$80,425) and the elimination of the charge-off for the Senior Planner, Planner and Part-Time Preservation Planner (\$40,804).
- The Green Community charge-off is eliminated (\$5,000).
- A CD-funded part-time CD Fiscal Assistant is added (\$25,436).
- The CD-funded Housing Project Planner is increased from 0.8 FTE to 1 FTE (\$13,705).
- The CD Secretary is reclassified from a C-4 to a C-5 (\$1,447).
- The addition of a Zoning Administrative Assistant (\$45,951) as the result of transferring support provided to the ZBA from the Town Clerk's office to Planning.
- Steps (\$5,004).
- Longevity (\$1,720).

The net impact of the reduction of grant funds on the Town's General Fund budget is \$31,869.

More information about the Zoning Administrative Assistant can be found in the Town Administrator's Budget Message (Section I).

The \$920 (5.7%) increase in Services is in Subscriptions.

PROGRAM COSTS - PLANNING AND COMMUNITY DEVELOPMENT					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	578,012	633,463	720,303	86,840	13.7%
Services	23,830	16,025	16,945	920	5.7%
Supplies	7,704	9,212	9,212	0	0.0%
Other	3,455	4,550	4,550	0	0.0%
Capital	7,597	3,200	3,200	0	0.0%
TOTAL	620,598	666,450	754,210	87,760	13.2%
BENEFITS			509,583		
REVENUE	23,855	6,000	7,000	1,000	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 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 program activities.
2. To begin posting report and plans of all Major Impact Projects on the Town's website.
3. To create a step-by-step guide for residents regarding the Zoning By-Law, Sign and Façade Loan Program, Zoning Board of Appeals cases, and subdivision plan submissions.
4. To develop proposed changes to by-laws and/or regulations regarding landscaped open space and solar facilities.
5. To work with Information Technology staff to complete the start-up phase of the GeoTMS system module for Preservation, allowing staff to fully use this system for issuing certificates and reducing the staff time needed to maintain multiple information systems.
6. To identify 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 projects.
7. To review plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Devotion House and School, Putterham School, Fisher Hill Park and Gatehouse, and the Riverway/Olmsted Park.
8. To apply for a Massachusetts Historical Commission grant for the Fisher Hill and/or Reservoir Gatehouses.
9. To expand public education programs by adding National Registry and survey information to the preservation section of the Department's website, create at least two more Historic Tour itineraries on the Town website, and increase the amount and distribution of information about historic preservation projects and opportunities.
10. To educate and promote the available incentives and opportunities for installing renewable energy facilities and increasing energy efficiency for private buildings.
11. To assist with the development of solar facilities, including managing grants and permitting processes, as needed, on appropriate Town-owned property.
12. To support and expand the Hubway regional bike share system in Brookline by seeking grants and additional sources of private funding.
13. To assist the Department of Public Works with moving the CDBG-funded Route 9 pedestrian and bicycle crossing project toward 25% design.
14. To complete 75% design drawings for the Village Square/Gateway East project.
15. To continue to identify improvements to the Zoning By-Law and develop proposed amendments for Town Meeting approval.
16. To continue to provide a high quality of professional support to all participants in the zoning process.

Housing

1. 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 and the Hubway Advisory Committee.

FY2015 OBJECTIVES (Con't.)

Housing Con't.

2. To use CDBG funding to continue the Town's commitment to providing decent housing, a suitable living environment and opportunities for persons of low-and moderate-income.
3. To create new affordable housing units and preserve and improve existing affordable units using federal and local resources to leverage private investment.

Economic Development

1. To undertake a study of the Route 9 corridor in order to fill vacancies and effect façade improvements through the Sign and Façade Program.
2. To report to the Board of Selectmen on the largest hurdles that exist for independent businesses to open and/or thrive in the Town of Brookline.
3. To work with the Zoning By-Law Committee to revise and update the Zoning By-Law with regard to public benefits.
4. To implement the plan to provide signage for wayfinding to cultural institutions.
5. To continue to identify and facilitate appropriate new development and redevelopment to strengthen and expand the tax base.

ACCOMPLISHMENTS

Planning and Administration

1. Developed zoning amendments, including creating a new animal daycare use, modifying lodging house regulations, requiring administrative site plan review for new child care facilities, and allowing and controlling registered medical marijuana dispensaries.
2. Worked with the Building Department to clarify the definition of demolition in the Demolition By-Law and produced an illustrated hand-out for the public.
3. Provided technical assistance and professional guidance to the Planning Board's Design Advisory Teams for the proposed mixed use development at the Cleveland Circle Cinema site and the proposed hotel development at 111 Boylston Street, the former Red Cab site.
4. Partnered with local residents and the non-profit group Climate Action Brookline to apply for and manage the Solarize Massachusetts Program, which resulted in 63 contracts for small-scale solar systems for private property in Brookline for a total capacity of 343 kW.
5. Assisted the Selectmen's Climate Action Committee in identifying new actions and objectives to achieve reductions in greenhouse gas emissions, as outlined in the Town's Climate Action Plan, which was adopted by the Board of Selectmen in December, 2012.
6. Managed the \$215,050 Green Communities Designation Grant awarded the Town for achieving the five criteria needed for State recognition as a Green Community, more than half of which has been spent on energy efficiency and renewable energy projects for municipal and school buildings.
7. Began implementing the Neighborhood Conservation District (NCD) by-law through the establishment of guidelines for NCD commissions and investigated the establishment of a new NCD.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS Con't.

Planning and Administration Con't.

8. Worked with other divisions within the Planning Department, as well as other municipal departments, to prepare a response to applications for Site Eligibility and for a Comprehensive Permit for The Residences at South Brookline (Hancock Village). Provided professional and administrative assistance in the Comprehensive Permit process.
9. Developed an Historic Itinerary of Coolidge Corner to educate and encourage visits to Brookline's central cultural and commercial area.
10. Completed baseline photography and research for inventory data sheets for Chestnut Hill North and Harvard Avenue Local Historic Districts.
11. Helped draft and secure Town Meeting approval of four amendments to the Zoning By-Law.
12. Coordinated adaptive reuse project for the Fisher Hill Gatehouse with the Boston Architectural College.
13. Applied for a Massachusetts Historic Commission Survey and Planning Grant to update architectural inventory forms and to update the National Register review process by the Preservation Commission.
14. Updated Local Historic District Design Guidelines.
15. Updated the preservation website by adding maps and addresses of property in the National Register of Historic Places, and developed guidelines for Demolition Delay review.
16. Managed operations and expanded Hubway, the regional bike share program, from three to four stations in Brookline.
17. Continued to work with the Massachusetts Department of Transportation to move 25% design plans for the Village Square/Gateway East project toward 75% design.
18. Successfully advocated for an earlier funding year on the State's Transportation Improvement Program (TIP) for the Village Square/Gateway East project in the amount of \$4.4 million in Federal Fiscal Year 2015.
19. Coordinated with the Building Department the restoration of Devotion House windows, repair of Putterham School, and the process for a new custodian resident for the Widow Harris House.
20. Completed procedures for establishing new Neighborhood Conservation Districts and completed "Guidelines and Standards for Review Manual" for NCDs.

Housing

1. Worked with Pine Street Inn to acquire two lodging house properties on Beals Street, to be preserved as affordable Single Room Occupancy units.
2. Worked with the Brookline Housing Authority to secure HOME, Housing Trust and State-controlled resources for the development of 32 units of affordable housing on Dummer Street.
3. Prepared successful application for McKinney-Vento Homeless funds with the City of Newton for the Brookline-Newton-Watertown Continuum of Care, directly benefitting Brookline institutions and residents.

ACCOMPLISHMENTS Con't.

Housing Con't.

4. 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).
5. Successfully prepared the HUD application for formula funding in E-CON Planning Suite in advance of HUD's mandated adoption schedule.
6. Worked with the City of Newton to draft a 10-year plan to end homelessness, with strategies that target permanent housing solutions and supportive services.
7. Managed marketing and tenant selection for two new affordable housing units, placing seven families in new rental or homeownership units.

Economic Development

1. Facilitated the design and approval of a hotel at 111 Boylston Street, including a successful zoning change related to loading zones.
2. Provided extensive staff support to the Brookline Place Advisory Committee to recommend zoning changes and to prepare a draft Developer's Agreement for offices at 1-5 Brookline Place (Children's Hospital site).
3. Facilitated design changes for the proposed hotel at the former Circle cinema site, involving working closely with citizens and developers to consider a zoning amendment to accommodate a potential negotiated outcome.
4. Completed the Waldo Street Area Study Committee Report.
5. Completed the Vibrancy Report, including a customer intercept survey.
6. Completed conceptual design for cultural institution signage and commercial streetscape improvements for Hickey Triangle/Harvard Square (in Brookline Village) and Coolidge Corner East Parking Lot renovations.
7. Created and implemented a self-reporting process for home-based businesses, thereby streamlining permitting for multiple departments.
8. Created the first-ever Town-wide commercial business database for all departments to utilize.
9. Assisted with new community events: Wellness in the Village (Brookline Village), Washington Square Summer Music Series, St. Mary's business area end of construction party, and group marketing for several arts-related spring festivals and events.
10. Conducted outreach to other communities and associations to assess interest in State legislation that would allow for tax exemptions for small commercial entities.
11. Held three outreach neighborhood association meetings with the Economic Development Advisory Board (EDAB).
12. Prepared web-based maps for existing cultural destinations, lodging and restaurants, retail businesses, and community events.
13. Created a business location map for Coolidge Corner and Brookline Village kiosks.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
CDBG Value (millions)	\$1.23	\$1.25	\$1.33	\$1.25	\$1.15
CDBG Programs	14	15	14	14	14
New Housing Program Income (in millions)					
HOME Funds	\$0.5	\$0.4	\$0.2	\$0.2	\$0.2
Housing Trust	\$0.4	<\$0.1	\$0.5	\$0.2	\$0.2
CDBG (included in above)	\$0.4	\$0.5	\$0.3	\$0.2	\$0.2
Homelessness Prevention (HPRP)	\$0.22	\$0.00	\$0.00	\$0.00	\$0.00
New/Newly Affordable Units Underway					
HOME/Housing Trust/CDBG	56	56	56	63	15
Inclusionary zoning	9	7	7	5	3
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	\$0.6	\$0.8	\$1.1	\$0.5	\$0.2
Housing Trust	\$0.7	\$1.0	\$2.7	\$1.0	\$0.5
CDBG	\$0.1	\$0.7	\$0.6	\$0.2	\$0.2
New and/or Newly Affordable Units					
HOME/Housing Trust/CDBG	0	24	24	63	15
Inclusionary zoning	2	7	7	5	3
Affordable Housing Preservation					
Ownership housing resales	2	4	3	4	4
Rental unit renovation	0	586	145	31	100
Zoning Caseload	152	155	154	154	154
Board of Appeals	80	82	82	82	80
Signs, Facades, Antennas	72	73	72	72	74

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Demolition Permits	42	35	40	42	45
Historic District Cases	100	95	102	105	108
Existing Businesses Assisted	25	25	40	10	10
New Businesses Assisted	10	10	27	11	11
Opened Storefronts	5	5	6	5	5
EDAB Projects under permitting/construction	2	3	3	3	3
# Façade Loans Granted	2	2	2	2	2
Storefront Retail Vacancy Rates	6.5%	N/A	6.3%	6.0%	6.0%
Regional Vacancy Rates	6.5%	N/A	4.4%	5.0%	5.0%
Meals Tax per Restaurant	\$6,873	\$7,250	\$6,028	\$5,844	\$6,006
Hotel Excise Tax per Room	\$2,204	\$2,372	\$2,332	\$2,019	\$2,181
EDAB-Sponsored Projects Tax Yield:*	\$1,452,968	\$1,579,535	\$1,579,535	\$1,770,430	\$1,814,591

*FY15 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
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAM COSTS					
SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Planning & Admin	415,921	450,044	555,938	105,894	23.5%
Housing	36,570	46,578	27,337	(19,241)	-41.3%
Economic Development	168,108	169,828	170,936	1,109	0.7%
TOTAL	620,598	666,450	754,210	87,760	13.2%

Planning and Administration

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	379,261	430,322	535,296	104,974	24.4%
Services	20,024	7,070	7,990	920	13.0%
Supplies	6,967	6,912	6,912	0	0.0%
Other	3,095	4,200	4,200	0	0.0%
Capital	6,574	1,540	1,540	0	0.0%
TOTAL	415,921	450,044	555,938	105,894	23.5%

Economic Development

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	163,104	160,508	161,616	1,109	0.7%
Services	3,467	8,100	8,100	0	0.0%
Supplies	737	510	510	0	0.0%
Other	360	150	150	0	0.0%
Capital	440	560	560	0	0.0%
TOTAL	168,108	169,828	170,936	1,109	0.7%

Housing

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	35,647	42,633	23,392	(19,241)	-45.1%
Services	339	855	855	0	0.0%
Supplies	0	1,790	1,790	0	0.0%
Other	0	200	200	0	0.0%
Capital	584	1,100	1,100	0	0.0%
TOTAL	36,570	46,578	27,337	(19,241)	-41.3%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Planning & Community Devel. Dir.	D-7	1.00	1.00	109,819	129,361	1.00	114,835	1.00	116,557
	Economic Development Officer	T-13	1.00	1.00	86,835	98,250	1.00	98,250	1.00	98,250
	Assistant Director-Community Planning	T-11	1.00	1.00	77,283	87,442	1.00	87,442	1.00	87,442
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	77,283	87,442	1.00	87,442	1.00	87,442
	Commercial Areas Coordinator		1.00	0.00			0.00	0	0.00	0
	Housing Development Manager	T-9	1.00	1.00	71,453	80,845	1.00	80,845	0.00	0
	CD Administrator	T-8	1.00	1.00	68,704	77,736	1.00	77,736	1.00	77,736
	Preservation Planner	T-6	1.00	1.00	61,169	69,210	1.00	65,641	1.00	66,810
	Economic Development Planner	T-6	0.00	1.00	61,169	69,210	1.00	62,257	1.00	63,366
	Housing Project Planner	GN-11	1.80	1.80	65,243	68,526	1.80	123,347	2.00	137,052
	Senior Planner	GN-13	1.00	1.00	70,056	73,581	1.00	73,581	1.00	73,581
	Planner	GN-10	1.00	1.00	59,856	62,868	1.00	60,844	1.00	61,848
	Administrative Head Clerk	C-10	1.00	1.00	51,910	54,121	1.00	54,122	1.00	54,122
	Zoning Administrative Assistant	TBD	0.00	0.00	45,951	47,897	0.00	0	1.00	45,951
	Reclassified Admin (formerly CD Sec)	C-5	0.00	0.00	41,497	43,399	0.00	0	1.00	42,591
	CD Secretary	C-4	1.00	1.00	39,264	41,144	1.00	41,144	0.00	0
	Subtotal		13.80	13.80			13.80	1,027,487	14.00	1,012,748
	CD Admin Reimbursement							(177,452)		(149,648)
	CD Programs Reimbursement							(243,123)		(192,429)
	Green Community Reimbursement							(5,000)		0
	HOME Funds Reimbursement							(18,518)		(16,000)
	Net Subtotal		13.80	13.80			13.80	583,394	14.00	654,672
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.59	0.80	61,169	69,210	0.80	55,368	0.80	55,368
	CD Intern		0.40	0.40			0.40	8,840	0.40	8,840
	CD Fiscal Assistant	C-10	0.80	0.00	51,910	54,121	0.00	0	0.49	25,436
	Subtotal							64,208		89,644
	CD Admin Reimbursement							(22,682)		(34,276)
	Net Subtotal		1.79	1.20			1.20	41,526	1.69	55,368
510300	Other									
	Regular Overtime							5,994		5,994
513044	Longevity Pay							5,360		6,770
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							12,754		14,164
	CD Admin Reimbursement							(2,160)		(1,675)
	CD Programs Reimbursement							(2,050)		(2,225)
	Net Subtotal							8,544		10,264
	Total		15.59	15.00			15.00	633,463	15.69	720,303

**TOWN OF BROOKLINE
FY2015 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 FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	13,516,008	13,589,078	13,615,205	26,126	0.2%
Services	351,552	457,669	505,169	47,500	10.4%
Supplies	202,220	221,750	221,750	0	0.0%
Other	58,873	64,000	64,000	0	0.0%
Utilities	373,720	438,897	425,423	(13,474)	-3.1%
Capital	452,278	440,284	481,144	40,860	9.3%
TOTAL	14,954,653	15,211,679	15,312,691	101,012	0.7%
BENEFITS			7,499,482		
REVENUE	8,468,217	8,589,000	9,789,000	1,200,000	14.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

BUDGET STATEMENT

The FY15 budget reflects a \$101,012 (0.7%) increase. Personnel increases \$26,126 (0.2%) for Steps (\$57,153) and Longevity (\$2,012), which is partially offset by a decrease in Quinn payments (\$33,039).

Services increase \$47,500 (10.4%) for Wireless Communications (\$25,800), Credit Card Service Charges (\$25,000), Motor Vehicle Repair and Maintenance (\$2,500), Postage (\$2,000), Bottled Water (\$1,200), Printing Services (\$1,000), and Office Equipment Rental/Lease (\$100). These increases are slightly offset by decreases in Subscriptions (\$4,000), Laundry Services (\$3,000), Public Safety Equipment Repair and Maintenance (\$2,500), and Data Processing Equipment Repair and Maintenance (\$600).

Utilities decrease \$13,474 (3.1%) due to decreases in Gasoline (\$17,059), Electricity (\$717), and Water and Sewer (\$357), which are slightly offset by increases in Natural Gas (\$4,277) and Diesel Fuel (\$382).

Capital increases \$40,860 (9.3%) and funds the equipment detailed in the Capital Outlay Summary (Section II), including existing desktop computers, in-car laptops and cruiser replacements.

FY2015 OBJECTIVES

Administration

1. To train the new recruit officers that have joined our Department this year.
2. To continue to utilize the latest advances in technology in order to bolster our ability to investigate criminal activity.
3. To continue to ensure our Supervisors stay abreast of criminal activity, community problems etc. and make adjustments in their personnel assignments in order to resolve these matters quickly, thereby reducing crime in town.
4. To continue to work with surrounding Police Departments in areas such as training, special events, crime control and criminal intelligence information sharing.
5. To seek out grant funding from a variety of sources that will allow us to provide the highest level of police services as possible.
6. To institute new and expand upon existing inspections and auditing processes throughout the Department in order to ensure compliance with policies and procedures.

Patrol

1. To continue to address crime patterns with the use of technology and placement of personnel. This includes proactively addressing probable areas of concerns based upon historical data (i.e. bike thefts, package thefts, street robberies and house breaks) and use of GPS based technology, such as the Bait Bike Program.
2. To proactively use the Warrant Unit to seek out wanted subjects, especially suspects who are prone to continue patterns of criminality.
3. To continue to expand the Bicycle Enforcement Program along with regional educational programs in coordination with various private/public bike organizations, as well as neighboring Police Departments.
4. To continue to integrate Special Response Team tactics with patrol procedures and provide appropriate training throughout the Department.

Criminal Investigations

1. To identify and seek out training necessary for proper and professional development for our new crime suppression unit.
2. To develop strategies to bring about more efficient and effective use of private and public camera systems throughout town.
3. To continue to provide training opportunities for detectives to keep them current with technologies and criminal trends occurring in law enforcement.
4. To develop and build on partnerships within the law enforcement community to assist in the prevention and prosecution of crime.
5. To have supervisors design and distribute an email report on a recurring basis that highlights work accomplishments, crime trends and any other pertinent information they feel will have a positive impact on criminal activity.

Traffic and Parking

1. To continue to emphasize pedestrian and bike safety and continue to maintain strict enforcement in areas where there is a high volume of pedestrian, bike, and vehicle interactions.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES (Con't.)

Traffic and Parking (con't.)

2. To augment the Road Trax and Speedboard systems with two new pieces of technology that will allow us to monitor road conditions and speed in multiple locations.
3. To manage traffic complaints with a heavy reliance on technology.
3. To continue to examine new parking technologies in order to better manage our complex parking system.
4. To manage and supervise meter parking throughout the Town. This will also assist us with deployment decisions and increase efficiency so we can continue to provide adequate, shared curbside parking.
5. To develop and implement a comprehensive program to analyze enforcement needs, trends, and deficiencies in our traffic enforcement efforts.
6. To continue our involvement in the process of moving toward a Taxi Medallion Program.
7. To begin to develop an interagency events management program through shared systems folders. With the many events that Brookline hosts each year, a coordinated effort that integrates all relevant agencies is critical for improved safety and efficiency.
8. To train our Traffic Investigators so they obtain the highest level of crash investigation training, including achieving Accreditation Commission for Traffic Accident Reconstruction (ACTAR).
9. To continue efforts to move toward a paperless records management through the increased use of Laserfische.

Community Relations

1. To continue to provide up-to-date training in areas such as terrorism, crime prevention, and technology.
2. To improve and expand the communications/notification process with residents by utilizing established email lists and twitter followers.
3. To train more supervisors in the use of social media in order to release more immediate crime updates.
4. To train officers as Drug Recognitions officers, enhancing efforts to detect motor vehicle operators who are impaired or under the influence of drugs.
5. To have more officers attend and take a more active role at school parent meetings. This platform serves as a way to get information out about cyber bullying, drug use, unhealthy teenage relationships, and as a means of letting the parents know what their children are being exposed to.
6. To have the Training Division meet with private schools in order to implement police response to active shooters on their property.
7. To provide RAD instructor training to more department members as requests for this program increases.

FY2015 OBJECTIVES (Con't.)

Public Safety Dispatch

1. To involve Police Platoon Commanders in our quality assurance program, thereby improving supervision of the Center.
2. To fully integrate the Larimore and SharePoint systems.
3. To incorporate Probationary Dispatcher's training reporting system that mirrors Police Recruit Integration reporting requirements, allowing for clearer requirements and accounting for Supervisors.
4. To continue to seek grant funding to assist in the training and staffing of the Center.

Animal Control

1. To continue to work with the Parks and Open Space Division of DPW and the Recreation Department on the "Green Dog" program. The goal of this is to insure that all of dog owners are in compliance with the licensing requirements of the Town and of the Commonwealth.
2. To assist the Health Department on the Annual Rabies Clinic.
3. To continue to attend regular meetings with City of Boston on the Pet Shelter Working Group in case of disaster.
4. To continue to attend more Massachusetts certification courses sponsored by the Animal Control Officers Association of Massachusetts or Massachusetts Department of Fish and Wildlife whenever they become available.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

Administration

1. Awarded Police Accreditation Status from the Massachusetts Police Commission. This was accomplished by conducting a critical self-analysis of the manner in which we do our work, resulting in updates to many policies and procedures.
2. Awarded funding from the Urban Area Security Initiative (UASI) that allowed for the replacement of the radio system for Police, Fire and Ambulance dispatch operations in the Public Safety Dispatch Center.
3. Continued to analyze calls for service, crimes and community problems in an effort to deploy resources in the most timely and effective manner, which resulted in a reduction in Part A crimes.
4. Applied various forms of technology, (GPS, Cameras, Automatic License Plate Reader) to increase our ability to provide a higher level of public safety to the community.
5. Conducted a thorough background investigative process in order to hire the eight most qualified candidates as Police Officers.

Patrol

1. Continued to increase supervision from Commanding Officers in the Dispatch Center through the use of a quality assurance system.
2. Continued to reduce crime with the coordination of deployments, compstat and STARS tracking.
3. Implemented a formal After Action Report (AAR) of critical incidents by Commanding Officers, Supervisors and Officers upon conclusion of incident. Formal reporting allows for corrections and best practices to occur going forward and reinforces SOPS in place.
4. Integrated the Special Response Team with Department personnel and tactics learned have been utilized by all in specific incidents.
5. The Patrol Bike Unit continued to educate bicyclists, pedestrians and motor vehicle operators in safe riding habits.
6. Continued to work with neighboring police departments, received training in crowd control, and assisted in managing special events.

Criminal Investigations

1. Increased our crime clearance rate from 41% to 43%.
2. Continued to provide specialized training opportunities in a wide variety of topics such as cell phone investigations and advanced mobile device forensics, digital video processing techniques course, Interview and Interrogation techniques and a course on video filming day and night crime scene investigations.
3. Developed a manual of investigative processes for criminal investigations, a notification list of our partners, and spreadsheets to formalize our case tracking procedures.
4. All detectives have been trained by a State Police chemist in the collection and submission of DNA evidence and made the collection of DNA evidence a priority.
5. Purchased updated equipment and software for our cell phone and other electronic analytical devices.

ACCOMPLISHMENTS (Con't.)

Criminal Investigations (con't.)

6. Upgraded software for our Internet pornography computer task force and upgraded the Custom GPS Tracking System.
7. Assigned two offices to a pilot "Crime Suppression Unit" concentrating on drug investigations, complicated case investigations and repeat offenders.

Traffic and Parking

1. Increased hotspot enforcement by integrating Patrol and Traffic directed enforcement activities into the computer-aided STAR System. The system has allowed us to deploy officers to high accident and incident areas to decrease a number of different vehicle related accidents.
2. Implemented SAFE (School Area Focused Enforcement), improved response to conditions and complaints, and monitored progress through our in-house computer system, allowing the Department to positively affect issues around the school by forming a partnership with the DPW.
3. Participated in the Mass. RMV/EOPSS E-citation program study. The information obtained by this study will allow the State to move forward on implementing an electronic motor vehicle citation system in all cruisers.
4. Implemented various workflow analysis programs, allowing for improvements in areas such as assignment of personnel, audits and RMV reporting.
5. Continued to streamline some processes, incorporate newer technology into our systems, and accept credit cards for a variety of transactions.
6. Moved toward a paperless and cash limited system of accounting. Credit card receipts account for 60% of multi-space meters and 25% of our parking receipts at the traffic window.
7. Continued to implement results of a management study that resulted in the combining of the functions and office space of Traffic, Records and Public Safety Business Office.
8. Put in place regular reviews of ticket issuance patterns that have allowed us to adjust work assignments to ensure effective and efficient operations.

Community Relations

1. Expanded our community outreach through the use of various forms of social media.
2. Expanded the use of Twitter to on-duty Patrol Supervisors to provide the public with "real time" information.
3. Upgraded the Range 3000 firearms simulator machine and provided increased training for all Department members.
4. Increased community presentations to the Town's senior population and addressed current issues they face such as frauds, scams and identity theft.
5. Continued to work with grammar school populations by assisting in programs dealing with internet safety, cyber-bullying, recognizing the signs of a health/unhealthy relationship, and the AWARE Program
6. Provided a combination of classroom on-line and real-life situations training for all officers in a variety of topics.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS (Con't.)

Community Relations (con't.)

7. Worked with various schools on their plans for evacuations and lockdowns. Addressed areas that could be updated based on events that occurred in other areas of the country, such as when to encourage students and teachers to safely leave the building as compared to sheltering in place.

Public Safety Dispatch

1. Instituted a Call /Response time review for 911 calls and set standards to be met or exceeded. Call handling was measured against these standards.
2. Structured a Quality Assurance system to review a specific type of call and managed this system effectively and for accountability purposes.
3. Handled more than 100,000 service calls that involved police, fire and ambulance personnel.
4. Hired and trained five new dispatchers.
5. Sought and received a grant from the State's 911 Department that will allow for up-to-date training for dispatchers and to also offset the cost of running the facility.

Animal Control

1. Have increased awareness to the Green Dog Program Leash Law, "Pooper Scooper" Laws and laws pertaining to other forms of wildlife.
2. Continued to work with the Town on the dog licensing. This will increased compliance amongst the dog Community and should result in a substantial increase of licensed dogs.
3. Continued to establish presence in all parks throughout town.
4. Attended available training on subject matters such as wildlife.
5. Continued to concentrate in areas where complaints have been received and made concerted efforts to end the behavior that led to these complaints.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Department Activities:					
Total Part A Crimes	944	945	926	875	865
Robbery	29	25	17	13	12
Breaking and Entering	126	125	111	98	96
Rapes	1	2	2	5	4
Motor Vehicle Theft	16	12	18	18	17
Larceny	589	590	613	606	604
Assaults	183	165	165	135	132
Assault and Battery on a Police Officer	16	12	10	7	6
Part A Crime- Clearance Rate	43%	45%	41%	44%	45%
Arrests	949	900	934	950	950
Field Interrogations	2,564	2,500	2,363	2,500	2,500
Domestic Violence Investigations	155	140	156	150	150
Crimes Solved through Fingerprint IDs	2	15	3	8	8
Crimes Solved through DNA	1	4	0	10	10
Animal Complaints	650	650	790	700	700
Loud Parties Responded to	164	123	162	115	115
Noise By-Law Violation Tickets issued	228	200	56	50	50
STARS Assignments	74	80	73	75	75
Licensing, Registration and Inspectional Services:					
Rooming Houses Inspected	44	44	50	50	50
Liquor Establishments Inspected	175	175	110	110	110
Licenses to Carry Firearms Issued	73	70	126	120	120
Firearms Identification Cards (FID)	45	60	41	40	40
FID Cards Restricted to Chemical Propellants	24	25	22	25	25
Fingerprints Taken for Community Members	479	450	475	475	475
Dispatch:					
Police-related Calls	69,318	69,000	75,596	75,000	75,000
Fire-related Calls	7,943	8,100	7,515	8,100	8,000
Medical Calls	3,915	4,000	4,929	4,000	5,000
E-911 Calls	13,205	13,500	16,373	13,500	16,000

PERFORMANCE / WORKLOAD INDICATORS (con't)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Community Programs:					
Facebook Followers	446	550	1,152	1,250	1,500
Twitter Followers	1,000	1,800	3,500	4,500	5,000
Website Hits	88,790	91,000	85,560	100,000	100,000
Neighborhood Meetings	21	15	7	15	15
Students in AWARE	1,486	1,200	1,470	1,475	1,475
Citizen Police Academy Graduates	28	25	25	25	25
Women Participating in RAD Classes	130	120	156	160	160
Child Seats Inspected	549	550	380	550	550
Project Homesafe Enrollees	5	15	7	15	10
Graffiti Removal Requests Processed	203	225	504	350	350
Traffic:					
Taxi Vehicles Inspections	350	350	414	400	400
Hackney Licenses Issued	400	400	392	400	400
Parking Tickets Issued	139,533	140,000	126,701	130,000	130,000
Collection Rate In-State (CY)	90%	91%	80%	85%	85%
Collection Rate Out-Of-State (CY)	68%	72%	54%	60%	60%
Parking Tickets Paid Online	37,115	42,000	35,098	41,000	42,000
Parking Tickets Appealed Online	4,162	5,000	N/A	5,000	5,000
Moving Violations	25,503	25,000	25,876	25,000	25,000
Parking Ticket Hearings	12,386	12,500	12,485	12,500	12,500
Detail Collection Rate after 90 Days					
0 < 30 Days	New	N/A	27%	27%	27%
31 < 60 Days	New	N/A	77%	77%	77%
61 < 90 Days	New	N/A	93%	93%	93%
91 < 105 Days	New	N/A	96%	96%	96%
106 < 115 Days	New	N/A	99%	99%	99%
Bicycle Enforcement	1,399	1,500	1,601	1,650	1,700
Grants Awarded:					
Police	\$246,488	\$250,000	\$330,864	\$250,000	\$250,000
Urban Areas Security Initiatives (UASI) (Funding for Multiple Town Agencies)	\$100,885	\$25,000	\$94,476	\$25,000	\$25,000
Emergency Management:					
Citizens trained for CERT (Community Emergency Response Team)	25	25	25	25	30
CERT Activations (shelters, flu clinics, storm drill, etc.)	8	15	10	12	15
Community education programs on emergency preparedness	11	12	10	12	15
Emergency Operation Center (EOC) Activations	3	5	3	5	5

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	2,066,506	1,803,581	1,898,721	95,141	5.3%
Patrol Services	7,583,217	7,598,528	7,526,941	(71,588)	-0.9%
Investigation Services	2,048,622	1,944,164	1,956,676	12,512	0.6%
Community Relations	667,183	818,924	822,556	3,632	0.4%
Traffic Control	1,719,572	2,130,121	2,179,475	49,354	2.3%
Public Safety Dispatch	783,740	838,354	840,933	2,580	0.3%
Animal Control	85,813	78,006	87,387	9,382	12.0%
TOTAL	14,954,653	15,211,679	15,312,691	101,012	0.7%

Administration

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	965,280	807,729	810,112	2,382	0.3%
Services	326,304	294,087	314,187	20,100	6.8%
Supplies	181,589	196,000	196,000	0	0.0%
Other	58,846	58,000	58,000	0	0.0%
Utilities	373,720	438,897	425,423	(13,474)	-3.1%
Capital	160,767	8,867	95,000	86,133	971.4%
TOTAL	2,066,506	1,803,581	1,898,721	95,141	5.3%

Patrol Services

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	7,289,530	7,161,611	7,137,797	(23,815)	-0.3%
Services	2,176	5,500	3,000	(2,500)	-45.5%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	291,511	431,417	386,144	(45,273)	-10.5%
TOTAL	7,583,217	7,598,528	7,526,941	(71,588)	-0.9%

Investigation Services

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	2,044,158	1,933,064	1,946,176	13,112	0.7%
Services	30	1,100	500	(600)	-54.5%
Supplies	4,434	10,000	10,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	2,048,622	1,944,164	1,956,676	12,512	0.6%

Animal Control

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	85,813	77,006	86,387	9,382	12.2%
Services	0	1,000	1,000	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	85,813	78,006	87,387	9,382	12.0%

Community Relations

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	667,183	818,924	822,556	3,632	0.4%
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%
TOTAL	667,183	818,924	822,556	3,632	0.4%

Traffic Control

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	1,680,875	1,961,139	1,979,993	18,854	1.0%
Services	23,044	155,982	186,482	30,500	19.6%
Supplies	15,653	13,000	13,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	1,719,572	2,130,121	2,179,475	49,354	2.3%

Public Safety Dispatch

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	783,169	829,604	832,183	2,580	0.3%
Services	0	0	0	0	0.0%
Supplies	543	2,750	2,750	0	0.0%
Other	28	6,000	6,000	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	783,740	838,354	840,933	2,580	0.3%

**TOWN OF BROOKLINE
FY2015 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 FY15 budget reflects a \$45,982 (0.4%) increase. Personnel increases \$60,230 (0.5%) for Steps (\$53,431), the Education Incentive (\$12,000), and Longevity (\$2,550), slightly offset by decreases in EMT Pay (\$7,533) and HazMat Pay (\$218).

The \$6,000 increase in Services (3.9%) is in Wireless Communication for air cards for the in-apparatus laptops. The \$8,690 (3.6%) decrease in Utilities is driven by a lower contract price for Natural Gas (\$10,105) and decreases in Diesel Fuel (\$1,892) and Electricity (\$1,181). These decreases are partially offset by increases in Gasoline (\$3,888) and Water and Sewer (\$599).

Capital decreases \$11,557 (5%) and includes funding for the second year of the three-year SCBA replacement program, turnout gear, public safety equipment, as well as the equipment detailed in the Capital Outlay Summary in Section II.

PROGRAM COSTS - FIRE DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	12,147,057	12,157,135	12,217,365	60,230	0.5%
Services	155,187	154,755	160,755	6,000	3.9%
Supplies	130,847	146,260	146,260	0	0.0%
Other	32,605	27,650	27,650	0	0.0%
Utilities	230,452	242,024	233,334	(8,690)	-3.6%
Capital	148,111	232,134	220,577	(11,557)	-5.0%
TOTAL	12,844,261	12,959,959	13,005,941	45,982	0.4%
BENEFITS			7,315,176		
REVENUE	357,414	420,000	380,000	(40,000)	-9.5%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES

1. To continue to respond to 95% of all calls in fewer than four minutes.
2. To implement 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 continue to expand the use of technology in the Department, including the implementation of a new Firehouse mobile apparatus software.
5. To update/develop departmental SOG's and institute new training evolutions.
6. To train and certify an additional five firefighters as Emergency Medical technicians.
7. To continue to help develop and advance the goals and objectives of the Town's Emergency Management Team.
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 FY14.
10. To update the Department's rules and regulations.
11. To work with the Building Department on a feasibility study for a new apparatus maintenance facility at Station 6 on Hammond Street, a project that will also involve the modernization of the training facility located at Station 6.
12. To train/refresh the Department in both traditional and new firefighting practices.
13. To implement a physical fitness program specifically designed for firefighters and the unique needs of their job.
14. To purchase a new Ladder 2.

ACCOMPLISHMENTS

1. Continued holding bi-annual Chief Officer staff meetings.
2. Hosted a firefighter recruit training program, adding eight new firefighters to the Department.
3. Expanded the use of technology in the Department including the implementation of a new multiple family residential inspection system that allows the Department to more accurately capture acquired information and make it available during emergencies.
4. Updated/Developed several departmental SOG's.
5. Certified five additional firefighters as Emergency Medical technicians.
6. Continued to help develop and advance the goals and objectives of the Town's Emergency Management Team.
7. The Fire Prevention Division oversaw the inspections of all residential buildings containing six or more units for fire/safety hazards and inspected 150 Common Victualer establishments.
8. Formed an Apparatus Selection Committee and developed specifications for a new Engine 3, received financial approval, and placed the order in October, 2013.
9. Began updating the Brookline Fire Department rules and regulations.
10. Trained/refreshed the Department in both traditional and new firefighting practices.
11. Began the development of a physical fitness program specifically designed for firefighters and the unique needs of their job.
12. Responded to over 95% of calls in fewer than 4 minutes, exceeding NFPA 1710 minimum guidelines.
13. Responded to all structure fires with a full first alarm assignment, in compliance with NFPA 1710.

TOWN OF BROOKLINE FY2015 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Fire					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015		ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Box Alarms	687	750	598	600	600	% of Apparatus Repairs Initiated within 24 Hrs	100%	100%	100%	100%	100%
Still Alarms	2,748	2,600	3,068	3,100	3,100	% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
Medical Emergencies	4,132	4,000	3,681	3,700	3,700	% of EMTs Requesting Re-certification Re-Certified	100%	100%	98%	98%	100%
Total Responses	7,567	7,400	7,347	7,400	7,400	Number of Newly Certified EMTs	N/A	5	4	5	5
Avg Response Time to Emergency Incidents (minutes) - Calendar Year	3:48	<4:00	3:35	<4:00	<4:00	Number of Firefighters Completing: Firefighter I/II certification	N/A	6	7	44	20
Large loss fire (over \$100,000)	4	5	1	1	1	Instructor Certification	N/A	1	1	12	4
Medium Loss Fires (under \$100,000)	21	20	19	10	10	% of Fires Contained to the Building of Origin	N/A	95%	100%	95%	95%
Multiple Alarm Fires	3	5	6	5	4	Number of Pre-K through Grade 2 classrooms receiving the S.A.F.E. Program	N/A	80	80	80	80
% of Investigations Started Within Two Hours	100%	100%	100%	100%	100%						
Apartment Buildings with 6+ Units Inspected	386	517	518	517	517						
26F Smoke/CO Detector Inspections	N/A	808	916	850	850						
Lodging House Inspections	N/A	49	49	49	49						
Common Victualer Inspections	N/A	150	85	150	150						
Certificate of Occupancy Inspections											
Residential	N/A	88	128	88	88						
Commercial	N/A	33	30	33	33						

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	637,598	642,202	655,107	12,904	2.0%
Firefighting	11,146,836	11,334,031	11,352,144	18,113	0.2%
Fire Prevention	417,168	327,048	327,746	697	0.2%
Equipment Maintenance	348,795	367,865	415,262	47,397	12.9%
Training	293,864	288,812	255,683	(33,130)	-11.5%
TOTAL	12,844,261	12,959,959	13,005,941	45,982	0.4%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	559,286	548,325	556,380	8,054	1.5%
Services	33,893	35,764	35,764	0	0.0%
Supplies	18,460	17,800	17,800	0	0.0%
Other	14,534	7,650	7,650	0	0.0%
Capital	11,425	32,663	37,513	4,850	14.8%
TOTAL	637,598	642,202	655,107	12,904	2.0%

Equipment Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	127,313	126,050	126,450	400	0.3%
Services	101,084	98,900	98,900	0	0.0%
Supplies	46,910	74,560	74,560	0	0.0%
Other	0	0	0	0	0.0%
Utilities	73,488	68,355	70,352	1,997	2.9%
Capital	0	0	45,000	45,000	-
TOTAL	348,795	367,865	415,262	47,397	12.9%

Firefighting

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	10,769,570	10,922,130	10,974,337	52,207	0.5%
Services	20,211	20,091	26,091	6,000	29.9%
Supplies	64,298	52,000	52,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	156,965	173,669	162,982	(10,687)	-6.2%
Capital	135,792	166,141	136,734	(29,407)	-17.7%
TOTAL	11,146,836	11,334,031	11,352,144	18,113	0.2%

Training

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	274,382	234,752	233,623	(1,130)	-0.5%
Services	0	0	0	0	0.0%
Supplies	1,179	1,400	1,400	0	0.0%
Other	18,070	20,000	20,000	0	0.0%
Capital	233	32,660	660	(32,000)	-98.0%
TOTAL	293,864	288,812	255,683	(33,130)	-11.5%

Fire Prevention

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	416,506	325,878	326,576	697	0.2%
Services	0	0	0	0	0.0%
Supplies	0	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	662	670	670	0	0.0%
TOTAL	417,168	327,048	327,746	697	0.2%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	126,906	149,489	1.00	147,280	1.00	149,489
	Chief of Operations	D-7	1.00	1.00	109,819	129,361	1.00	125,565	1.00	127,449
	Deputy Chief	F-4	6.00	6.00	89,414	93,885	6.00	563,312	6.00	563,312
	Captain	F-3	8.00	8.00	76,481	80,305	8.00	630,966	8.00	630,966
	Lieutenant	F-2	23.00	23.00	65,428	68,699	23.00	1,547,367	23.00	1,553,909
	Firefighter	F-1	115.00	115.00	46,463	57,320	115.00	6,218,801	115.00	6,259,378
	Information Systems Analyst	T-10	1.00	1.00	74,311	84,079	1.00	78,350	1.00	79,745
	Public Safety Business Manager*	T-9	0.50	0.50	71,453	80,845	0.50	40,423	0.50	40,423
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	59,856	62,868	1.00	62,868	1.00	62,868
	Executive Assistant	G-13	1.00	0.00			0.00	0	0.00	0
	Executive Assistant	C-10	0.00	1.00	51,910	54,121	1.00	52,540	1.00	53,081
	Assistant Clerk - Fire Prevention	C-8	1.00	1.00	45,951	47,897	1.00	47,044	1.00	47,234
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	44,104	46,033	0.50	23,017	0.50	23,017
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	41,497	43,399	1.00	42,995	1.00	43,089
	Fire Apparatus Repairperson	LN-7	1.00	1.00		55,347	1.00	55,347	1.00	55,347
	Subtotal		161.00	161.00			161.00	9,635,876	161.00	9,689,307
	Other									
510140	Shift Differential							599,684		599,684
510143	Working-Out-Of-Classification Pay							111,402		111,402
510300	Regular Overtime							252,877		252,877
513007	HazMat Pay							116,714		116,496
513042	Educational Incentive Pay							145,000		157,000
513044	Longevity Pay							74,050		76,600
513045	Career Incentive Pay							3,500		3,500
514501	Extra Compensation							750		750
514506	EMT Pay							398,291		390,758
515041	Holiday Pay							477,745		477,745
514502	Specialty Pay							15,600		15,600
515058	Vacation Cash-in							129,526		129,526
515059	Administrative Leave Buy-Back							84,230		84,230
515501	Uniform/Clothing Allowance							111,390		111,390
515505	Tool Allowance							500		500
	Subtotal							2,521,259		2,528,058
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Police Dept.										
	Total		161.00	161.00			161.00	12,157,135	161.00	12,217,365

**TOWN OF BROOKLINE
FY2015 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 enforce by-laws and regulations related to zoning, building, plumbing, gas, electrical connections, fire safety, sprinklers, energy, demolition, and lodging houses. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal. 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 FY15 budget reflects a \$56,572 (0.8%) decrease. The \$115,387 (5.6%) increase in Personnel is primarily driven by bringing certain HVAC-related services in-house. Two Senior Maintenance Craftsmen are added (\$108,708) and are funded with the savings in contractual services from bringing the work in-house. Other personnel increases include Steps (\$4,581) and Longevity (\$2,100).

The \$94,699 (4.3%) reduction in Services is from the savings in Repair and Maintenance for HVAC-related services associated with bringing these services in-house combined with the annual 2.5% increase normally distributed to this line-item, resulting in a decrease of \$97,189. [The net of this HVAC initiative is a savings of \$82,900, all of which remains in the Repair and Maintenance budgets for both Town (\$51,100) and Schools (\$31,800).] More detail on this initiative can be found in the Town Administrator's Budget Message (Section I). There is also a \$2,490 increase in Computer Software Repair and Maintenance.

The decrease in Utilities (\$70,761, 2.6%) is the result of a lower price for the new Natural Gas contract (\$72,770), a decrease in Water and Sewer charges (\$14,932), and increases in Electricity (\$16,089) and Gasoline (\$852).

Capital decreases \$6,500 (10.3%) and funds existing computer leases, as well as two vehicle replacements and the purchase of a trailer and a personnel lift.

PROGRAM COSTS - BUILDING DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	2,037,550	2,047,600	2,162,987	115,387	5.6%
Services	2,107,030	2,213,679	2,118,980	(94,699)	-4.3%
Supplies	22,633	23,170	23,170	0	0.0%
Other	5,201	5,350	5,350	0	0.0%
Utilities	2,627,973	2,727,878	2,657,117	(70,761)	-2.6%
Capital	54,464	63,100	56,600	(6,500)	-10.3%
TOTAL	6,854,850	7,080,776	7,024,204	(56,572)	-0.8%
BENEFITS			1,280,292		
REVENUE	2,551,777	2,033,000	2,155,000	122,000	6.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES

1. To assist the Selectmen's Office and all Town and School departments with the development of a balanced CIP Project list, including planning for required school space needs.
2. To work with the School Department and designer to develop an acceptable scope of work for the renovations to the Old Lincoln School.
3. To work with the School Department on the study analyzing the options available to house the larger grade sizes that will start reaching the High School within a few years.
4. To work with the School Department, Building Commission, and the Devotion School Building Committee on the Devotion School renovation project.
5. To finalize the design of structural improvements to Fire Station #7 and Life Safety Improvements to Fire Stations #1 and #4, bid the projects and commence work.
6. To work with the DPW on the completion of plans for modifications to the Municipal Service Center and to start construction.
7. To complete the design of phase 4 of the Town Hall Garage project and bid it for construction.
8. To finalize a contract for the design of renovations to the Pierce and Lawrence School elevators and complete design, bidding and construction.
9. To continue to work with the Recreation Department on the construction of a new Maintenance Facility at the Golf Course.
10. To continue to implement the repairs called for in the Roof Master Plan and Masonry Repair Plan.
11. To work with the Parks and Open Space Division of DPW regarding the renovation of the Tennis Club building at Walstein Park.
12. To work with the Parks and Open Space Division of DPW regarding the installation of a comfort station and the renovations of the Gatehouse at the new Fisher Hill Park.
13. To work with Council on Aging staff regarding renovations to provide meeting space and a work out area at the Senior Center.
14. To undertake electrical upgrades to the Pierce School.
15. To expand the public building security and keycard systems.
16. To upgrade the energy management systems, using both CIP funds and Green Community monies.
17. To continue all efforts to make public buildings fully accessible.
18. To continue improving energy efficiency in all Town and School buildings by using grant, rebate monies and/or CIP funds.
19. To update the Department's website to better reflect the divisions and programs, permit process, new applications, FAQ's and forms, add new useful links.
20. To continue to work with the Information Technology Department to further GeoTMS' (permitting software) on-line permitting capabilities and renewal of annual Certificate of Inspections.
21. To continue efforts to investigate the use of hand-held devices for use by inspectors during field inspections so that they can log inspection results in real-time.
22. To establish policy for receiving, tracking and closing complaints using the permit tracking module.
23. To find a location for storage and shop space for Building Department maintenance staff.

FY2015 OBJECTIVES (Con't.)

24. To fully implement the new work order system (SchoolDude) as part of an effort to track work orders more closely, improve the time it takes to respond to and complete work orders, and look at total allotment of time to complete jobs.
25. To modify the way maintenance calls are performed and have staff use computers for daily reports and work order information.
26. To expand training and education for Tradesmen on different skills and advancements in construction/renovation.
27. To provide training for all staff on the operation and maintenance of departmental equipment.
28. To continue training and certification of all inspectors as required by State law.
29. To continue efforts to implement a document management system that will store building plans, files, and documents electronically.
30. To expand specifications on service contracts.
31. To implement DCAM's maintenance standards and achieve a level 4 (comprehensive) ranking of a 5-tiered system.
32. To investigate online bidding for capital improvement projects (CIP).

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

1. Installed five high-efficiency condensing boilers, two of which were paid for with Green Community funds and received \$20,000 in rebates from the gas company for the installation.
2. Made the following improvements at various schools:
 - Baker School – remodeled the lower locker rooms into two art rooms and the upper art room into a Kindergarten classroom.
 - Devotion School – created four new classrooms that were needed due to overcrowding.
 - Driscoll School – created a new teaching space in the former boy’s locker room.
 - High School – added two new classrooms to meet program needs; added automatic flush valves and installed electric hand dryers. Also created a handicap accessible entrance on the right side of the School where none existed and installed an accessible toilet for student/staff use.
 - Lawrence School – modified two existing rooms for classroom needs.
 - Pierce School – constructed three new classrooms to meet enrollment needs.
3. Made the following improvements at various town facilities:
 - Larz Anderson Skating Rink – installed all new outside lighting.
 - Main Library – replaced the energy management system.
 - Senior Center – replaced the 11-year old flooring in most of the building.
 - Fire Stations – created workout rooms.
 - Devotion House – various structural repairs to improve stability of the building.
 - Soule Rec – Improved drainage and created new space in the basement area.
4. Completed the Library (Main, Putterham, Coolidge Corner) flooring and painting projects.
5. Completed the roofing work for Fire Stations #1, #5 and #7.
6. Completed the renovations and additions to the Runkle and Heath schools.
7. Managed the interface, communication and coordination of the Runkle School project with a variety of interested parties including regulatory agencies and the Massachusetts School Building Authority (MSBA).
8. Completed the DPW/Building Department Operations Feasibility Study and commenced design work.
9. Worked with the School Department to complete the Pierce School Auditorium project.
10. Completed the Devotion School Concept Study and finalized OPM and Feasibility Study Agreements with the MSBA.
11. Completed phase 3 of the Town Hall Garages Repairs project.
12. Completed Phase 1 of the UAB Envelope Repairs project.
13. Improved the plan review process and timeliness of permit (building, wiring, plumbing, gas) issuance.
14. Improved the portal that allows the public to view the status of building, electrical, plumbing and gas permits on the Department’s website.
15. Installed new high-efficiency outside lighting and interior fixtures in buildings, with most of the costs paid by NStar.

ACCOMPLISHMENTS (Con’t.)

16. Installed new VFD for the pool pumps to save money and improve the operations of the pool equipment.
17. Upgraded the keycard security systems.
18. Bid and secured a new tenant for the Cemetery House.
19. Hired a temporary electrician to do the work that would have normally been performed by an outside contractor and achieved a 65% savings.
20. Worked on the RFP for a new lease of the Larz Anderson Carriage House, currently housed by the Auto Museum.
21. Established a Code Enforcement Task Force comprised of various Town officials and departments that meets monthly to discuss code issues, life safety violations, by-law compliance, occupancy issues and other matters.
22. Received \$75,383 in rebates from NStar for energy conservation measures at the Runkle School.
23. Received \$69,392 in rebate monies from National Grid and NStar for other energy conservation projects.
24. Had the Runkle School certified as a Green Building.
25. Worked with Town Officials, Board and Commissions to investigate and determine the public buildings most appropriate for solar panel installations (PV systems) and adopted a new Solar Ready Roof policy.

TOWN OF BROOKLINE FY2015 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Building					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015		ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Permits Issued:	6,123	5,830	6,141	5,750	5,800	Vouchers Processed	1,500	1,500	1,350	1,500	1,500
Building Permits	1,821	1,825	1,887	1,825	1,830	Committees of Seven	3	7	5	7	8
Electrical Permits	1,380	1,335	1,358	1,335	1,350	Public Building Maintenance					
Plumbing Permits	1,273	1,200	1,261	1,200	1,225	Maintenance Contracts	15	15	15	15	15
Gas Fitting Permits	987	900	949	900	925	Contractor Service Orders	1,600	1,600	1,663	1,600	1,600
Mechanical Permits	385	300	419	300	325	In-House Work Orders	4,367	4,200	4,100	4,200	4,200
Sprinkler Permits	14	20	19	30	30	% of Work Orders Completed in Less Than 3 days	N/A	36%	36%	45%	45%
Occupancy Permits	182	150	138	150	150	Utility Use					
Other	81	100	110	100	100	Town Hall					
% of Permit Applications Available Online	N/A	1%	5%	4%	8%	Electricity (KWH)	703,104	693,268	719,856	705,000	710,000
% of Transactions Paid with Credit Card	N/A	2%	6%	7%	10%	Natural Gas (Therms)	21,625	27,036	23,030	23,000	23,000
Certificates Issued	274	270	271	300	325	Oil (gallons)	210	0	0	0	0
Builders Licenses	33	45	36	45	45	Water & Sewer (CCF)	1,388	1,376	1,602	1,400	1,400
Inspections:						School Buildings					
Common Victualler	140	140	140	150	150	Electricity (KWH)	7,254,086	7,357,504	7,171,895	7,357,000	7,437,000
Lodging House Insp.	51	51	51	51	51	Natural Gas (Therms)	414,096	658,618	531,241	660,000	680,000
Violation Notices Issued	25	25	32	25	35	Oil (gallons)	120	0	0	2,000	4,000
Court Complaints Filed	8	8	4	8	8	Water & Sewer (CCF)	13,158	13,500	15,136	14,500	14,000
Zoning Board of Appeals Cases	71	60	70	70	70						

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	182,677	202,842	203,411	570	0.3%
Code Enforcement	567,315	628,109	632,361	4,253	0.7%
Town R&M	1,052,078	1,040,912	1,054,314	13,402	1.3%
Town Hall Maint.	539,191	513,231	495,967	(17,264)	-3.4%
Construct/Renovation	26,826	82,622	81,112	(1,510)	-1.8%
School R&M	4,486,764	4,613,061	4,557,039	(56,022)	-1.2%
TOTAL	6,854,850	7,080,776	7,024,204	(56,572)	-0.8%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	170,983	189,711	192,281	2,570	1.4%
Services	10,123	9,074	9,074	0	0.0%
Supplies	0	135	135	0	0.0%
Other	385	788	788	0	0.0%
Capital	1,186	3,134	1,134	(2,000)	-63.8%
TOTAL	182,677	202,842	203,411	570	0.3%

Code Enforcement

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	540,258	544,967	548,293	3,326	0.6%
Services	5,168	60,000	60,000	0	0.0%
Supplies	3,329	5,400	5,400	0	0.0%
Other	3,797	3,625	3,625	0	0.0%
Utilities	12,430	12,917	13,843	926	7.2%
Capital	2,333	1,200	1,200	0	0.0%
TOTAL	567,315	628,109	632,361	4,253	0.7%

Construct/Renovation

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	26,278	57,372	57,372	0	0.0%
Services	0	0	2,490	2,490	-
Supplies	0	0	0	0	0.0%
Other	548	250	250	0	0.0%
Capital	0	25,000	21,000	(4,000)	-16.0%
TOTAL	26,826	82,622	81,112	(1,510)	-1.8%

Town Buildings Repair and Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	294,161	263,514	290,782	27,268	10.3%
Services	719,650	773,573	754,707	(18,866)	-2.4%
Supplies	12,809	3,135	3,135	0	0.0%
Other	0	200	200	0	0.0%
Capital	25,458	490	5,490	5,000	1020.2%
TOTAL	1,052,078	1,040,912	1,054,314	13,402	1.3%

Town Hall Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	214,447	178,873	178,948	75	0.0%
Services	148,672	130,183	130,183	0	0.0%
Supplies	0	8,000	8,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	176,072	185,674	172,086	(13,589)	-7.3%
Capital	0	10,500	6,750	(3,750)	-35.7%
TOTAL	539,191	513,231	495,967	(17,264)	-3.4%

School Buildings Repair and Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	791,423	813,162	895,311	82,149	10.1%
Services	1,223,418	1,240,849	1,162,526	(78,323)	-6.3%
Supplies	6,493	6,500	6,500	0	0.0%
Other	472	488	488	0	0.0%
Utilities	2,439,471	2,529,286	2,471,188	(58,098)	-2.3%
Capital	25,487	22,776	21,026	(1,750)	-7.7%
TOTAL	4,486,764	4,613,061	4,557,039	(56,022)	-1.2%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	109,819	129,361	1.00	114,835	1.00	116,557
	Director of Public Buildings	T-15	1.00	1.00	97,568	110,394	1.00	110,394	1.00	110,394
	Building Project Administrator	T-15	1.00	1.00	97,568	110,394	1.00	110,394	1.00	110,394
	Chief Building Inspector/Zoning Enf.	T-10	1.00	1.00	74,311	84,080	1.00	76,980	1.00	78,350
	Project Manager	T-10	1.00	1.00	74,311	84,080	1.00	84,080	1.00	84,080
	Building Project Representative	T-10	0.00	1.00	74,311	84,080	1.00	78,350	1.00	79,745
	Operations Manager - Public Buildings	T-9	1.00	1.00	71,452	80,845	1.00	71,452	1.00	72,725
	Energy Systems Manager	T-8	0.00	1.00	68,704	77,736	1.00	77,736	1.00	77,736
	Energy Systems Manager	T-7	1.00	0.00	66,062	74,746	0.00	0	0.00	0
	Electrical Inspector	GN-13	1.00	1.00	70,056	73,581	1.00	73,581	1.00	73,581
	Plumbing and Gas Inspector	GN-13	1.00	1.00	70,056	73,581	1.00	73,581	1.00	73,581
	Local Building Inspector	GN-12	4.00	4.00	67,200	70,582	4.00	280,051	4.00	281,182
	Senior Maintenance Craftsperson	MN-5	10.00	10.00	54,354	57,123	10.00	569,142	12.00	675,768
	Senior Building Custodian	MN-4	3.00	3.00	50,562	53,138	3.00	159,415	3.00	159,415
	Administrative Head Clerk	C-10	2.00	2.00	51,910	54,121	2.00	107,707	2.00	108,242
	Bookkeeper/Accountant I	C-9	1.00	1.00	47,388	49,347	1.00	49,347	1.00	49,347
	Staff Assistant	C-6	0.00	0.00	42,933	44,850	1.00	42,933	1.00	43,564
	Senior Clerk Typist	C-4	1.00	1.00	39,264	41,144	0.00	0	0.00	0
	Less Charge off to Capital Projects							(188,744)		(190,139)
	Subtotal		30.00	31.00			31.00	1,891,235	33.00	2,004,522
510102	Permanent Part Time Salaries									
	Houseworkers	MN-1	0.48	0.48	34,062	35,797	0.48	16,180	0.48	16,180
	Subtotal		0.48	0.48			0.48	16,180	0.48	16,180
510901	Temporary Part Time Salaries									
	Inspectors		0.65	0.65			0.65	30,179	0.65	30,179
	Pest Control Technician		0.00	0.00			0.49	20,366	0.49	20,366
	Summer Workers		0.80	0.80			0.80	31,644	0.80	31,644
	Subtotal		1.45	1.45			1.94	82,189	1.94	82,189
	Other									
510140	Shift Differential							2,500		2,500
510300	Regular Overtime							31,570		31,570
513044	Longevity Pay							15,976		18,075
514405	OPM Stipend							11,039		16,559
515501	Clothing/Uniform Allowance / In Lieu of Boots							7,950		7,950
	Less Charge off to Capital Projects							(11,039)		(16,559)
	Subtotal							57,996		60,095
	Total		31.93	32.93			33.42	2,047,600	35.42	2,162,987

TOWN BUILDING REPAIR AND MAINTENANCE LIST

	<u>ESTIMATE</u>
Fire Station No. 1 (Electrical outlets, circuits, intercom alarms, door repair)	\$15,000
Fire Station No. 4 (Stair non-skid surfacing, painting, automatic door closer)	\$8,500
Fire Station No. 5 (Locker replacement, new flooring, partitions)	\$30,500
Fire Station No. 6 (Locker replacement, automatic door closer)	\$10,500
Fire Station No. 7 (Electric upgrades, vocal alarms, automatic door closer)	\$9,000
Town Hall (Replace faulty windows, roll up door)	\$31,500
Larz Anderson Shops (Storage boxes)	\$2,500
Swimming Pool (Privacy partitions)	\$350
Harry Downs Field (New partitions, sink)	\$3,050
Larz Anderson (Paint toilets, new doors)	\$3,300
Health Building (Interior doors at front)	\$5,000
Main Library (Replace windows, refinish floor)	\$28,000
Public Safety Building (Painting)	\$3,000
Amory (New partitions)	\$800

REPAIRS GRAND TOTAL **\$151,000**

GENERAL SERVICES – TOWN BUILDINGS*

BURNER/BOILER SERVICE

PREVENTATIVE MAINTENANCE	\$4,250
BOILER/STEAMFITTING REPAIRS	\$41,000
BOILER WATER TREATMENT	\$1,500
INSULATION	\$2,500
REFRACTORY	\$1,500
ENERGY MANAGEMENT SYSTEMS	\$4,500
	\$55,250

GLAZING SERVICES

REPLACEMENT	\$7,500
WINDOW WASHING - EXTERIOR	\$10,500
SHADE REPAIR	\$1,500
	\$19,500

PAINTING SERVICE

INTERIOR/EXTERIOR	\$10,000
	\$10,000

HVAC SERVICE

PREVENTATIVE MAINTENANCE	\$15,000
REPAIRS	\$23,900
	\$38,900

ELEVATOR SERVICE

PREVENTATIVE MAINTENANCE/TESTING	\$19,500
STATE TESTING	\$14,300
REPAIRS	\$20,000
	\$53,800

EMERGENCY GENERATOR SERVICE

PREVENTATIVE MAINTENANCE	\$3,750
REPAIRS	\$11,500
	\$15,250

FIRE SAFETY SERVICE

PM PLYMOVENT SYSTEM - FIRE	\$5,600
FIRE ALARM/SPRINKLER TEST	\$23,000
FIRE ALARM/SPRINKLER REPAIRS	\$12,500
FIRE EXTINGUISHER TEST/REPAIRS	\$2,900
	\$44,000

ELECTRICAL SERVICE

PREVENTATIVE MAINTENANCE	\$5,500
COMMUNICATIONS	\$2,700
BURGLAR ALARM	\$16,500
REPAIRS	\$40,000
	\$64,700

PLUMBING SERVICE

SERVICE/DRAIN	\$40,000
REPAIRS	\$4,100
	\$44,100

INTERIOR GENERAL

CARPENTRY	\$3,000
LOCKERS	\$2,500
DOORS/LOCKS	\$22,500
CEILINGS	\$5,000
OTHER AND SUPPLIES	\$105,000
	\$138,000

EXTERIOR GENERAL

ROOF - GUTTERS	\$5,500
ROOF - INSPECTION/REPAIRS	\$60,000
MASONRY- PREVENTATIVE MAINTENANCE	\$2,500
MASONRY	\$7,000
PEST CONTROL	\$500
OTHER	\$507
	\$76,007

TOTAL TOWN GENERAL SERVICES \$559,507

REPAIRS TOTAL \$151,000

GENERAL SERVICES TOTAL \$559,507

REPAIRS TO TOWN BLDG'S GRAND TOTAL \$710,507

* Note: The Town share here (\$710,507) is greater than the proposed Building Department R&M budget of \$682,507 because \$28,000 of R&M for Library facilities is in the Library budget.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

GENERAL SERVICES -- SCHOOL BUILDINGS*

BURNER/BOILER SERVICE

PREVENTATIVE MAINTENANCE	\$12,750
BOILER/STEAMFITTING REPAIRS	\$92,000
BOILER WATER TREATMENT	\$1,500
INSULATION	\$2,500
REFRACTORY	\$8,000
ENERGY MANAGEMENT SYSTEMS	\$15,000
OIL TANK CLEANING	\$4,000
	\$135,750

GLAZING SERVICES

REPLACEMENT	\$18,000
EXTERIOR	\$26,000
SHADE REPAIR	\$32,000
	\$76,000

PAINTING SERVICE

INTERIOR/EXTERIOR	\$12,500
	\$12,500

PNEUMATIC SERVICE

PREVENTATIVE MAINTENANCE	\$11,000
REPAIRS	\$7,500
	\$18,500

HVAC SERVICE

PREVENTATIVE MAINTENANCE	\$32,000
REPAIRS	\$24,000
	\$56,000

ELEVATOR SERVICE

PREVENTATIVE MAINTENANCE/TESTING	\$22,500
STATE TESTING	\$35,200
REPAIRS	\$55,000
	\$112,700

EMERGENCY GENERATOR SERVICE

PREVENTATIVE MAINTENANCE	\$2,500
REPAIRS	\$6,500
	\$9,000

FIRE SAFETY SERVICE

FIRE ALARM/SPRINKLER TEST	\$55,000
FIRE ALARM/SPRINKLER REPAIRS	\$16,500
FIRE EXTINGUISHER TEST/REPAIRS	\$9,000
	\$80,500

ELECTRICAL SERVICE

PREVENTATIVE MAINTENANCE	\$13,500
COMMUNICATIONS	\$1,500
BURGLAR ALARM	\$26,000
REPAIRS	\$65,000
	\$106,000

PLUMBING SERVICE

SERVICE/DRAIN	\$7,500
REPAIRS	\$65,000
	\$72,500

INTERIOR GENERAL

CARPENTRY	\$35,000
LOCKERS	\$2,500
DOORS/LOCKS	\$23,000
CEILINGS	\$26,500
OTHER AND SUPPLIES	\$148,000
	\$235,000

EXTERIOR GENERAL

ROOF - GUTTERS	\$15,500
ROOF - INSPECTION/REPAIRS	\$116,000
MASONRY	\$15,000
PEST CONTROL	\$1,500
OTHER	\$726
	\$148,726

TOTAL SCHOOLS GENERAL SERVICES \$1,063,176

REPAIRS TOTAL	\$93,600
GENERAL SERVICES TOTAL	\$1,063,176
REPAIRS TO SCHOOL BLDG'S GRAND TOTAL	\$1,156,776

* The spending categories for School Buildings are estimates. The allocation of the \$1,156,776 budget is determined by the School Superintendent and was not finalized when this document went to print.

**TOWN OF BROOKLINE
FY2015 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
FY2015 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 fulfills the passive and active recreational needs of the community, preserves the culture and historic integrity of the landscape, and provides access to all. This objective is accomplished through the goals of the following six elements:

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

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

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 FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Permanent Full Time Salaries	6,530,983	6,943,235	6,977,366	34,131	0.5%
Temporary/Seasonal	235,359	263,673	263,673	0	0.0%
Overtime	795,889	266,264	266,264	0	0.0%
Other	106,215	121,269	120,669	(600)	-0.5%
Subtotal	7,668,446	7,594,441	7,627,972	33,531	0.4%
Services	3,728,317	3,391,940	3,430,752	38,812	1.1%
Supplies	1,129,991	915,750	915,750	0	0.0%
Other	25,555	40,900	40,900	0	0.0%
Utilities	1,231,470	1,388,406	1,331,175	(57,231)	-4.1%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	676,267	700,000	700,000	0	0.0%
TOTAL	14,480,045	14,051,437	14,066,549	15,112	0.1%
BENEFITS			5,578,924		
REVENUE	3,874,998	3,271,500	3,336,500	65,000	2.0%
Water & Sewer Enterprise	25,456,798	26,928,494	26,826,419	(102,076)	-0.4%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

BUDGET STATEMENT

The FY15 budget reflects a \$15,112 (0.1%) increase. Personnel increases \$33,531 for Steps (\$34,131) with a decrease in Longevity (\$600).

Services increase \$38,812 (1.1%) due to a \$36,191 increase in the estimate for the Solid Waste Disposal/Recycling Contract (DPW is in the process of soliciting bids for this contract and the final budget number is subject to change), Credit Card Service Charges (\$21,000), Data Storage Services for Parking Meters (\$16,000), Landscaping Services (\$7,071) and Data Processing Software Maintenance (\$4,550). This is combined with decreases in Street Lighting Repair and Maintenance (\$6,000) and the removal of the one-time cost (\$40,000) for the taxi consultant funded in Professional/Technical Services in FY14.

Although Supplies is level-funded, there is a \$20,000 increase in Construction Supplies that is offset by a decrease in Recycling Supplies resulting from the final payment for leased recycling totes being made in FY14.

Utilities decrease \$57,231 (4.1%) for Water/Sewer (\$41,174), Diesel Fuel (\$17,197) and Natural Gas (\$10,674). These decreases are partially offset by increases in Electricity (\$4,268) and Gasoline (\$7,547). Capital is level-funded at \$700,000 and funds the equipment detailed in the Capital Outlay Summary (see Section II).

FY2015 OBJECTIVES

Administration

1. To improve the Department's Safety Program by providing workplace safety training seminars for all DPW employees.
2. To complete the implementation of an on-line utility customer database program that will provide real-time account history and water usage data and augment on-line bill paying.
3. To implement the recommendations of the Municipal Service Center Feasibility Study conducted by Weston & Sampson Engineers, in cooperation with the Building Commission, to provide for the more efficient use of space for the Highway and Park Divisions and resolve the structural floor movement issues currently experienced.
4. To present an analysis and recommend a plan to install high visibility crosswalks at priority pedestrian crossings in commercial areas.
5. To analyze, recommend and implement new contracts for solid waste disposal.
6. To migrate the Cartegraph work order system to a mobile-based operating system to allow for field data entry.

Engineering and Transportation

1. To implement the new pavement management system to be completed by Fay, Spoffard & Thorndike Engineers.
2. To complete the design of the capping of the rear Newton Street Landfill and DPW operations areas at the Transfer Station.
3. To closeout settlement claims involved with the remediation of off-site waste at the front portion of the Newton Street Landfill.
4. To bring the plans, specifications and cost estimate for the Carlton Street Footbridge project to the 75% level.
5. To complete the design of the bicycle and pedestrian improvements in Brookline Village at Washington Street and adjacent areas and implement the same.
6. To provide construction oversight and administration for the Fisher Hill Park project.
7. To evaluate the effectiveness of the Town's infiltration/inflow removal program.
8. To manage the transition of the Taxi License structure to a Medallion-based system.
9. To oversee the installation of the approved bicycle accommodations on Beacon Street and the Cypress and School Streets corridor north of Boylston Street.
10. To design a plan to improve bicycle safety on Beacon Street westbound between Marion Street and Westbourne Terrace.
11. To facilitate the design and construction of safety improvement projects in compliance with the new Traffic Calming Policy.
12. To continue to monitor the public parking supply and request changes by the Transportation Board to improve utilization.
13. To continue to improve the Town's infrastructure through implementation of new technologies and software to better monitor the condition of the Town's assets.
14. To continue to build the bicycle parking supply through the installation of additional bicycle racks in commercial areas.

Highway and Sanitation

1. To continue to work with the Building Commission on the renovation of the Municipal Service Center.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES (Con't.)

Highway and Sanitation (con't.)

2. To continue the installation of the new LED street light fixtures.
3. To refinish the concrete tipping floor at the Transfer Station.
4. To continue to increase recycling of damaged concrete and asphalt sidewalk into product that can be reused on new projects.
5. To continue the Workplace Safety Program.
6. To remove the underground fuel tanks at the Larz Anderson Parks facility.
7. To implement a program to bring all regulatory signs into compliance.
8. To pilot a program for weekly drop off of organic wastes at the Transfer Station.
9. To expand the hazardous recycling facility to allow for one Saturday and one Sunday opening per season.
10. To explore the possibility of having a community "swap shop" on Household Hazardous Waste Day.
11. To adhere to the vehicle replacement policy adopted by the Selectmen following the Green Community guidelines.
12. To continue technician training through APWA and OME seminars.
13. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.

Parks and Open Space

1. To secure placement for the Emerald Necklace Bicycle and Pedestrian Crossing Project at Route 9 on the MA DOT Transportation Improvement Program (TIP).
2. To commence the design review process for the Brookline Avenue Playground Renovation project.
3. To commence construction of the new Fisher Hill Reservoir Park.
4. To commence stabilization and preservation of the historic gatehouse at Fisher Hill Reservoir Park.
5. To continue Phase I construction and Phase II design for the Muddy River Restoration Project and continue to work with project partners, the Massachusetts Delegation, and the Army Corps of Engineers on the full design, funding and implementation of the Muddy River Restoration project.
6. To continue support and development of the Green Dog Program.
7. To consider opportunities for skateboarding in Brookline parks and open spaces.
8. To complete a signage program for park identification, rules and regulations for the Brookline Parks and Open Space System.
9. To complete construction of the Waldstein Playground Renovation project.
10. To complete construction of the Eliot Playground/Warren Field Renovation project.
11. To commence stabilization of the tombs at the Old Burying Ground.
12. To commence reconstruction on the roadway and paths at Larz Anderson Park.
13. To support the playground design processes for any school building renovation projects.

ACCOMPLISHMENTS

Administration

1. Continued development of new crosswalk designs for high-priority commercial and school zone areas by implementing several pilot programs at high-capacity intersections.
2. Issued an RFP and recommended a contract award for the purchase of LED Cobra head street lights to improve energy efficiency and public safety.
3. Continued to monitor the "BrookOnLine" mobile application to ensure timely resolution of all citizens' requests.
4. Updated and issued a new edition of "Brookline Works", a yearly informational guide to provide residents with up-to-date information regarding public works programs and services.
5. Continued working with the project partners (Boston, Brookline and Mass DCR), the Massachusetts Delegation, and the Army Corps of Engineers on the full design, funding and implementation of Phase II of the Muddy River Restoration Project.
6. Completed the multi-year Sewer Separation Project in the lower-Beacon Street area using grant funds from the MWRA.

Engineering and Transportation

1. Reviewed final plans, specifications, and estimate for the Fisher Hill Park project.
2. Completed Phase 2 of the Sewer Separation Project in the lower-Beacon Street area.
3. Started the process of designing the cap for the rear of the Newton Street Landfill.
4. Completed safety improvements at the Washington/School/Cypress Street intersection.
5. Investigated, identified the cause and corrected the flooding problem at the Municipal Gymnasium on Tappan Street.
6. Rehabilitated the sanitary sewers in the lower-Eliot Street neighborhood with PVC liners.
7. Repaired defects in the sanitary sewer system in Beacon Street, Dean Road and Beaconsfield Road.
8. Completed the installation of curbside single-space parking meters that accept credit card payments in the Coolidge Corner, JFK Crossing, St. Mary's, and Washington Square commercial districts and long-term high occupancy meters throughout the Town.
9. Converted the existing Pa- and-Display multi-space meters to a Pay-by-Space system in the Town-owned parking lots.
10. Completed the safety improvements project for the intersection of Heath Street and Woodland Road including safe pedestrian crossings and speed reduction for turning vehicles.
11. Designed and implemented an On-street Staff Permit Parking Program for the Lawrence and Heath Schools.
12. Implemented the bicycle improvements on the Carlton Street corridor, Harvard Street, Cypress Street corridor south of Boylston, Park Street, Dudley Street, and Longwood Avenue.
13. Continued to work toward the conversion from a licensed-based to a medallion-based hackney system.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS (Con't.)

Highway and Sanitation

1. Amended the DPW Vehicle Replacement Policy to comply with the Green Community Guidelines for energy efficient vehicles.
2. Reduced the motor vehicle parts inventory by utilizing supply chain management methods.
3. Performed work place safety training seminars.
4. Successfully trained vehicle repair technicians utilizing American Public Works Association (APWA) and Original Equipment Manufacturing (OEM) seminars.
5. Assisted with the preparation of the RFP for the LED Street Light Replacement Program.
6. Increased recycling by approximately 10% by using public education, town media and utilizing increased accessibility.
7. Increased our efforts on recycling damaged concrete and asphalt into useable construction products for reuse on sidewalk and roadway projects.
8. Continued to increase and improve the sidewalk reconstruction program using DPW staff.
9. Aggressively improved code enforcement for the environmental quality and aesthetics of the community.
10. Continued to work with the Building Commission on the proposed rehabilitation of the Municipal Service Center.
11. Upgraded the transfer station computer system for more efficient operations.
12. Expanded the hazardous recycling drop off facility to accept other material and to increase resident participation by adding a fluorescent tube drop-off location.

Parks and Open Space

1. Commenced the construction bid documents and MA DOT Transportation Improvement Program (TIP) process for the Emerald Necklace Bicycle and Pedestrian Crossing Project.
2. Collaborated with the Economic Development Division on Commercial Area Vibrancy and commenced design development on a renovation in Brookline Village.
3. Commenced construction for the Eliot Playground, Waldstein Playground and Warren Field renovation projects.
4. Completed design development and construction bid documents for the Fisher Hill Reservoir Park project and commenced construction.
5. Held public forums to discuss opportunities for a skateboard/wheel friendly landscaped plaza in Brookline.
6. Completed the Billy Ward Playground Renovation.
7. Approved language and design for wayfinding and interpretive signage for Skyline Park and Lost Pond Nature Sanctuary.
8. Provided support to the Army Corps of Engineers on the Phase I construction for the Muddy River Restoration Project.
9. Continued the Brookline in Bloom Program and participated in a Boston Strong Daffodil Planting Project along the entire marathon route in Brookline.
10. Completed the engineering bid documents for the stabilization of the tombs at the historic Old Burying Ground.

ACCOMPLISHMENTS (Con't.)

Parks and Open Space (con't.)

11. Completed restoration and preservation of the historic Cook family lot fence at the Old Burying Ground in partnership with the Friends of the Old Burying Ground.
12. Improved service delivery and reliability with the Muddy River Maintenance and Management Collaborative.
13. Completed design and installation of improvements at the entrance of the Halls Pond Sanctuary.
14. Completed roadway and signage improvements at the Walnut Hills Cemetery.
15. Completed improvements to Baker School Dedication Area.
16. Selected the landscape architect design team for the reconstruction of the roadways and paths at Larz Anderson Park.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>ENGINEERING/ TRANSPORTATION</u>					
% of Roadway Rehab	2.0%	2.5%	7.0%	3.0%	4.0%
Average Pavement Condition Index (PCI) For all Streets and Road Segments	N/A	65	66	66	67
Overnight Parking Spaces (average utilization)	103	100	84	84	84
Street Permits	685	700	813	815	825
Public Utility Construction Reviews	4	4	7	5	5
Traffic Counts	40	30	47	45	45
Reduction of Motor Vehicle Speed Post-Traffic Calming Measures	N/A	> 5MPH	5.3	>5MPH	>5MPH
CATV Plan Review	1	1	0	0	0
Taxi Cab Licenses	185	185	185	185	185
Inspections of Town Licensed Taxi Cabs	390	390	400	400	400
Contracts Administered	34	25	26	25	25
Plot Plan Approvals/ Inspections	41	35	33	35	35
Parking Permits Commercial	570	565	667	650	650
Residential	1,774	1,700	2,077	2,000	2,000
Temporary	5,700	6,000	6,800	6,000	6,800
Moving/Construction Signs	6,000	6,000	8,000	8,000	8,000
Parking/Traffic Inquiries	5,200	5,200	5,200	5,200	5,200

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>HIGHWAY</u>					
Snow Accumulation	10"	43"	71"	43"	43"
Snow Removal By-Law Enforcement Warnings Issued	184	100	89	100	100
Citations Issued	29	25	17	30	30
Concrete Sidewalks Placed (cu. yds.)	939	850	756	850	900
Asphalt Installed (tons)	1,024	800	656	800	800
Recycled Roadway Products (tons)	N/A	1,100	1,704	1,700	1,700
Sign Installations	668	600	683	600	800
Traffic Signal Repair Calls	79	100	99	100	100
Fire Alarm Service Calls	N/A	N/A	75	80	80
Parking Meter Repairs	3,141	3,000	2,562	2,500	2,500
Service Calls	4,091	4,000	6,685	6,500	6,500
Pavement Markings Crosswalks	342	342	545	550	600
Lines	449,651	440,000	440,000	440,000	440,000
Street Light Outages	1,336	1,200	1,113	1,000	900
% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Statutory Inspections of Town-owned Vehicles	370	370	395	370	370
Scheduled Preventative Maintenance Work Orders (Vehicles)	792	790	1,020	1,000	1,000
Automotive Technician Training Session Hours	170	180	170	200	200
Street Cleaning (tons)	1,319	1,400	1,365	1,400	1,400

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>SANITATION</u>					
Solid Waste (tons)	9,355	9,200	9,104	9,100	9,000
Collection/Disposal Cost per ton	\$271	\$283	\$285	\$300	\$300
Recycling (tons)					
Commingled/Paper	5,463	5,700	5,253	5,400	5,500
Cost per ton	\$154	\$156	\$182	\$172	\$177
Metal	59	100	40	50	50
Composting (tons)	3,627	3,500	3,552	3,500	3,500
% of Solid Waste Diverted Due to Recyc./Compost	48%	50%	49.2%	50.3%	51.1%
Commercial Refuse Establishments	53	50	53	50	50
<u>PARKS AND OPEN SPACE</u>					
Wetlands Permits and Certificates Issued	5	5	7	5	6
Turf Grass Restoration Program in Acres	162	160	44	120	120
Graffiti Removed (# sites)	52	50	14	20	20
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	50	45	26	45	45
Vandalism Repairs	0	10	0	10	10
Maintenance Requests Closed within 3 days	N/A	85%	85%	85%	85%

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Public Shade Trees					
Removed	160	150	142	150	150
Planted	285	250	242	250	250
Dangerous Limbs and Hangers					
Removed	510	550	470	500	500
2,500 (Storm Damage)					
Pruning and Lifting Trees on Streets (# of streets)	18	20	8	20	12
Citizen Requests for Pruning of Town-owned Trees	466	450	496	450	450
Tree Lawns Loamed & Seeded	0	1	0	1	0
Cemetery:					
Burials	69	70	72	70	70
Headstones Set	21	25	30	25	30
Plots sold	49	50	27	50	40

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUBPROGRAMS

SUBPROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	823,184	826,817	864,369	37,552	4.5%
Engineering/Transportation	1,105,748	1,240,771	1,262,215	21,445	1.7%
Highway	6,039,934	5,344,101	5,423,310	79,208	1.5%
Sanitation	3,003,721	2,976,972	2,990,830	13,859	0.5%
Parks and Open Space	3,507,459	3,662,776	3,525,824	(136,952)	-3.7%
TOTAL	14,480,045	14,051,437	14,066,549	15,112	0.1%

Administration

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	735,550	712,538	715,540	3,002	0.4%
Services	70,801	90,274	94,824	4,550	5.0%
Supplies	6,463	4,500	4,500	0	0.0%
Other	8,845	17,300	17,300	0	0.0%
Capital	1,525	2,205	32,205	30,000	1360.5%
TOTAL	823,184	826,817	864,369	37,552	4.5%

Sanitation

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	890,820	875,666	876,416	750	0.1%
Services	1,892,835	1,913,521	1,950,712	37,191	1.9%
Supplies	109,432	83,640	63,640	(20,000)	-23.9%
Other	0	0	0	0	0.0%
Utilities	11,968	16,562	12,479	(4,083)	-24.7%
Capital	98,666	87,583	87,583	0	0.0%
TOTAL	3,003,721	2,976,972	2,990,830	13,859	0.5%

Engineering/Transportation

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	850,719	914,542	939,987	25,445	2.8%
Services	207,375	292,544	288,544	(4,000)	-1.4%
Supplies	18,763	18,330	18,330	0	0.0%
Other	8,132	10,000	10,000	0	0.0%
Capital	20,759	5,355	5,355	0	0.0%
TOTAL	1,105,748	1,240,771	1,262,215	21,445	1.7%

Parks and Open Space

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	2,030,406	2,105,677	2,110,260	4,583	0.2%
Services	747,472	652,589	659,660	7,071	1.1%
Supplies	180,700	194,958	194,958	0	0.0%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Other	7,786	11,600	11,600	0	0.0%
Utilities	342,555	431,147	383,121	(48,026)	-11.1%
Capital	178,539	246,805	146,225	(100,580)	-40.8%
TOTAL	3,507,459	3,662,776	3,525,824	(136,952)	-3.7%

Highway

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	3,160,952	2,986,018	2,985,769	(249)	0.0%
Services	809,833	443,012	437,012	(6,000)	-1.4%
Supplies	814,633	614,322	634,322	20,000	3.3%
Other	792	2,000	2,000	0	0.0%
Utilities	876,947	940,697	935,575	(5,122)	-0.5%
Capital	376,777	358,052	428,632	70,580	19.7%
TOTAL	6,039,934	5,344,101	5,423,310	79,208	1.5%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ENGINEERING/TRANSPORTATION

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Engineering	692,204	701,437	723,189	21,752	3.1%
Transportation	413,544	539,334	539,027	(307)	-0.1%
TOTAL	1,105,748	1,240,771	1,262,215	21,445	1.7%

Engineering

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	626,647	648,969	670,720	21,752	3.4%
Services	24,476	26,044	26,044	0	0.0%
Supplies	17,082	12,330	12,330	0	0.0%
Other	8,132	10,000	10,000	0	0.0%
Capital	15,867	4,095	4,095	0	0.0%
TOTAL	692,204	701,437	723,189	21,752	3.1%

Transportation

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	224,072	265,574	269,267	3,693	1.4%
Services	182,899	266,500	262,500	(4,000)	-1.5%
Supplies	1,681	6,000	6,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	4,892	1,260	1,260	0	0.0%
TOTAL	413,544	539,334	539,027	(307)	-0.1%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

HIGHWAY

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Road Maintenance	1,051,915	1,272,777	1,182,798	(89,978)	-7.1%
Cleaning	825,940	833,809	881,052	47,244	5.7%
Snow Removal	1,460,278	404,091	389,091	(15,000)	-3.7%
Traffic	1,141,092	1,228,318	1,332,855	104,537	8.5%
M.E. Maintenance	1,560,709	1,605,107	1,637,513	32,406	2.0%
TOTAL	6,039,934	5,344,101	5,423,310	79,208	1.5%

Road Maintenance

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	816,859	1,014,482	1,013,770	(712)	-0.1%
Services	689	1,204	1,204	0	0.0%
Supplies	89,957	107,935	107,935	0	0.0%
Other	160	0	0	0	0.0%
Capital	144,250	149,156	59,890	(89,266)	-59.8%
TOTAL	1,051,915	1,272,777	1,182,798	(89,978)	-7.1%

Cleaning

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	616,646	632,867	632,978	111	0.0%
Services	688	776	776	0	0.0%
Supplies	3,553	6,900	6,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	205,053	193,266	240,399	47,133	24.4%
TOTAL	825,940	833,809	881,052	47,244	5.7%

Snow Removal

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	523,198	89,638	89,638	0	0.0%
Services	500,799	134,186	134,186	0	0.0%
Supplies	411,814	163,268	163,268	0	0.0%
Other	632	2,000	2,000	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	23,835	15,000	0	(15,000)	-100.0%
TOTAL	1,460,278	404,091	389,091	(15,000)	-3.7%

Traffic

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	448,803	513,302	513,494	192	0.0%
Services	143,781	162,776	156,776	(6,000)	-3.7%
Supplies	73,268	76,665	96,665	20,000	26.1%
Other	0	0	0	0	0.0%
Utilities	475,240	475,261	476,906	1,645	0.3%
Capital	0	315	89,015	88,700	28158.7%
TOTAL	1,141,092	1,228,318	1,332,855	104,537	8.5%

M.E. Maintenance

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	755,446	735,729	735,890	160	0.0%
Services	163,876	144,072	144,072	0	0.0%
Supplies	236,041	259,554	259,554	0	0.0%
Other	0	0	0	0	0.0%
Utilities	401,707	465,437	458,669	(6,767)	-1.5%
Capital	3,639	315	39,328	39,013	12385.1%
TOTAL	1,560,709	1,605,107	1,637,513	32,406	2.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PARKS AND OPEN SPACE

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Conservation	139,486	135,242	135,372	129	0.1%
Public Grounds	1,862,625	2,060,985	1,974,220	(86,765)	-4.2%
School Grounds	820,538	865,303	849,217	(16,086)	-1.9%
Forestry	497,979	396,145	361,237	(34,908)	-8.8%
Cemetery	186,830	205,101	205,779	678	0.3%
TOTAL	3,507,459	3,662,776	3,525,824	(136,952)	-3.7%

Conservation

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	111,264	103,897	104,027	129	0.1%
Services	3,535	6,800	6,800	0	0.0%
Supplies	1,317	1,500	1,500	0	0.0%
Other	2,638	2,100	2,100	0	0.0%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	732	945	945	0	0.0%
TOTAL	139,486	135,242	135,372	129	0.1%

Public Grounds

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	872,035	987,790	989,648	1,858	0.2%
Services	402,201	399,564	406,635	7,071	1.8%
Supplies	125,889	139,780	139,780	0	0.0%
Other	5,148	9,000	9,000	0	0.0%
Utilities	322,826	400,424	355,610	(44,814)	-11.2%
Capital	134,526	124,428	73,548	(50,880)	-40.9%
TOTAL	1,862,625	2,060,985	1,974,220	(86,765)	-4.2%

School Grounds

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	657,517	604,061	605,011	949	0.2%
Services	102,013	105,175	105,175	0	0.0%
Supplies	44,162	43,698	43,698	0	0.0%
Other	0	0	0	0	0.0%
Utilities	16,171	27,567	24,232	(3,336)	-12.1%
Capital	675	84,802	71,102	(13,700)	-16.2%
TOTAL	820,538	865,303	849,217	(16,086)	-1.9%

Forestry

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	222,573	226,215	227,307	1,092	0.5%
Services	226,824	127,015	127,015	0	0.0%
Supplies	6,161	6,600	6,600	0	0.0%
Other	0	0	0	0	0.0%
Capital	42,421	36,315	315	(36,000)	-99.1%
TOTAL	497,979	396,145	361,237	(34,908)	-8.8%

Cemetery

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	167,017	183,714	184,268	554	0.3%
Services	12,899	14,036	14,036	0	0.0%
Supplies	3,171	3,380	3,380	0	0.0%
Other	0	500	500	0	0.0%
Utilities	3,558	3,156	3,280	124	3.9%
Capital	185	315	315	0	0.0%
TOTAL	186,830	205,101	205,779	678	0.3%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	126,906	149,489	1.00	149,489	1.00	149,489
	Director of Engineering/Transportation	D-6	1.00	1.00	101,684	119,778	1.00	119,778	1.00	119,778
	Director Highway/Sanitation	D-5	1.00	1.00	94,152	110,906	1.00	106,061	1.00	107,652
	Director of Parks and Open Space	D-5	1.00	1.00	94,152	110,906	1.00	110,906	1.00	110,906
	Administrative Manager	T-8	1.00	1.00	68,704	77,736	1.00	75,041	1.00	76,377
	Accounting/Systems Assistant	C-10	1.00	1.00	51,910	54,121	1.00	54,122	1.00	54,122
	Senior Office Assistant	C-5	0.00	2.00	41,497	43,399	2.00	89,691	2.00	89,691
	Senior Clerk Typist	C-4	2.00	0.00	39,264	41,144	0.00	0	0.00	0
	Subtotal		8.00	8.00			8.00	705,088	8.00	708,015
	Other									
513044	Longevity Pay							6,400		6,475
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
	Subtotal							7,450		7,525
	Total		8.00	8.00			8.00	712,538	8.00	715,540

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	81,920	92,689	1.00	91,068	1.00	92,689
	Civil Engineer V	EN-5	2.00	2.00	77,382	87,504	2.00	168,940	2.00	175,669
	Project Coordinator	EN-5	1.00	1.00	77,382	87,504	1.00	87,504	1.00	89,347
	Environmental Engineer	EN-5	1.00	1.00	77,382	87,504	1.00	87,504	1.00	89,347
	Transportation Engineer	EN-4	1.00	1.00	72,319	81,779	1.00	74,917	1.00	78,157
	Civil Engineer IV	EN-4	3.00	3.00	72,319	81,779	3.00	236,900	3.00	247,147
	Civil Engineer III	EN-3	2.00	2.00	64,375	72,863	2.00	137,048	2.00	142,277
	Permit Inspector	EN-2	1.00	1.00	60,717	68,699	1.00	64,855	1.00	66,164
	Administrative Assistant	C-8	1.00	1.50	45,951	47,897	2.00	95,647	2.00	94,479
	Subtotal		13.00	13.50			14.00	1,044,383	14.00	1,075,276
	Less Charge Off 1 Civil Engineer IV to Wastewater Projects (CIP Funds)							(78,944)		(82,358)
	Less Charge Off Permit Inspector to Street Construction Projects (CIP Funds)							(64,855)		(66,164)
	Net Total		13.00	13.50			14.00	900,584	14.00	926,754
	Other									
510300	Overtime							7,183		7,183
513044	Longevity Pay							5,175		4,450
514501	Extra Comp. (In Lieu of Boots)							1,600		1,600
	Subtotal							13,958		13,233
	Total		13.00	13.50			14.00	914,542	14.00	939,987

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	71,453	80,845	1.00	80,846	1.00	80,846
	Operations Manager	T-9	1.00	1.00	71,453	80,845	1.00	79,432	1.00	80,846
	General Foreman	GN-13	1.00	1.00	70,056	73,582	1.00	73,582	1.00	73,582
	Traffic and Fire Alarm System Supervisor	GN-13	1.00	1.00	70,056	73,582	1.00	73,582	1.00	73,582
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	65,243	68,526	1.00	68,526	1.00	68,526
	Superintendent of Fire Alarm	GN-11	1.00	1.00	65,243	68,526	1.00	68,144	1.00	68,144
	Construction Supervisor	GN-9	0.00	0.00	56,870	59,732	1.00	56,870	1.00	57,808
	Signal Maintainer	GN-8	1.00	1.00	54,683	57,435	1.00	57,435	1.00	57,435
	Traffic System Technician	LN-7	1.00	1.00		55,347	1.00	55,347	1.00	55,347
	Administrative Assistant	C-8	1.00	1.00		47,897	1.00	47,897	1.00	47,897
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		55,347	2.00	110,695	2.00	110,695
	Welder/Metal Fabricator	LN-7	1.00	1.00		55,347	1.00	55,347	1.00	55,347
	Supervisor of Construction Trades	LN-7	1.00	1.00		55,347	1.00	55,347	1.00	55,347
	Working Foreman Highway	LN-6	6.00	6.00		53,432	5.00	267,158	5.00	267,158
	Motor Equipment Repairperson	LN-6	5.00	5.00		53,432	5.00	267,158	5.00	267,158
	Storekeeper	LN-6	1.00	1.00		53,432	1.00	53,432	1.00	53,432
	MEO III	LN-5	3.00	4.00		52,373	4.00	209,495	4.00	209,495
	Mason	LN-3	1.00	1.00		47,055	1.00	47,055	1.00	45,228
	Highway Maintenance Craftsperson	LN-3	2.00	2.00		47,055	2.00	94,110	2.00	94,110
	Carpenter Laborer Craftsperson	LN-3	1.00	1.00		47,055	1.00	47,055	1.00	47,055
	MEO II	LN-3	15.00	13.00		47,055	13.00	611,718	13.00	611,718
	Painter and Laborer	LN-2	2.00	2.00		45,014	2.00	90,029	2.00	90,029
	MEO I	LN-2	2.00	2.00		45,014	2.00	90,029	2.00	90,029
	Laborer	LN-1	2.00	2.00		42,670	2.00	85,340	2.00	85,340
	Subtotal		53.00	52.00			52.00	2,745,629	52.00	2,746,154
510140	Other									
	Shift Differential							19,969		19,969
510143	Working-Out-of-Classification Pay							13,688		13,688
	Overtime Total							165,482		165,482
510300	Snow							85,884		85,884
510343	Emergency							19,301		19,301
510344	Scheduled							36,622		36,622
510345	Special Events							7,029		7,029
510346	Taxi Cab Inspections							16,646		16,646
513044	Longevity Pay							20,300		19,525
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							18,600		18,600
515505	Tool Allowance							2,000		2,000
	Subtotal							240,390		239,615
	Total		53.00	52.00			52.00	2,986,019	52.00	2,985,769

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION		
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
	SANITATION										
510101	Permanent Full Time Salaries										
	Environmental Health Supervisor	T-8	1.00	1.00	68,704	77,736	1.00	77,736	1.00	77,736	
	Sanitation Foreman	GN-9	1.00	1.00	56,870	59,732	1.00	59,732	1.00	59,732	
	Environmental Health Specialist	GN-8	1.00	1.00	54,683	57,434	1.00	57,434	1.00	57,434	
	Sanitation Truck Supervisor	LN-5	4.00	4.00		52,373	4.00	209,495	4.00	209,495	
	MEO II	LN-3	4.00	4.00		47,055	4.00	188,220	4.00	188,220	
	Transfer Station Scale Operator	LN-3	1.00	1.00		47,055	1.00	47,055	1.00	47,055	
	Laborer	LN-1	3.00	3.00		42,670	3.00	128,011	3.00	128,011	
		Subtotal	15.00	15.00				15.00	767,684	15.00	767,684
510901	Temporary Part Time Salaries										
	Laborer (18 weeks)		2.07	2.07		\$13.00 / 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							6,640		6,640	
510300	Overtime							27,446		27,446	
513044	Longevity Pay							7,725		8,475	
514501	Extra Comp. (In Lieu of Boots)							350		350	
515501	Uniform/Clothing Allowance							6,800		6,800	
		Subtotal						48,961		49,711	
	Total		17.07	17.07				17.07	875,667	17.07	876,416

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	71,453	80,845	1.00	71,453	1.00	72,725
	Conservation Administrator	T-9	1.00	1.00	71,453	80,845	1.00	80,845	1.00	80,845
	Landscape Planner/Architect	T-9	1.00	1.00	71,453	80,845	1.00	80,845	1.00	80,845
	General Foreman	GN-13	1.00	1.00	70,056	73,582	1.00	71,212	1.00	72,387
	Landscape Architect	T-6	1.00	1.00	61,169	69,209	1.00	69,209	1.00	69,209
	Cemetery Supervisor	GN-9	1.00	1.00	56,870	59,732	1.00	59,732	1.00	59,732
	Forestry Supervisor	GN-9	0.00	1.00	56,870	59,732	1.00	56,870	1.00	57,808
	Administrative Assistant	C-8	1.00	1.00	45,951	47,897	1.00	46,852	1.00	47,044
	Conservation Assistant	C-8	1.00	1.00	45,951	47,897	1.00	47,897	1.00	47,897
	Athletic Fields Supervisor	GN-9	1.00	1.00	56,870	59,732	1.00	59,732	1.00	59,732
	Park Ranger	GN-8	0.43	1.00	54,683	57,435	1.00	56,502	1.00	57,435
	Zone Manager	LN-6	4.00	4.00		53,432	5.00	267,158	5.00	267,158
	Forestry Zone Manager	LN-6	1.00	0.00		53,432	1.00	53,432	1.00	53,432
	MEO III	LN-5	1.00	1.00		52,373	1.00	52,373	1.00	52,373
	Park Maintenance Craftsman	LN-3	7.00	8.00		47,055	6.00	282,330	6.00	282,330
	Gardener Laborer	LN-2	13.00	12.00		45,014	12.00	540,172	12.00	540,173
	Subtotal		35.43	36.00			36.00	1,896,615	36.00	1,901,124
	Park Project Charge Off 66% of Landscape Architect (CIP Funds)							(51,597)		(51,597)
	Recreation Revolving Fund Charge Off for Gardener Laborer (Skating Rink)							(45,014)		(45,014)
	Subtotal							1,800,005		1,804,514
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		4.79	4.79		\$13.00 / hr.	4.79	136,568	4.79	136,568
	Park Ranger		0.00	0.00		\$13.00 / 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			6.01	204,652	6.31	204,652
510140	Other									
	Shift Differential							1,000		1,000
510143	Working-Out-of-Classification Pay							3,917		3,917
	Overtime Total							66,153		66,153
510300	Regular							59,579		59,579
510345	Special Events							6,573		6,573
513044	Longevity Pay							11,750		11,825
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							6,200		6,200
515501	Uniform/Clothing Allowance							12,000		12,000
	Subtotal							101,019		101,094
	Total		40.22	40.79			42.01	2,105,676	42.31	2,110,260

**TOWN OF BROOKLINE
FY2015 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^{1/2} were accepted. Prior to that vote, the Water and Sewer operations were accounted for in the General Fund. Treating the Water and Sewer operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including fringe benefits.

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 FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Permanent Full Time Salaries	2,037,428	2,166,482	2,168,754	2,272	0.1%
Temporary/Seasonal	9,690	15,000	15,000	0	0.0%
Overtime	151,603	138,325	133,560	(4,765)	-3.4%
Other	69,091	101,717	147,897	46,180	45.4%
Subtotal	2,267,812	2,421,524	2,465,212	43,687	1.8%
Services	214,601	311,089	341,798	30,709	9.9%
Supplies	115,134	123,020	123,020	0	0.0%
Other	8,617	8,900	8,900	0	0.0%
Utilities	118,254	159,123	135,854	(23,269)	-14.6%
Capital	427,259	581,800	313,300	(268,500)	-46.1%
Intergovernmental (MWRA)	18,073,729	18,600,348	19,059,375	459,027	2.5%
Intragovernmental Reimbursement	1,855,987	2,125,747	1,973,970	(151,776)	-7.1%
Debt Service	2,375,404	2,365,461	2,139,383	(226,078)	-9.6%
Reserve	0	231,483	265,608	34,125	14.7%
TOTAL	25,456,798	26,928,494	26,826,419	(102,076)	-0.4%
BENEFITS			1,369,601		
REVENUE	26,393,790	26,928,494	26,826,419	(102,076)	-0.4%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

BUDGET STATEMENT

The FY15 budget reflects a \$102,076 (0.4%) decrease. Personnel increases \$43,687 (1.8%) for an assumed 2% collective bargaining reserve (\$46,506), Steps (\$2,272), and Longevity (\$350), combined with decreases in Overtime (\$4,765) and Shift Differential (\$676).

The \$30,709 (9.9%) increase in Services is for E-Commerce (\$20,000) and Data Processing Software Maintenance (\$10,709). The \$23,269 (14.6%) decrease in Utilities includes Gasoline (\$13,146), Diesel Fuel (\$5,363), Natural Gas (\$3,926), and Electricity (\$968), coupled with a slight increase in Water and Sewer charges for the Netherlands Road facility (\$134).

The decrease in Capital (\$268,500, 46.1%) reflects the removal of the FY14 one-time funding for the roof project. The \$459,027 (2.5%) increase in Intergovernmental is for the MWRA and DEP assessments. (It should be noted that these are estimates and the final figures will be known in the spring.) Intragovernmental (Overhead Reimbursement) decreases \$151,776 (7.1%), Debt Service decreases \$226,078 (9.6%), and the Reserve increases \$34,125 (14.7%).

FY2015 OBJECTIVES

1. To continue implementing an on-line billing system that allows customer access to account history, usage and billing information.
2. To conduct the second phase of the system-wide Water Audit awarded to Tata & Howard Engineers that will provide information to increase operational efficiency of the water system.
3. To continue the water main and service pipe leak detection program in conjunction with the MWRA and Heath Consultants.
4. To continue the Fire Hydrant Replacement Program by replacing old hydrants with new compression type hydrants.
5. To implement the Cartegraph Work Order System for catch basin cleaning and hydrant maintenance using hand-held mobile data recorders.
6. To continue to promote programs that will ultimately reduce the unaccounted for water usage town-wide.

ACCOMPLISHMENTS

1. 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.
2. Completed the Water Main Improvement Project that eliminated duplicate mains on various streets. In each area fire hydrants and service connections were replaced.
3. Continued to increase the number of catch basins cleaned to meet EPA regulations.
4. Provided assistance to the Engineering Division for the on-going sewer system rehabilitation program.
5. Completed the fifth year of the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
6. 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.
7. Conducted a leak detection survey town-wide and repaired 25 leaks on service connections and water mains.
8. Completed the replacement of the meter system data collectors and the system software to allow for on-line customer inquiries.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS

	<u>ACTUAL FY2012</u>	<u>ESTIMATE FY2013</u>	<u>ACTUAL FY2013</u>	<u>ESTIMATE FY2014</u>	<u>ESTIMATE FY2015</u>
<u>Performance:</u>					
Water Demand - MGD	5.10	5.12	5.35	5.15	5.25
Avg. Daily Sanitary Flow - MGD	10.53	10.00	9.13	9.25	9.25
Unaccounted Water - %	9.8%	9.8%	10.0%	9.7%	9.8%
<u>Catch Basin Cleaning:</u>					
Number of Basins	2,273	2,300	2,521	2,600	2,600
% of Total Basins	78.7%	79.6%	87.2%	90.0%	90.0%
Total Sediments (tons)	1,127	1,200	1,060	1,150	1,150
<u>Cross Connection</u>					
Revenue	\$119,730	\$120,000	\$96,980	\$100,000	\$100,000
<u>Workload:</u>					
<u>Complaint Responses:</u>					
Water	364	400	475	450	450
Sewer	198	180	215	200	200
Service Responses	662	700	850	750	750
Service Pipes Installed	166	180	178	180	180
Hydrants Repaired/ Replaced	53	60	56	60	60
Sewer Structures Repaired	112	125	194	150	150
Sewerage Blockages Repaired	26	30	40	40	40

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Water	10,906,313	11,896,778	11,359,434	(537,344)	-4.5%
Sewer	14,550,485	15,031,717	15,466,985	435,268	2.9%
TOTAL	25,456,798	26,928,494	26,826,419	(102,075)	-0.4%

Water

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	1,941,976	2,066,921	2,104,341	37,420	1.8%
Services	85,078	163,889	184,598	20,709	12.6%
Supplies	90,237	102,020	102,020	0	0.0%
Other	4,941	8,900	8,900	0	0.0%
Utilities	118,254	159,123	135,854	(23,269)	-14.6%
Capital	250,385	420,300	158,300	(262,000)	-62.3%
Intergovernmental (MWRA)	5,671,990	5,950,348	6,093,125	142,777	2.4%
Intragovernmental Reimbursement	1,504,188	1,740,819	1,577,672	(163,147)	-9.4%
Debt Service	1,239,264	1,166,668	882,154	(284,514)	-24.4%
Reserve	0	117,790	112,470	(5,320)	-4.5%
TOTAL	10,906,313	11,896,778	11,359,434	(537,344)	-4.5%

Sewer

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	325,835	354,603	360,870	6,267	1.8%
Services	129,523	147,200	157,200	10,000	6.8%
Supplies	24,899	21,000	21,000	0	0.0%
Other	3,676	0	0	0	0.0%
Capital	176,874	161,500	155,000	(6,500)	-4.0%
Intergovernmental (MWRA)	12,401,739	12,650,000	12,966,250	316,250	2.5%
Intragovernmental Reimbursement	351,799	384,928	396,298	11,370	3.0%
Debt Service	1,136,140	1,198,793	1,257,229	58,435	4.9%
Reserve	0	113,693	153,138	39,445	34.7%
TOTAL	14,550,485	15,031,717	15,466,985	435,268	2.9%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	1.00	1.00	101,684	119,778	1.00	107,924	1.00	107,924
	Operations Manager - Water and Sewer	T-9	1.00	1.00	71,453	80,845	1.00	75,337	1.00	76,677
	Water Works Division Foreman	GN-13	1.00	1.00	70,056	73,582	1.00	73,582	1.00	73,582
	Business Manager	G-14	1.00	1.00		59,416	1.00	59,416	1.00	59,416
	Utilities Foreman	GN-9	1.00	1.00	56,870	59,732	1.00	59,732	1.00	59,732
	Water Service Inspector	GN-9	1.00	1.00	56,870	59,732	1.00	59,732	1.00	59,732
	Backflow Preventer Technician	GN-8	1.00	1.00	54,683	57,434	1.00	57,435	1.00	57,435
	Water Meter Foreman	GN-8	1.00	1.00	54,683	57,434	1.00	56,502	1.00	57,434
	Senior Clerk Typist	C-8	1.00	1.00	45,951	47,897	1.00	47,897	1.00	47,897
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		55,347	1.00	55,347	1.00	55,347
	Working Foreman Utilities	LN-6	6.00	6.00		53,432	6.00	320,591	6.00	320,591
	Motor Equipment Repairperson	LN-6	1.00	1.00		53,432	1.00	53,432	1.00	53,432
	MEO III	LN-5	3.00	3.00		52,373	3.00	157,121	3.00	157,121
	MEO II	LN-3	4.00	4.00		47,055	4.00	188,221	4.00	188,221
	Water Meter Serviceperson	LN-3	3.00	3.00		47,055	3.00	141,166	3.00	141,166
	Water Works Serviceperson	LN-3	4.00	4.00		47,055	4.00	188,221	4.00	188,221
	Carpenter & Laborer	LN-3	1.00	1.00		47,055	1.00	47,055	1.00	47,055
	Utility Craftsperson	LN-3	6.00	6.00		47,055	6.00	282,331	6.00	282,331
	Pipe Layer Laborer	LN-2	3.00	3.00		45,014	3.00	135,042	3.00	135,042
	Subtotal		41.00	41.00			41.00	2,166,082	41.00	2,168,354
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							17,407		16,731
510143	Working-Out-of-Classification Pay							6,660		6,660
	Overtime Total							138,325		133,560
510300	Overtime							38,393		33,628
510343	Emergencies							83,696		83,696
510344	Scheduled							16,235		16,235
513044	Longevity Pay							27,850		28,200
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							240,442		235,351
	FY15 Collective Bargaining									46,506
	Total		41.50	41.50			41.50	2,421,524	41.50	2,465,212



**TOWN OF BROOKLINE
FY2015 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.

PROGRAM COSTS - PUBLIC LIBRARY

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	2,669,323	2,644,364	2,663,832	19,467	0.7%
Services	169,477	173,834	181,641	7,807	4.5%
Supplies	542,519	552,460	562,600	10,139	1.8%
Other	3,601	3,700	3,700	0	0.0%
Utilities	318,539	320,634	316,955	(3,679)	-1.1%
Capital	39,522	26,000	26,000	0	0.0%
TOTAL	3,742,985	3,720,993	3,754,728	33,735	0.9%
BENEFITS			1,168,960		
REVENUE	104,299	100,000	100,000	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

BUDGET STATEMENT

The FY15 budget reflects a \$33,735 (0.9%) increase. Personnel increases \$19,467 due to Steps (\$18,099) and Longevity (\$1,368).

Services increase \$7,807 (4.5%) for Data Processing Software Maintenance (\$6,590), Office Equipment Repair and Maintenance (\$4,000), Postage (\$1,572), and the Photocopy Service Contract (\$1,445), partially offset by decreases in Binding Services (\$5,300) and Printing Services (\$500).

The \$10,139 (1.8%) increase in Supplies represents a 2% increase to the Library Materials budget. The \$3,679 (1.1%) decrease in Utilities is in Electricity (\$6,751) and Natural Gas (\$148), partially offset by an increase in Water/Sewer (\$3,220).

FY2015 OBJECTIVES

1. To develop an Employee Emergency Procedures Manual and a Disaster Preparedness Plan.
2. To explore new fundraising activities with the Brookline Library Foundation.
3. To continue to support the efforts of the Friends of the Brookline Public Library.
4. To increase by 5% the number of people who attend library sponsored programs.
5. To continue to work with the Brookline School and Recreation Departments and the Council on Aging on collaborative programming initiatives.
6. To continue the Library's emphasis on customer service.
7. To participate in the statewide summer reading program for children.
8. To enhance our use of social media and technology to inform the public about library programs and services.
9. To develop and implement a recruitment and hiring plan to be used to fill anticipated management vacancies.
10. To maintain the percentage of circulation transactions taking place at self-check stations at no less than 80%.
11. To increase by 50% the number of e-books and other e-resources borrowed.

ACCOMPLISHMENTS

1. Utilized work study students and volunteers to unpack and process more than 50% of all items delivered to Brookline from other libraries
2. Engaged more than 200 residents while participating in the second annual Brookline Day activities at Larz Anderson Park and another 100 at the First Light celebration.
3. Increased attendance at library sponsored programs by 5% over the prior year.
4. Partnered with the Recreation Department to host more than 50 teens for a night of "Mini-Golf at the Library", followed the next morning by a similar program for young families.
5. Library staff provided 184 one-on-one training sessions on the use of new technologies for library patrons.
6. With the support of the Friends of the Library, presented six "Brown Bag Lunch" staff development sessions for library staff.
7. Produced 8,163 kWh of electricity from solar panels at the Putterham Branch Library. Since installation in November 2010, we have offset 29,856 pounds of CO2.
8. Enrolled 381 children in our summer reading program.
9. Expanded communications with library users through the use of social media.
10. Implemented the findings of a wage and classification study.
11. Increased by 300% the number of e-books and downloadable audio books borrowed.
12. Increased circulation of materials by purchasing new display fixtures to highlight the collection.
13. Replaced portions of the roof at Main Library and prepared for the installation of solar panels.
14. Hosted a site visit on library innovation for attendees of the International City and County Management Association (ICMA) Convention.
15. Attracted 140 people to the Libraries Second Annual Fall Festival.

TOWN OF BROOKLINE FY2015 PROGRAM BUDGET						PROGRAM GROUP: Cultural Services PROGRAM: Library				
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)				
	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Total Circulation	1,450,724	1,507,000	1,455,372	1,467,500	1,492,750					
Total Attendance	693,601	700,000	680,886	688,000	689,000					
Volumes Added	32,576	29,500	29,242	29,500	29,500					
Volumes Withdrawn	14,520	21,000	26,097	25,500	25,500					
Interlibrary Loan:										
Borrowed	176,856	180,000	173,868	180,000	185,000					
Loaned	131,698	135,000	141,297	145,000	150,000					
Non-MLN items borrowed	791	800	845	850	900					
Non-MLN items loaned	3,304	3,387	2,494	2,500	2,750					
Items Loaned Electronically	9,222	16,000	26,600	30,000	40,000					
<u>Main Library</u>										
Circulation	690,605	707,000	673,945	675,000	680,000					
Attendance	371,938	372,000	360,924	365,000	365,000					
Volumes Added	14,207	15,000	14,686	15,000	15,000					
Volumes Withdrawn	7,243	10,000	16,199	15,000	15,000					
<u>Coolidge Corner</u>										
Circulation	434,600	445,000	417,244	420,000	420,000					
Attendance	231,520	235,000	227,071	230,000	230,000					
Volumes Added	10,881	10,000	10,167	10,000	10,000					
Withdrawn volumes	4,460	8,000	7,848	7,500	7,500					
<u>Putterham</u>										
Circulation	185,027	195,000	193,792	195,000	200,000					
Attendance	90,143	93,000	92,891	93,000	94,000					
Volumes Added	4,848	4,500	4,389	4,500	4,500					
Withdrawn volumes	2,817	3,000	2,050	3,000	3,000					
<u>Children's</u>										
Circulation	322,874	330,000	327,697	337,000	343,000					
Main	160,569	163,000	161,452	165,000	167,000					
Coolidge	101,961	105,000	99,816	105,000	107,000					
Putterham	60,344	62,000	66,429	67,000	69,000					
% of Total Materials Budget for Children						17%	17%	17%	17%	17%
Volumes Added (All)	8,103	8,000	8,495	8,500	8,500					
Withdrawn Volumes (All)	4,534	5,000	6,088	5,500	5,500					
<u>Programs</u>										
Program Attendance (All)	27,566	27,800	28,605	29,000	29,000					
Children's Attendance	521 21,872	525 22,000	540 22,957	550 23,000	550 23,000					
Young Adult Attendance	48 585	50 600	23 551	35 600	35 600					
Adult Attendance	395 5,109	400 5,200	451 5,097	460 5,300	460 5,300					
Patrons Added to Database	5,582	5,500	5,155	5,200	5,200					

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	350,189	381,609	386,446	4,837	1.3%
Central Library Services	923,579	966,343	979,197	12,855	1.3%
Branch Library Services	931,096	919,032	931,570	12,538	1.4%
Children's Services	242,168	311,258	314,267	3,009	1.0%
Cir./Support Services	844,261	674,249	676,997	2,748	0.4%
Plant Maintenance	451,692	468,503	466,251	(2,252)	-0.5%
TOTAL	3,742,985	3,720,993	3,754,728	33,735	0.9%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	308,104	370,735	371,180	445	0.1%
Services	15,891	4,132	8,524	4,392	106.3%
Supplies	791	1,141	1,141	0	0.0%
Other	2,817	2,700	2,700	0	0.0%
Capital	22,586	2,901	2,901	0	0.0%
TOTAL	350,189	381,609	386,446	4,837	1.3%

Children's Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	166,857	223,835	225,811	1,976	0.9%
Services	0	1,455	820	(635)	-43.6%
Supplies	75,291	85,768	87,436	1,668	1.9%
Other	20	200	200	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	242,168	311,258	314,267	3,009	1.0%

Central Library Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	596,905	634,688	643,456	8,769	1.4%
Services	13,631	8,434	6,544	(1,890)	-22.4%
Supplies	295,855	308,580	314,556	5,976	1.9%
Other	252	0	0	0	0.0%
Capital	16,936	14,641	14,641	0	0.0%
TOTAL	923,579	966,343	979,197	12,855	1.3%

Circulation / Support Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	726,531	560,852	558,635	(2,217)	-0.4%
Services	103,796	103,701	108,666	4,965	4.8%
Supplies	13,731	9,446	9,446	0	0.0%
Other	203	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	844,261	674,249	676,997	2,748	0.4%

Branch Library Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	664,527	621,763	631,342	9,578	1.5%
Services	29,219	47,482	48,457	975	2.1%
Supplies	140,829	129,525	132,020	2,495	1.9%
Other	220	250	250	0	0.0%
Utilities	96,301	111,553	111,043	(511)	-0.5%
Capital	0	8,458	8,458	0	0.0%
TOTAL	931,096	919,032	931,570	12,538	1.4%

Plant Maintenance

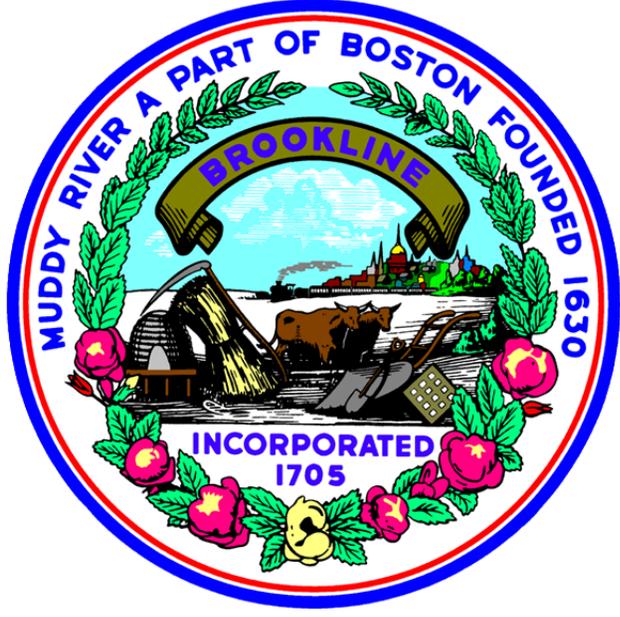
SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	206,399	232,492	233,408	916	0.4%
Services	6,942	8,630	8,630	0	0.0%
Supplies	16,023	18,000	18,000	0	0.0%
Other	90	300	300	0	0.0%
Utilities	222,238	209,081	205,913	(3,168)	-1.5%
Capital	0	0	0	0	0.0%
TOTAL	451,692	468,503	466,251	(2,252)	-0.5%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	D-6	1.00	1.00	101,684	119,779	1.00	119,779	1.00	119,779
	Assistant Library Director for Admin	T-10	1.00	1.00	74,311	84,080	1.00	78,350	1.00	79,745
	Assistant Library Director for Tech.	T-10	1.00	1.00	74,311	84,080	1.00	84,080	1.00	84,080
	Librarian IV	K-9	1.00	1.00	64,732	74,142	2.00	142,401	2.00	143,574
	Librarian III	K-8	2.00	2.00	58,875	67,571	2.00	119,932	2.00	122,111
	Librarian II	K-7	8.00	8.00	42,350	60,270	9.00	515,154	9.00	520,062
	Librarian I	K-6	7.00	7.00	47,611	54,713	5.00	247,839	5.00	252,370
	Circulation Supervisor	KA-6	1.00	1.00	46,678	51,028	1.00	51,028	1.00	51,028
	Library Secretary	K-5	1.00	1.00	45,526	48,067	1.00	48,067	1.00	48,067
	Assistant to Town Librarian/Bookkeeper	K-5	1.00	1.00	45,526	48,067	1.00	48,067	1.00	48,067
	Library Assistant III	K-3	4.00	4.00	37,608	43,597	4.00	171,887	4.00	173,119
	Library Assistant II	K-2	8.00	8.00	35,312	40,937	8.00	314,890	8.00	317,005
	Library Assistant I	K-1	1.00	1.00	32,102	37,215	1.00	37,215	1.00	37,215
	Senior Building Custodian	MN-4	1.00	1.00	50,562	53,138	1.00	53,138	1.00	53,138
	Junior Building Custodian	MN-2	2.00	2.00	44,706	46,983	2.00	92,248	2.00	92,814
	Subtotal		40.00	40.00			40.00	2,124,074	40.00	2,142,173
510901	Temporary Part Time Salaries									
	Junior Library Page	LP	4.55	4.55	\$10.01 /hr.	\$12.61. /hr.	4.55	111,187	4.55	111,187
	Senior Library Page	LPS	0.56	0.56		\$12.93 /hr.	0.56	13,738	0.56	13,738
	Library Monitor	LPM	0.52	0.52		\$12.93 /hr.	0.52	13,414	0.52	13,414
	Librarians	I	0.80	0.80		\$24.65 /hr.	0.80	38,706	0.80	38,706
	Library Assistants I and II		3.15	3.15		\$19.47 /hr.	3.15	118,180	3.15	118,180
	Houseworkers	MN-1	2.16	2.16	34,062	35,797	2.16	81,679	2.16	81,679
	Subtotal		11.75	11.75			11.75	376,906	11.75	376,906
	Other									
510140	Shift Differential							16,690		16,690
510300	Regular Overtime							50,428		50,428
513044	Longevity Pay							24,929		24,929
514501	Extra Comp							2,000		2,000
515501	Uniform/Clothing Allowance / In Lieu of Boots							14,339		14,339
515059	Administrative Leave Buyback							35,000		35,000
	Subtotal							143,385		144,753
Total			51.75	51.75			51.75	2,644,364	51.75	2,663,832



**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

PROGRAM DESCRIPTION

The Department of Health and Human Services 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. This past year, Town Meeting authorized the creation of a new Division, Human Relations/Human Services and this narrative includes accomplishments, goals, and objectives for that Division. The Department consists of the following seven sub-programs:

The **Administration Sub-program** provides resources and administrative support to the Department, housing a broad range of programs and services offered by the Health Department. The Director of Public Health and Human Services, with advice and policy guidance from the Advisory Council of Public Health, provides overall management and program direction to the Department. This sub-program has primary responsibility for Emergency Preparedness activities within the department.

The **Environmental Health Sub-program** combines a wide range of programs and services. Most of the services are mandated by State law and include the following 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. A monthly Immunization Clinic has been established to provide necessary immunizations for children and at-risk adults in the community. This Sub-program serves as the Department's liaison to the School Health program and the nursing and health education staff in the schools, and is charged with monitoring 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 support furnished by the Town through the **Mental Health Sub-program**, seeks to maintain safety for and improve the mental health of all Brookline residents and the community as a whole through a comprehensive, culturally responsive range of counseling, crisis intervention, substance abuse, violence prevention, housing and case management, social service, and educational interventions. The Center continues to experience a heavy demand for counseling, emergency food and rental assistance by Brookline residents due to the poor economy. The Center provides diagnostic and therapeutic services to medically needy residents, particularly low and moderate income residents. Center staff will provide assistance and consultation to other town departments and agencies, as well as community outreach to high risk children and youth, adolescents, families, adults and seniors. The Center operates a program for high risk teens at Brookline High School and an emergency shelter for local teens and families, a residential program for homeless adolescents. The Center bills all clients with insurance and sets a sliding self-pay fee to partially offset the cost of services.

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.

The **Human Relations/Human Services Sub-program** provides staff support to the Brookline Human Relations Youth Resources Commission, Women's Commission, and the Commission for the Disabled. The Director services as the Town's Affirmative Action (ADA) Coordinator, and is involved in advocacy on behalf of those who may face discrimination or bias. The Division also is our liaison to the many Brookline self-help groups and offers direct services including assisting residents with health insurance and SNAP (Supplemental Nutrition Assistance Program) applications, supports domestic violence prevention efforts, and co-chairs the Town's Hoarding Taskforce.

PROGRAM COSTS - DEPARTMENT OF HEALTH AND HUMAN SERVICES					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	901,247	997,739	1,004,803	7,064	0.7%
Services	191,137	196,963	202,291	5,328	2.7%
Supplies	15,068	19,700	19,700	0	0.0%
Other	4,111	4,570	4,570	0	0.0%
Utilities	37,380	40,896	40,855	(40)	-0.1%
Capital	3,586	3,550	27,970	24,420	687.9%
TOTAL	1,152,528	1,263,418	1,300,189	36,771	2.9%
BENEFITS			643,481		
REVENUE	171,930	152,500	157,000	4,500	3.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

BUDGET STATEMENT

The FY15 budget represents an increase of \$36,771 (2.9%). Personnel increases \$7,064 (0.7%) for Steps (\$6,042) and Longevity (\$1,021).

Services increase \$5,328 (2.7%) for the Mental Health Contract (\$2,466), Wireless Communications (\$1,346), Credit Card Service Charges (\$1,000), and Professional/Technical Services (\$516). The decrease in Utilities (\$40, 0.1%) is the combination of increases in Electricity (\$1,323) and Water/Sewer (\$18) and decreases in Natural Gas (\$1,003) and Gasoline (\$379).

The \$24,420 (687.9%) increase in Capital is due to the purchase of a Ford Transit for the Sealer of Weights and Measures.

FY2015 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 1-15 of Healthy Brookline.
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 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.
7. To recruit at least 10 graduate students to work with division directors on a variety of projects, including the Dukakis internship proposed at Town Meeting two years ago.
8. To work with the Information Technology Department on the migration to a next generation of permitting applications and tablet technology.
9. To upgrade our website and Facebook page and continue to increase citizen access to our data; begin implementation of credit card transaction capacity for permits.
10. To maintain the Friends of Brookline Public Health membership organization and offer the 18th Annual Public Health Policy Forum.

FY2015 OBJECTIVES (Con’t.)

Environmental Health

1. To protect Public Health by maintaining a comprehensive program of environmental health services, including inspections, compliance and enforcement activities. In addition, monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.
2. To provide educational initiatives for all regulated programs and offer annual workshops for those for lodging houses, children’s camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments.
3. To continue to chair animal control meetings.
4. To implement the town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis to include integrated pest management, surveillance, education and control.
5. To continue to address the growing concerns related to bed bugs.
6. To continue to work with other town departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, noise and rubbish enforcement, lodging inspections, liquor license training, licensing board issues, and mobile food trucks.
7. To maintain certification requirements of the weights and measures inspector and carry out all weights and measures inspections.
8. To continue the sharps disposal kiosk program and promote safe mercury waste and pharmaceuticals disposal (with DPW and Police, respectively); continue light bulb recycling at the Health Center.
9. To participate in Emergency Management planning for the community on issues related to environmental health.
10. To continue to implement hand-held tablets for inspections in coordination with the Information Technology Department and enhance GIS applications using updated software for all inspections.
11. To conduct regular tobacco compliance checks at retail establishments selling tobacco.

Child Health

1. To continue to implement and evaluate the outreach campaign to enroll uninsured youth in the Commonwealth Care Insurance Plan by working with partners in the Brookline Community Health Network and with school nurses.
2. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.
3. To promote health, nutrition and fitness activities among school age children and participate in the School/Community Wellness Committee. Continue to promote backpack safety.
4. 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.
5. To maintain immunization clinics as needed, continue seasonal flu clinics for children and 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 for school entry.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES (Con't.)

Child Health (con't.)

6. To inspect all group day care centers and after school daycare programs, provide consultation services to them, and convene at least two meetings/educational events for them.
7. To continue to monitor daycare use of playgrounds, working closely with Park and Recreation Commission.
8. To continue "Clean Hands for Good Health" campaign in all daycare centers.
9. To continue in-services with school nurses and day care providers on issues of current importance, including emergency preparedness.

Community Health

1. To update the annual inventory of physical fitness and physical activity opportunities in Brookline, continue the Brookline Passport to Health & Fitness campaign, and publicize and promote town-wide fitness programs as part of "Brookline on the Move".
2. To continue programs linking public health and climate change and organize the annual Car-Free School Day in K – 8 schools.
3. To continue to recruit and train volunteer auxiliary medical personnel (Medical Reserve Corps) to be able to respond in the event of a public health emergency.
4. To continue to participate in the MAVEN (electronic disease surveillance system) governing committee and other regional issues, including a regional approach to epidemiology and disease surveillance.
5. To offer the community at least three health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.
6. To organize regular blood drives open to Brookline employees and town residents.
7. To work with the local media to provide pertinent public health alerts/education on emerging public health issues and expand the use of social media.
8. To work collaboratively with the Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors.
9. To offer flu shots and blood pressure screenings for residents, targeting those at high risk, and offer a Matter of Balance series.
10. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term care settings.
11. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign.

Mental Health

1. To serve 3,350 Brookline residents, primarily low-and moderate-income, providing 32,470 hours of individual, family, group counseling and mediation; 8,050 hours of community outreach and education to children, teens, families, adults and seniors; and 2,830 hours of case management for homeless or seriously ill children, adults and families.
2. To 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.

FY2015 OBJECTIVES (Con't.)

Mental Health (con't.)

3. To continue as 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 provide case management services
4. To work on-site at all Brookline elementary schools and the High School to address crises, provide individual and group counseling, psycho-educational groups, and staff consultation serving up to 450 Brookline children and families.
5. At the Center, to provide 10 social skills groups for 50 Brookline children ages 4-10 years with autism spectrum disorders.
6. 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. Secure 30% of program funding.
7. To continue to attract \$33.00 for every \$1.00 provided by the Town (\$5,450,000 total budget) to fund mental health, substance abuse, crisis/violence prevention, social and educational services to maintain the safety and health of lower and moderate income Brookline residents. Health insurance and client fees pay for only 50% of services provided by the Center.

Substance Abuse and Violence Prevention

1. To continue to provide individual, family, and group substance abuse and smoking cessation information, counseling including assessment, referral, and after care. To provide a youth diversionary program in cooperation with the Police, Brookline Court, and Brookline Public Schools.
2. To conduct a bi-annual student health survey and track a set of measurable performance-based objectives. Lead Tobacco policy group at the High School to ban tobacco use adjacent to the building.
3. To implement research-based, substance abuse prevention strategies through the B-CASA Coalition, including the Brookline High School Peer Leaders and B-Pen, the Brookline Parent Education Network.
4. To maintain and enhance collaboration with the Brookline Schools, Police, and Court to address youth substance abuse and violence prevention issues; serve on the Wellness Committee and the Juvenile Roundtable.
5. To continue the High School Peer Leadership Program, recruiting 40 Peer Leaders.

Human Relations / Human Services

1. To train staffers to assist individuals' access to health insurance through revised Medicaid procedures.
2. To continue to staff the Human Relations/Youth Resources Commission, Women's Commission and Commission for the Disabled.
3. To continue to co-lead domestic violence work, hoarding task force and MLK Committee.
4. To revitalize relationships with ethnic populations in Brookline through promotion of festivals and public presentations.
5. To promote awareness of complaint avenues for those who feel discriminated against.

<p style="text-align: center;">TOWN OF BROOKLINE FY2015 PROGRAM BUDGET</p>	<p style="text-align: center;">PROGRAM GROUP: Human Services PROGRAM: Health and Human Services</p>
<p><u>FY2015 OBJECTIVES (Con't.)</u></p> <p><u>Human Relations / Human Services (con't.)</u></p> <p>6. To collaborate with Steps to Success and Recreation programs to promote Commission for the Disabled grant programs.</p> <p>7. To continue to promote the “Blueprint to Attract a Diverse Candidate Pool” for Town employment among all Town departments.</p>	<p><u>ACCOMPLISHMENTS</u></p> <p><u>Administration</u></p> <ol style="list-style-type: none"> 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, conducted 10 MRC/CERT trainings and provided over 400 hours of volunteer services to the Town. 2. Secured \$150,000 in grant funding from non-Town sources, including a variety of public-private partnerships. 3. Published Volume 15, Healthy Brookline, Gay and Lesbian (GLBT) Youth Risk Factor Survey. 4. Built the Friends of Brookline Public Health, recruiting 150 members. 5. Held the 17th Annual Public Health Policy Forum entitled "Implementing Health Care Reform: Challenges and Opportunities" that attracted 200 people. 6. 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. 7. Led Community Health Network (CHNA) efforts. 8. Planned for and implemented plastic bag and polystyrene bans per vote of Town Meeting. 9. Working closely with the Chiefs of Police and Fire and the Town's Emergency Preparedness Committee, led the Town's response to the threats of bio-terrorism and maintained an Emergency Preparedness Coordinator with grant funding. 10. Recruited 10 graduate students to work on a broad array of public health projects. 11. Integrated the newly created Human Relations/Human Services Division into the Department. <p><u>Environmental Health</u></p> <ol style="list-style-type: none"> 1. Continued to implement the GeoTMS software system. The Division is performing inspections using handheld devices for Food, Housing, Children’s Camps, swimming pools and Lodging Homes. 2. Implemented “on-line” Food Establishment reporting on Town’s webpage. 3. Worked with Police Department (animal control division) and Conservation Commission to address community wildlife control issues including wild turkeys, coyotes, geese, bats and foxes. 4. Coordinated monthly animal control meetings, held four rabies clinics in Brookline and Newton, and helped implement a protocol for kennel and dog day care inspections and temporary outdoor dog permits for foodservice facilities. 5. Assisted the School and Building Departments on issues including pest control and pesticides use, Green products, hazardous material handling, incident response, indoor air quality, lead, and PCB’s. 6. Continued to operate the sharps (medical waste) and Mercury disposal kiosks with assistance from DPW and added a light bulb disposal kiosk. 7. Continued staff training and certification in food safety, housing, emergency management, incident response and incident command. 8. Re-established tobacco compliance checks and worked to achieve the Smoke Free Housing initiative with the Brookline Housing Authority and property owners throughout the community.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

ACCOMPLISHMENTS (Con't.)

Environmental Health (con't.)

9. Implemented mosquito control and education activities within the community focusing on EEE and WNV. Issued advisory notices regarding bats, Lyme disease and bed bugs.
10. Division Director continued to serve on 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.
11. Continued to promote Environmental Health issues via the web-based Health Quiz and various fact sheets and advisories posted on the Department's webpage and Facebook.

Child Health

1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 182 children. Offered four Flu Clinics, two school-located, that served 476 children 18 and under.
2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including measles, pertussis, Hepatitis A, salmonella, and norovirus.
3. Inspected, certified, and monitored 39 group day care and extended day programs in Brookline, monitored day care use of playgrounds with Park and Open Space Division, and 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. 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 the 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.

Community Health

1. Offered the Brookline Passport to Health & Fitness program, enrolling more than 200 Brookline residents as part of "Brookline on the Move" physical fitness campaign.
2. Designed programs linking public health and climate change.
3. Continued the health education series and exercise classes at the Brookline Senior Center.
4. In conjunction with Public Schools of Brookline, led Car-Free School Day and Food Day activities at K – 8 schools.
5. Offered a Yoga series at the Putterham Library for South Brookline seniors.
6. Supported the Brookline Winter Marketplace.
7. Implemented control measures within 24 hours for 100% of communicable disease investigations and tracked and controlled communicable disease outbreaks including a major food borne salmonella outbreak.

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

ACCOMPLISHMENTS (Con't.)

Community Health (Con't.)

8. Continued to utilize in MAVEN (electronic disease surveillance system), including TB surveillance and case management and maintained a rabies control database to track outcomes of human exposure to animals.
9. Conducted a Lyme disease education campaign.
10. Maintained our Partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women's Hospital (Women's Health).
11. Promoted and enrolled over 50 Brookline residents in the new Massachusetts mandatory health insurance programs.
12. Offered monthly blood drives at the Main Library.
13. Utilized social media (Facebook, Town website) to alert residents about public health issues, food borne illnesses, hot and cold weather alerts, among others.
14. Participated in several health promotion events at Brookline Housing Authority locations and several monthly sessions at the Brookline Food Pantry.
15. Recruited 30 local businesses as Partners in Brookline on the Move and hosted an annual meeting for Partners.
16. Provided clinical consultation, information and referral on issues including head lice, bed bugs, and tick exposure.

Mental Health

1. Demand for counseling dipped by 1% in FY 13, in part due to somewhat improved economic conditions and in part due to closure of the Center because of inclement weather. Requests for basic services (emergency food, rent and utility assistance) continued to be strong. The Center served 3,320 Brookline residents providing 31,125 hours of mental health counseling services and 7,820 hours of community outreach and education to children, teens, families, adults and seniors, and 2,810 hours of case management service to homeless or seriously ill adults and children. 30% of services were delivered in the home, school or other community settings.
2. Provided 1,790 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 72 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 171 individuals and families; worked with 120 individuals and families to prevent evictions by providing case management and rental assistance; and provided emergency shelter or diversion for 25 Brookline's youth.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS (Con't.)

Substance Abuse and Violence Prevention

1. Applied for and was awarded fifth year funding of the \$125,000 Drug Free Communities (DFC) grant to support B-CASA, the Brookline Coalition Against Substance Abuse. Working with students, parents, school, police, and other community leaders, implemented prevention strategies to address the underlying factors contributing to teen alcohol and other drug use.
2. Trained over 40 peer leaders who implemented prevention strategies to address substance abuse, abuse and respect in dating relationships, and bullying/cyber bullying.
3. Applied for and was awarded a three-year Community Health Network Area (CHNA) mental health grant to support the Brookline Youth Wellness Project.
4. Implemented B-PEN (Brookline Parent Education Network), including the bi-monthly B-PEN Newsletter, presentations at PTO meetings, community forums, parent discussion groups, and the B-PEN.org parent education website and Facebook page.
5. Implemented the Brookline Substance Abuse Prevention Program (BSAP) for Brookline youth and their families, providing substance abuse assessments, and individual, group, and family counseling. Also assisted with the Brookline Youth Diversion Program in conjunction with the Brookline Police, coordinating the referral process for teens in need of treatment.

Human Relations / Human Services

1. Recruited for and hired the Human Services Specialist and three graduate student interns.
2. Staffed the Human Relations Youth Resources Commission, the Women's Commission and the Commission for the Disabled.
3. Co-chaired the Hoarding Task Force and the Town's committee related to domestic violence prevention.
4. Assisted 50 residents in accessing health insurance and SNAP benefits.
5. Created and implemented a "Blueprint for Attracting a Diverse Candidate Pool" with the Human Resources Department.
6. Staffed the Annual Martin Luther King event in January.
7. Created an on-line citizen discrimination complaint process and developed a discrimination inquiry procedure.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>ENVIRONMENTAL HEALTH</u>					
% of Consumers Complaints					
Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales:					
Compliance Rate (avg.)	87%	87%	82%	85%	85%
Reported Rabies Exposure	170	150	150	150	150
Positive Rabid Animals	2	2	1	2	2
Human Receiving Rabies					
Post-exposure Prophylaxis	27	30	28	30	30
Animal Control Quarantines	42	40	42	40	40
Keeping of Animal Permits	8	16	15	15	15
Mosquitoes Pos. for WNV	8	N/A	6	N/A	N/A
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with					
Critical Violations	8%	8%	10%	10%	10%
% Restaurants requiring					
Enforcement Actions	2%	2%	2%	2%	2%
% Restaurants receiving formal					
orientation	100%	100%	100%	100%	100%
% Order Letter issued w/i					
3 days	90%	90%	90%	90%	90%
Court Actions	6	5	10	10	10
No. Tickets issued*	1,177	1,000	980	1,000	1,000
Solid Waste Inspections*	960	900	900	900	900
<i>*An inter-departmental program (Health & DPW). Tickets figure includes warnings.</i>					
Swimming Pool Inspections	63	65	68	68	68
Lead Paint Inspections	15	20	5	10	10
Lead Paint Removal Notices	12	10	13	10	10
Asbestos Inspections	10	15	15	15	15
Asbestos Removal Notices	117	120	110	110	110
Food Inspections	862	850	825	825	825
Food Permits Issued	408	400	428	428	428
Housing Inspections	555	555	410	400	400
Order Letters	250	250	205	200	200
Tanning Salon Inspections	6	6	5	5	5
Weighing/Measuring Devices Tested for Accuracy					
Scales	230	230	245	230	230
Gasoline/Fuel Oil	144	145	150	150	150
Taxi Meter	204	210	190	190	190
Scanner Inspections	10	10	15	15	15

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>CHILD HEALTH</u>					
% Day Care Attendees w/Complete					
Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	0	0	0	0
Child Immunizations (Indvls)	210	200	182	200	200
Day Care Inspections	170	170	160	170	170
Day Care Licenses Issued	35	36	39	41	41
Day Care Ed. Programs	10	10	10	10	10
<u>COMMUNITY HEALTH</u>					
Disease Outbreaks Tracked	10	N/A	15	N/A	N/A
Disease Cases Confirmed	114	N/A	252	N/A	N/A
Animal Bites to Humans	170	150	140	150	150
Total Flu Shots	1,443	1,400	1,500	1,400	1,400
Town Employee Flu Shots	425	425	420	425	425
<i>* Does not include 777 doses given @ Regional B Clinic</i>					
TB Screening (Mantoux)	21	20	18	20	20
TB Infected Persons	95	90	70	90	90
Active TB Cases	0	2	2	2	2
Blood Press. Screenings	271	250	212	250	250
Pneumonia Immunizations	23	5	6	5	5
Tetanus/Diphtheria	12	10	13	10	11
<u>MENTAL HEALTH</u>					
Residents Served	3,278	3,300	3,320	3,330	3,330
Counseling Services	31,640	32,125	31,640	32,000	32,000
Outreach services	7,660	7,880	7,820	7,800	7,800
% of Clients with					
Symptom Improvements					
within 3 months of care	91%	91%	90%	90%	90%
Consultation to Town & Community					
agency staff hours	1,825	1,850	1,790	1,800	1,800
Family/individual eviction					
& homelessness prevented	326	300	120	125	125
High School students successfully					
return to and stay in school following					
hospitalization (BRYT)	82	80	72	70	70

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>SUBSTANCE ABUSE</u>					
Students using marijuana >100x*	N/A	10%	7%	N/A	N/A
Students using alcohol before age 14*	N/A	18%	12%	N/A	N/A
Counseling Services / Youths	2,138	2,100	1,954	1,900	1,900
Community Presentations	18	18	15	15	15
School Violation Referrals	18	20	32	30	30
Police/Youth Diversion Referrals	48	50	28	30	30
Youth Smoking Cessation Referrals	16	16	10	10	10
<u>HUMAN RELATIONS/HUMAN SERVICES</u>					
ADA Complaints		N/A	3	N/A	N/A
Affirmative Action Complaints		N/A	3	N/A	N/A
<u>ADMINISTRATION</u>					
% of inspectional and permit information available online.	N/A	5.9%	40.0%	50.0%	50.0%
Overweight / obesity rate among Brookline school age children	21.2%	21.0%	20.0%	20.2%	20.2%
Overweight / obesity rate among school age children (State avg.)	32.4%	32.4%	32.0%	32.0%	32.0%
% High School students using tobacco products * (Brookline)	N/A	10%	11%	N/A	N/A
% High School students using tobacco products (State avg.)	N/A	16%	16%	N/A	N/A
Life Expectancy at birth (Brookline)	87	87	N/A	87	87
Life Expectancy at birth (State)	80.7	80.7	80.8	81	81

*These data are collected every two years.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	293,912	284,089	291,091	7,002	2.5%
Environ. Health	351,363	423,621	450,217	26,595	6.3%
Child Health	88,363	61,738	61,435	(303)	-0.5%
Community Health	184,257	109,718	108,718	(1,000)	-0.9%
Mental Health	159,170	165,213	167,678	2,466	1.5%
Substance Abuse	75,463	75,821	75,421	(400)	-0.5%
Human Relations / Human Services	0	143,217	145,627	2,410	1.7%
TOTAL	1,152,528	1,263,418	1,300,189	36,770	2.9%

Administration

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	225,383	219,513	221,074	1,561	0.7%
Services	11,559	11,060	13,922	2,862	25.9%
Supplies	12,015	5,600	8,000	2,400	42.9%
Other	3,990	3,720	3,720	0	0.0%
Utilities	37,379	40,896	40,855	(40)	-0.1%
Capital	3,586	3,300	3,520	220	6.7%
TOTAL	293,912	284,089	291,091	7,002	2.5%

Environmental Health

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	327,781	400,471	403,867	3,395	0.8%
Services	20,408	19,000	19,000	0	0.0%
Supplies	3,053	3,900	2,900	(1,000)	-25.6%
Other	120	250	250	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	24,200	24,200	0.0%
TOTAL	351,363	423,621	450,217	26,595	6.3%

Child Health

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	88,363	60,188	59,885	(303)	-0.5%
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%
TOTAL	88,363	61,738	61,435	(303)	-0.5%

Human Relations / Human Services

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	0	135,377	137,787	2,410	1.8%
Services	0	2,540	2,540	0	0.0%
Supplies	0	4,600	4,600	0	0.0%
Other	0	450	450	0	0.0%
Capital	0	250	250	0	0.0%
TOTAL	0	143,217	145,627	2,410	1.7%

Community Health

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	184,257	106,818	106,818	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	2,850	1,850	(1,000)	-35.1%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	184,257	109,718	108,718	(1,000)	-0.9%

Mental Health

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	0	0	0	0	0.0%
Services	159,170	164,363	166,828	2,466	1.5%
Supplies	0	850	850	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	159,170	165,213	167,678	2,466	1.5%

Substance Abuse

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	75,463	75,371	75,371	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	400	0	(400)	-100.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	75,463	75,821	75,421	(400)	-0.5%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Health and Human Services	D-6	1.00	1.00	101,684	119,779	1.00	119,779	1.00	119,779
	Chief Sanitarian/Asst. Dir. of Health	T-12	0.00	1.00	81,920	92,689	1.00	89,476	1.00	91,068
	Chief Sanitarian/Asst. Dir. of Health	T-11	1.00	0.00	77,283	87,443	0.00	0	0.00	0
	Public Health Nurse		1.00	1.00		90,960	1.00	90,960	1.00	90,960
	Human Relations/Human Services Administrator	T-11	0.00	0.00	77,283	87,443	1.00	82,935	1.00	84,411
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	66,062	74,746	1.00	74,746	1.00	74,746
	Human Services Coordinator	T-7	1.00	1.00	66,062	74,746	0.00	0	0.00	0
	Human Services Specialist	T-4	0.00	0.00	52,442	59,336	1.00	52,442	1.00	53,376
	Public Health Sanitarian	GN-11	1.00	1.00	65,243	68,526	1.00	68,526	1.00	68,526
	Senior Public Health Inspector	GN-10	3.00	3.00	59,856	62,868	3.00	187,584	3.00	188,604
	Principal Clerk	C-10	1.00	1.00	51,910	54,121	1.00	53,585	1.00	54,121
	Senior Clerk Stenographer	C-5	1.00	1.00	41,497	43,399	1.00	43,399	1.00	43,399
	Subtotal		11.00	11.00			12.00	863,432	12.00	868,990
510102	Permanent Part Time Salaries									
	Senior Public Health Inspector	GN-10	0.00	0.00	59,856	62,868	0.49	29,330	0.49	29,814
	Sealer of Weights/Measures	GN-5	0.43	0.43	43,737	45,938	0.43	19,753	0.43	19,753
	Day Care Inspector		0.60	0.60			0.60	28,484	0.60	28,484
	Community Health Manager ¹	T-7	0.80	0.80	66,062	74,746	0.80	59,797	0.80	59,797
	<i>Offset from private grant</i>							(21,939)		(21,939)
	Subtotal		1.83	1.83			2.32	115,425	2.32	115,909
510901	Temporary Part Time Salaries									
	ADA Intern		0.32	0.32			0.32	12,907	0.32	12,907
	Student Intern (1)		0.00	0.00			0.30	500	0.30	500
	<i>Offset from Handicapped Parking Fines Fund</i>							(12,907)		(12,907)
	Subtotal		0.32	0.32			0.62	500	0.62	500
	<i>Full Time/Part Time Salaries-Grants</i>									
	Substance Abuse Counselor	T-4	1.00	1.00	52,442	59,336	1.00	59,336	1.00	59,336
	Senior Clerk-Typist	C-4	0.67	0.65	39,264	41,144	0.65	26,743	0.65	26,743
	CASA Parent Educator		0.27	0.27			0.27	14,262	0.27	14,262
	Parent Outreach Liaison		0.27	0.27			0.27	14,262	0.27	14,262
	Outreach Worker		1.00	1.00			1.00	53,486	1.00	53,486
	Coordinator Tobacco/Alcohol Program		0.00	1.00			1.00	50,918	1.00	50,918
	Graduate Student Interns (5)		1.50	1.50			1.50	10,000	1.50	10,000
	Emergency Preparation Coordinator		0.71	0.73			0.73	50,616	0.73	50,616
	Grants		5.42	6.42			6.42	279,623	6.42	279,623
	Private Grants							(60,177)		(60,177)
	School Dept. Reimb.							(59,336)		(59,336)
	Federal Grants (HHS)							(145,110)		(145,110)
	State Grant							(15,000)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							7,682		7,682
513044	Longevity Pay							6,325		7,346
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							2,375		2,375
	Subtotal							18,382		19,404
	Total		13.15	13.15			14.94	997,739	14.94	1,004,803
	¹ 30% of this position is funded via a private grant									

**TOWN OF BROOKLINE
FY2015 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 FY15 budget reflects an increase of \$25,825 (8.7%). Personnel increases \$825 (0.5%) for Longevity. The increase in Other (\$25,000, 18.8%) is for Veterans' Benefits.

FY2015 OBJECTIVES

1. To continue to provide to Brookline veterans and their families the highest level of service and the most aggressive advocacy possible and ensure our veterans and their families are treated with the highest level of dignity and respect.
2. To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare Medicare/Medicaid, Mass. Health, Springwell) and housing.
3. To continue to maintain a high level of accuracy in reporting and filing Veteran's Benefits' forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.

FY2015 OBJECTIVES (Con't.)

4. To work with the Veteran's Administration VASH Program, the Court Street Shelter for Veterans, Brookline Housing Authority and other social service agencies in securing housing for veterans and their dependents.
5. To continue to work with the Veterans of Foreign Wars, American Legion and all other veterans' organizations to coordinate the Memorial Day and Veterans Day observances.
6. To work with and provide leadership for both the VFW and American Legion as they strive to rehabilitate their Veteran's Post building and revitalize their membership by making it more pertinent to younger veterans.
7. To coordinate with VA Social Workers and Case Managers to help assist with the transition of returning veterans from conflicts throughout the world by aiding them in applying for benefits such as medical, financial, educational, employment opportunities and outreach counseling.
8. To refer veterans in need of legal advice to the Mass. Bar Association, which offers pro bono legal counsel.
9. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions.
10. To increase outreach to our veterans who are seniors who may have never used the VA healthcare system before, but due to the economic downturn may be in need of additional medical or pharmacy care at lower costs.
11. To case manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans and assist them in not only obtaining all their benefits, but in readjusting to civilian life.
12. To continue to manage the Town's Veterans' Temporary Employment Initiative which assists our recently separated veterans who are attending school or have just graduated.
13. To assist the Emergency Management Team in integrating the Mass Notification System into the Town's website including web-based self-registration.
14. To continue to update our community Emergency Management Plans (CEMP) and coordinate with MAPC plans.
15. To develop an operation manual for an upgraded Emergency Operations Center (EOC).

PROGRAM COSTS - VETERANS' SERVICES					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	157,823	159,039	159,864	825	0.5%
Services	2,599	2,609	2,609	0	0.0%
Supplies	561	650	650	0	0.0%
Other	132,594	133,185	158,185	25,000	18.8%
Capital	508	510	510	0	0.0%
TOTAL	294,085	295,993	321,818	25,825	8.7%
BENEFITS			88,574		
REVENUE	94,329	82,258	101,513	19,255	23.4%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

1. Continued to achieve 100% approval of all Veterans' Benefits by filing timely, precise and accurate claims to the State Veterans' Services Department.
2. Provided financial assistance to 30 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. Realized an increase in the number of Brookline veterans seeking VA Healthcare increases due to the economy and state requirements for healthcare. This office has been able to network with the VA and is able to submit healthcare registrations and secure appointments for the Town's eligible veterans much faster than they would be able to do on their own.
5. Assisted veterans/dependents in filing VA Claims for service-connected and non-service connected disabilities, burial allowances, widow's pensions, Aid and Attendance and educational benefits.
6. Continued to maintain over 300 VA case files in-house.
7. Obtained or increased veterans' pensions by over \$100,000 per year in additional benefits to Brookline veterans due to the work done over the last 24 months. Worked with families on what is becoming an increasingly frustrating system for obtaining deserved benefits, seeking to make the process as simple and stress free as possible for our veterans.
8. 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.
9. Successfully coordinated and executed the Town's Memorial Day and Veterans' Day observances.
10. Continued to work with Brookline Mental Health, Council on Aging and the VA Outpatient Program to ensure proper mental health treatment for aging veterans in need of assistance.
11. Managed more than 38 PTSD cases during the year.
12. Worked with the State's SAVE Team to obtain emergency services for veterans in critical situations.
13. Provided complete case management to insure each returning veteran's needs were met while adjusting back to civilian life.
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.
15. Monitored the 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).
16. Case managed over 60 MGL. Ch. 115 cases and VA cases per month.
17. Managed the Town's Veterans' Temporary Employment Initiative program successfully assisting five veterans in FY13 (three War on Terrorism veterans, two Persian War veterans) in part-time employment while they either attended college or were seeking full-time employment.

ACCOMPLISHMENTS (Con't.)

18. Continued to update the Community Emergency Management Plan (CEMP) and assist the Emergency Management Team with the integration of the new Blackboard Connect Mass Notification System.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u>Performance:</u>					
% of Claims Approved by the State	100%	100%	100%	100%	100%
<u>Workload:</u>					
Recipients of Benefits (Monthly Average)	22	22	24	26	25
Service Recipients	1,040	1,100	1,100	1,100	1,100
Information Requests	1,400	1,200	1,200	1,200	1,200

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	74,311	84,080	1.00	84,080	1.00	84,080
	Head Clerk	C-8	1.00	1.00	45,951	47,897	1.00	47,897	1.00	47,897
	Subtotal		2.00	2.00			2.00	131,977	2.00	131,977
510901	Temporary Part Time									
	Temporary Workers							25,000		25,000
	Other							25,000		25,000
510300	Overtime							762		762
513044	Longevity Pay							950		1,775
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,062		2,887
	Total		2.00	2.00			2.00	159,039	2.00	159,864

**TOWN OF BROOKLINE
FY2015 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 FY15 budget reflects a decrease of \$745 (0.1%). Personnel increases \$3,487 (0.5%) for Steps (\$3,982), slightly offset by a decrease in Longevity (\$495). The increase in Services (\$1,351, 3.2%) is for the Building Cleaning contract.

The \$5,583 (8.1%) decrease in Utilities is from Electricity (\$3,071), a lower Natural Gas price (\$2,287) and a slight decrease in Water and Sewer charges (\$225).

FY2015 OBJECTIVES

1. To fundraise private money to support Council on Aging transportation programs, covering the full salary cost of van driver, substitute van driver, substitute bus driver and all fuel costs.
2. To explore the creation of a new stipend program for low-income renters who volunteer for Town departments.
3. To recruit, train, support and utilize volunteers at the Brookline Senior Center.
4. To advocate for and provide jobs for vulnerable, low-income elders at risk of poverty.
5. To provide geriatric assessments, counseling and case management services to Brookline elders and their families.
6. To provide high quality, affordable homecare to Brookline elders and their families.
7. To provide information and referral services to Brookline elders and their families.
8. To provide a variety of interesting and diverse daily programs at the Senior Center.
9. To collaborate with other geriatric providers to provide quality programs and services.
10. To continue to explore efforts on diversity to ensure all elders are served with particular emphasis on Spanish, Asian and Russian elders.
11. To continue to provide leadership to Brookline CAN (Community Aging Network).
12. To assist the non-profit in fundraising activities to cover the cost of programs, services, and supplies not covered by the Town.
13. To work with other Town departments and agencies on intergenerational activities.
14. To conduct outreach to Brookline elders with special emphasis on increasing their access to benefit programs.
15. To obtain CDBG funding for critical programs of transportation and jobs for low-income elders.
16. To continue implementing the action steps submitted to the World Health Organization's Age Friendly Cities Project.
17. To expand fitness offerings to low-income elders with special emphasis on Brookline Housing Authority sites.
18. To maintain the tax work off program at 30 participants, with each participant providing 125 hours of service to various Town departments.
19. To continue to partner with LGBT Aging Project on training and supportive programs for gay, lesbian, bisexual and transgender elders.
20. To conduct the annual survey of Senior Center participants.

PROGRAM COSTS - COUNCIL ON AGING

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	681,552	703,397	706,884	3,487	0.5%
Services	36,743	42,732	44,083	1,351	3.2%
Supplies	17,648	18,000	18,000	0	0.0%
Other	1,851	2,900	2,900	0	0.0%
Utilities	65,597	68,722	63,139	(5,583)	-8.1%
Capital	69,179	5,200	5,200	0	0.0%
TOTAL	872,570	840,951	840,206	(745)	-0.1%
BENEFITS			351,338		
REVENUE	0	0	0	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCOMPLISHMENTS

1. Successfully raised enough private money to fund entire Van program, substitute elder bus driver and fuel expenses of the Van and elder bus.
2. Partnered with the LGBT Aging project to provide memory workshop and support groups for LGBT seniors.
3. Assisted over 185 individuals with income tax forms partnering with AARP and using their four trained volunteers.
4. Received a grant from a family fund from Boston Foundation to support the art class.
5. Partnered with Town Assessor to promote awareness on the Town's various tax relief programs.
6. Continued to offer the HELP Program, which provides essential home care services at an affordable rate to 319 elders.
7. Partnered with Goddard House, Center Communities, JF&CS, Brookline Adult Education and Brookline CAN to provide programs and educational forums for Brookline Seniors and their families.
8. Successfully received support in the amount of \$186,951 from the non-profit Brookline Multi-Service Senior Center Corp. for salaries, supplies and program supports.
9. Continued the Careers in Aging Program with three teens volunteering at the Brookline Senior Center in the summer.
10. Mailed September News and Events to 10,500 Brookline elders over the age of 60, providing valuable information on programs and services.
11. Conducted the annual survey of Senior Center participants focusing this year on parking and transportation to and from the Senior Center.
12. Re-printed the sixth edition of the Elder Resource Guide, distributed 1,500 copies and updated it on the web page.
13. Increased operation to include limited night and weekend programs at no cost to Town.
14. Provided transportation services to over 700 different elders.
15. Provided on-going leadership to the volunteer community initiate Brookline CAN (Brookline Community Aging Network).
16. Secured \$147,819 in federal, state and private grant monies.
17. Continued providing a Repair Referral Service that connects elders with vetted contractors such as plumbers, electricians and handy man.
18. Secured a CDBG Federal Grant of \$63,000 for the Renovation Project that will move the fitness center to the second floor space.
19. Accepted into the World Health Organization as an Age Friendly Town and developed an action plan to promote aging in place.
20. Provided strong programs to assist Asian, Russian and Hispanic elders.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Elderbus / Van Contributions					
Donated*	\$6,578	\$6,500	\$5,850	\$6,400	\$6,500
Van Program					
Rides Given	2,891	3,300	2,509	3,300	3,300
Number of Riders	392	380	298	325	330
New Riders	33	30	29	35	35
\$ donated to Town	\$25,000	\$26,000	\$27,000	\$29,000	\$30,000
Volunteers - Total	312	325	331	325	325
Volunteers - New	36	45	32	40	40
Estimated volunteer Hrs.	40,150	45,000	40,100	42,000	42,000
Job Placements	46	50	43	50	50
Total Caseload	154	150	162	150	150
Tax Work off Participants					
Low-income elders employed	7	8	9	11	11
Geriatric Social Work					
New Referrals	79	80	78	80	80
Case consultations	NEW	N/A	112	120	123
Homecare Program (HELP)					
New Referrals	62	60	78	65	68
Total Clients	304	310	319	320	320
Information/Referral					
Annual Phone Calls	10,500	10,500	10,500	10,500	10,500
Taxi Discount Program (BETS)					
Total Clients	650	650	678	660	660
New Referrals	55	50	47	45	45
Senior Center					
Average # Daily Programs	14	14	14	14	14
Average # Daily Participants	150/500	150/500	150/500	150/500	150/500

*Donations for bus/van pay for gas, oil, and substitute drivers. Private donations pay for the van driver's entire salary. 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
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	86,387	101,748	1.00	101,748	1.00	101,748
	Supervisor of Services	T-7	1.00	1.00	66,062	74,746	1.00	74,746	1.00	74,746
	Program Manager	T-5	1.00	1.00	56,638	64,083	1.00	64,083	1.00	64,083
	Clinical Social Worker III	T-4	1.00	1.00	52,442	59,336	1.00	54,326	1.00	55,293
	Home Care Coordinator (HELP)	T-3	1.00	1.00	48,557	54,941	1.00	53,980	1.00	54,941
	Clinical Social Worker II	T-3	2.00	2.00	48,557	54,941	2.00	99,724	2.00	100,619
	Building Custodian	MN-2	1.00	1.00	44,706	46,983	1.00	46,983	1.00	46,983
	Senior Clerk Typist	C-7	1.00	1.00	44,104	46,034	1.00	46,034	1.00	46,034
	Bus Driver	GN-3	1.00	1.00	35,023	36,785	1.00	36,785	1.00	36,785
	Subtotal		10.00	10.00			10.00	578,409	10.00	581,232
510102	Permanent Part Time Salaries									
	Group Leader	GN-2	0.59	0.59	31,839	33,441	0.59	19,730	0.59	19,730
	Clinical Social Worker II	T-3	1.06	1.06	48,557	54,941	1.33	65,039	1.33	66,198
	BETS Coordinator		0.00	0.33		\$11.95 /hr.	0.33	8,612	0.33	8,612
	Community Aide		0.40	0.40		\$21.83 /hr.	0.40	17,005	0.40	17,005
	COA Assistant		0.00	0.11	\$9.00 /hr.	\$12.93 /hr.	0.11	2,793	0.11	2,793
	Data Entry Clerk		0.11	0.11	\$9.00 /hr.	\$12.93 /hr.	0.11	2,564	0.11	2,564
	Subtotal		2.16	2.60			2.87	115,742	2.87	116,901
	Grant Funded Salaries									
	COA Assistant		1.40	1.40	\$9.00 /hr.	\$12.93 /hr.	1.40	37,028	1.40	37,028
	JOBS Program Coordinator		0.45	0.45		\$20.60 /hr.	0.45	19,013	0.45	19,013
	BETS Coordinator		0.33	0.00		\$11.95 /hr.	0.00	0	0.00	0
	Community Aides		1.00	0.89	\$9.00 /hr.	\$12.93 /hr.	0.89	22,650	0.89	22,650
	Subtotal		3.18	2.74			2.74	78,692	2.74	78,692
	Grant Off-Sets									
	State Grants (JOBS Coord., COA Asst,and Cmty. Aides)							(69,662)		(69,662)
	Private donations							(9,030)		(9,030)
	Net Grant-Funded Salary Total							(78,692)		(78,692)
	Other							0		0
513044	Longevity Pay							7,796		7,301
515501	Clothing/Uniform Allowance (In lieu of boots)							1,450		1,450
	Subtotal							9,246		8,751
	Total		15.34	15.34			15.61	703,397	15.61	706,884

**TOWN OF BROOKLINE
FY2015 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 Kिरrane Aquatics Center is available to the Public Schools of Brookline during the school year for high school athletics and health and wellness classes. Hundreds of summer campers enjoy the pool throughout the summer months.

BUDGET STATEMENT

The FY15 budget reflects a \$44,072 decrease (4.2%). Personnel decreases \$51,023 (7%) and includes the elimination of the Facilities Assistant (\$33,697), the transfer of the Director of Early Learning to the Revolving Fund (\$62,868) and the transfer of the Office Assistant from the Revolving to the General Fund (\$40,358). In addition, there are increases for Steps (\$4,759) and Longevity (\$425).

Services decrease \$18,100 (24.1%) in General Consulting Services (\$8,000), Advertising (\$5,271), Software Service Contract (\$5,000) and Printing Services (\$100) combined with increases in Office/Clerical Services (\$245) and Other Rentals and Leases (\$26).

The increase in Supplies (\$20,500, 24.1%) is driven by Equipment Maintenance Supplies (\$19,000) along with Medical Supplies (\$1,000) and Office Supplies (\$500). The increase in Utilities (\$4,130) is the result of transferring Water/Sewer charges for the Pool to the General Fund (\$17,261) combined with an increase in Electricity (\$206) and decreases in Natural Gas (\$12,799), Diesel (\$516) and Gasoline (\$21). Capital increases \$420 (11.7%) and funds existing computer leases plus two additional leases.

PROGRAM COSTS - RECREATION DEPARTMENT				FY15 vs. FY14	
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	723,472	725,999	674,976	(51,023)	-7.0%
Services	72,817	74,982	56,882	(18,100)	-24.1%
Supplies	67,755	70,980	91,480	20,500	28.9%
Other	11,954	12,400	12,400	0	0.0%
Utilities	134,572	162,231	166,362	4,130	2.5%
Capital	6,102	3,600	4,020	420	11.7%
TOTAL	1,016,673	1,050,192	1,006,120	(44,072)	-4.2%
BENEFITS			753,599		
REVENUE	64,000	64,000	64,000	0	0.0%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES

1. To increase efficiency by continuing to promote payments via credit card transactions.
2. To improve customer service via the website by increasing Point of Sale capability.
3. To improve outreach to the public via a new marketing plan including branding, monthly newsletters and increase of social media use.
4. To increase Brookline Day attendance to 9,000 attendees by providing accessible and free transportation to residents.

ACCOMPLISHMENTS

1. Began work on a Strategic Master Plan.
2. Increased social media presence by 20%.
3. Increased volunteer service hours by 22%.
4. Increased professional development opportunities for full-time staff.
5. Successfully executed the 2nd Annual Brookline Day event.
6. Received a grant from the Brookline Community Foundation (BCF) to provide summer camp opportunities to Brookline families.

PERFORMANCE/ WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Registration by Telephone/ Mail	7,318	7,500	5,676	7,600	5,676
\$ Collected	\$844,345	\$850,000	\$642,013	\$860,000	\$642,013
On-Line Registration/Payment					
# of Registrations	4,243	4,500	3,925	5,000	5,000
\$ Collected	\$445,000	\$470,000	\$409,586	\$520,000	\$520,000
% of transactions made with credit cards	69%	NEW	72%	75%	77%
Telephone Inquiries/month	1,800	1,800	1,800	1,800	1,800
Recreation General Emails	1,000	1,000	1,000	1,000	1,000
Home Page Website Hits	82,761	83,000	83,000	84,000	84,000
Social Networking Inquiries					
Facebook Likes	691	750	866	1,000	1,100
Twitter Followers	35	40	268	268	536
Usage of Brookline Day free shuttles	NEW	N/A	1,560	3,250	3,500
Volunteers					
# of Volunteers	602	738	677	639	703
# of Hrs Total	14,467	16,297	8,708	15,418	8,852
\$ Equivalent	\$179,870	\$203,621	\$112,594	\$194,527	\$114,456
Rec Therapy					
# of Volunteers	NEW	N/A	116	146	164
# of Hrs Total	NEW	N/A	5,004	6,311	7,000
\$ Equivalent	NEW	N/A	\$64,702	\$87,912	\$97,510

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS					
SUB-PROGRAMS	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Administration	628,285	628,285	584,146	(44,140)	-7.0%
Swimming Pool	388,389	421,907	421,974	67	0.0%
TOTAL	1,016,673	1,050,192	1,006,120	(44,072)	-4.2%

Administration

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	505,287	511,585	459,532	(52,053)	-10.2%
Services	70,562	73,216	56,090	(17,126)	-23.4%
Supplies	30,795	19,980	30,980	11,000	55.1%
Other	11,294	12,400	12,400	0	0.0%
Utilities	7,426	7,505	21,544	14,039	187.1%
Capital	2,921	3,600	3,600	0	0.0%
TOTAL	628,285	628,285	584,146	(44,140)	-7.0%

Swimming Pool

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	218,185	214,414	215,444	1,030	0.5%
Services	2,257	1,766	792	(974)	-55.2%
Supplies	36,960	51,000	60,500	9,500	18.6%
Other	660	0	0	0	0.0%
Utilities	127,146	154,727	144,818	(9,909)	-6.4%
Capital	3,181	0	420	420	-
TOTAL	388,389	421,907	421,974	67	0.0%

**TOWN OF BROOKLINE
FY2015 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>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
<u>REVENUES</u>			
General Fund	64,000	64,000	64,000
Revolving Fund	2,480,857	2,627,874	2,742,350
<u>Golf Enterprise Fund</u>	<u>1,225,168</u>	<u>1,210,000</u>	<u>1,331,923</u>
TOTAL	3,770,025	3,901,874	4,138,273
<u>EXPENDITURES</u>			
General Fund	1,016,673	1,050,192	1,006,120
General Fund Benefits est. (current employees)	221,551	247,528	264,216
Revolving Fund	2,495,594	2,627,874	2,742,350
<u>Golf Enterprise Fund</u>	<u>1,163,055</u>	<u>1,210,000</u>	<u>1,331,923</u>
TOTAL	4,896,872	5,135,594	5,344,609
Cost Recovery	77.0%	76.0%	77.4%
General Fund Subsidy	23.0%	24.0%	22.6%

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.

<u>PROGRAM</u>	<u>FINANCIAL ASSISTANCE</u>
Soule Center	\$36,100
Soule Gym	\$500
Environmental Ed Center	\$300
Aquatic	\$5,000
Eliot	\$2,700
Tappan	\$1,000
Outdoor Rec	\$35,000
Outdoor Athletic	\$1,200
<u>Offsite - Out of Town Trips</u>	<u>\$500</u>
TOTAL	\$82,300

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION		Administr. 63006300	Swimming Pool 63006310
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT		
510101	Permanent Full Time Salaries											
	Director	D-5	1.00	1.00	94,152	110,906	1.00	104,494	1.00	106,061	106,061	
	Assistant Director	T-10	1.00	1.00	74,311	84,079	1.00	78,350	1.00	79,745	79,745	
	Therapeutic Recreation Specialist	T-4	1.00	1.00	52,442	59,336	1.00	54,326	1.00	55,293	55,293	
	Area Manager / Programs	GN-10	1.00	1.00	59,856	62,868	1.00	62,868	1.00	62,868	62,868	
	Area Manager / Aquatic Director	GN-10	1.00	1.00	59,856	62,868	1.00	62,868	1.00	62,868		62,868
	Director Early Learning Center	GN-10	1.00	1.00	59,856	62,868	1.00	62,868	0.00	0		
	Business/Administrative Manager	GN-10	1.00	1.00	59,856	62,868	1.00	62,868	1.00	62,868	62,868	
	Recreation Leader	GN-7	1.00	1.00	50,306	52,838	1.00	50,306	1.00	51,136		51,136
	Building Custodian	MN-4	1.00	1.00	50,562	53,138	1.00	53,138	1.00	53,138		53,138
	Senior Clerk Typist	C-4	1.00	1.00	39,264	41,144	1.00	41,144	1.00	41,144	41,144	
	Recreation Receptionist	C-4	1.00	1.00	39,264	41,144	1.00	41,144	1.00	41,144		41,144
	Office Assistant	C-4	0.00	0.00	39,264	41,144	0.00	0	1.00	40,358	40,358	
	Facilities Assistant		1.00	1.00		33,697	1.00	33,697	0.00	0		
	Subtotal		12.00	12.00			12.00	708,071	11.00	656,623	448,337	208,286
	Other											
510140	Shift Differential							3,500		3,500	2,142	1,358
510300	Regular Overtime							7,803		7,803	4,203	3,600
513044	Longevity Pay							3,475		3,900	2,750	1,150
515501	Clothing/Uniform Allowance (In Lieu of Boots)							3,150		3,150	2,100	1,050
	Subtotal							17,928		18,353	11,195	7,158
	Total		12.00	12.00			12.00	725,999	11.00	674,976	459,532	215,444

**TOWN OF BROOKLINE
FY2015 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 Kleeck 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 FY15 budget represents a \$121,923 (10.1%) increase. Personnel increases \$71,430 (18.2%) for Part-Time Salaries (\$59,610), an assumed 2% Collective Bargaining Reserve (\$8,999), Steps (\$2,170) and Longevity (\$650).

Services increase \$2,240 (1.7%) for Other Equipment Rental/Leases (\$2,040), the Software Service Contract (\$250) and Cable TV (\$250), with a decrease in Technical Services (\$300). The \$76 (0.1%) increase in Utilities reflects a \$1,175 increase in Water/Sewer charges that is partially offset by decreases in Electricity (\$859) and Natural Gas (\$241).

Capital increases \$5,120 (6.3%) and includes leased computers and leased landscaping equipment. Intragovernmental increases \$12,633 (8.4%) and Debt Service increases \$8,675 (4.8%).

SUB-PROGRAM COSTS - GOLF ENTERPRISE

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	358,284	393,169	464,599	71,430	18.2%
Services	126,354	129,978	132,218	2,240	1.7%
Supplies	158,764	148,200	169,950	21,750	14.7%
Other	3,363	4,100	4,100	0	0.0%
Utilities	85,098	98,462	98,538	76	0.1%
Capital	84,656	81,300	86,420	5,120	6.3%
Intragovernmental	155,038	150,416	163,049	12,633	8.4%
Debt Service	191,499	179,374	188,049	8,675	4.8%
Reserve	0	25,000	25,000	0	0.0%
TOTAL	1,163,055	1,210,000	1,331,923	121,923	10.1%
BENEFITS			99,535		
REVENUE	1,225,168	1,210,000	1,331,923	121,923	10.1%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

FY2015 OBJECTIVES

1. To increase pace of play by completing drainage enhancements on holes #1 and #2.
2. To continue to work to improve the quality of the course conditions.
3. To upgrade and replace the electrical and HVAC systems in the club house.
4. To increase merchandise sales by \$1.00 per round.
5. To increase database for marketing golf by 30%.

ACCOMPLISHMENTS

1. Completed the renovation of bunkers on hole #10 and installed drainage system in the fairways of holes #10 and #11.
2. Increased merchandise sales by 25%.
3. Completed drainage and creek work on holes #15, #16, and #17.
4. Began work on a new turf maintenance facility.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Number of Rounds	33,649	33,900	32,140	32,100	34,000
# Rounds Residents	7,017	8,000	1,399	N/A	N/A
# Rounds Non-Residents	24,916	24,000	1,437	N/A	N/A
# Rounds Employee	1,716	1,900	861	750	750
Average pace of play 18 holes	4:45 min	NEW	4:30 min	4:15 min	4:15 min
Merchandise revenue per round	\$1.48	NEW	\$2.38	\$3.00	\$3.25
Number of Golf Outing Rounds	1,588	1,700	1,485	1,500	1,500
Number of Club Tournament Rounds	N/A	120	128	140	160
Junior Golf Program Participants	N/A	100	109	125	125
Private lessons	600	625	650	650	675
Private school play	757	800	925	950	950
Public School Play (BHS)	184	185	105	150	150
College/University Play	274	275	528	525	525
Online tee time reservations	7,268	7,500	7,905	8,000	8,500
Tee Time Reservations - Telephone	26,388	24,500	24,232	26,000	25,500
Number of new entries in database	825	NEW	3,200	4,000	2,000
Web-site Hits	52,438	55,000	56,020	60,000	60,000
Social Networking Inquiries					
Facebook Likes	N/A	162	357	200	500
Twitter Followers	N/A	1,267	976	1,300	1,200

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Golf	T-9	1.00	0.00	71,453	80,845	0.00	0	0.00	0
	Head Golf Pro / Operations Manager	T-8	0.00	1.00	68,704	77,736	1.00	73,728	1.00	75,041
	Head Superintendent	GN-13	1.00	1.00	70,056	73,581	1.00	73,581	1.00	73,581
	Head Golf Pro / Rink Manager (1)	GN-8	0.67	0.00	54,683	57,434	0.00	0	0.00	0
	Assistant Superintendent	GN-7	1.00	1.00	50,306	52,838	1.00	51,980	1.00	52,838
	Subtotal		3.67	3.00			3.00	199,290	3.00	201,460
510901	Temporary Part Time Salaries									
	Seasonals							185,583		242,370
	Teachers/Instructors							3,296		6,120
	Subtotal		0.00	0.00			0.00	188,880	0.00	248,490
	Other									
513044	Longevity Pay							0		650
515059	A-Day Buyouts							4,300		4,300
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
	Subtotal							5,000		5,650
	Collective Bargaining Increase - FY15									8,999
	Total		3.67	3.00			3.00	393,169	3.00	464,599
	(1) 2/3 of Head Golf Pro/ Rink Manager salary was charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund.									

**TOWN OF BROOKLINE
FY2015 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 FY15 budget reflects an increase of \$114,476 (4.4%). Personnel increases \$142,322 (8.8%) and includes Part Time Salaries (\$71,125), the transfer of the Director of Early Learning from the General Fund to Revolving (\$62,868), a new Assistant Rec Leader (\$43,736), an assumed 2% Collective Bargaining Reserve (\$34,141), Steps (\$4,502), Working Out of Class (\$3,175), and Longevity (\$74), combined with decreases due the elimination of the Activity Specialist/Soccer (\$45,888) and the transfer of the Senior Clerk Typist to the General Fund (\$31,411).

Services decrease \$20,815 (6.8%) due to decreases in Entertainers/Lecturers (\$33,028), Field Trips (\$19,059), Building Cleaning Service (\$15,244), General Consulting Services (\$9,237), Computer Hardware Rental (\$5,400), Professional / Technical Services (\$2,000), Building Maintenance (\$1,994), Subscriptions (\$1,350), Advertising (\$1,245), Other Equipment Rental/Leases (\$700), and Data Processing Repair and Maintenance (\$324). These decreases are partially offset by increases in Recreation Services (\$30,870), Athletic Event Officials (\$10,996), Credit Card Service Charges (\$11,700), Transportation Rentals/Leases (\$8,145), Skating Rink Repair and Maintenance (\$3,000), Other Rentals / Leases (\$2,192), Printing (\$600), Licenses (\$500), Internet Related Services (\$400), Laundry Services (\$275), and the Copier Equipment Rental/Lease (\$88).

BUDGET STATEMENT (Con't.)

Supplies increase \$19,024 (11.7%) for Recreation Supplies (\$9,043), Food Service Supplies (\$7,185), Meals and Receptions (\$3,580), Maintenance Supplies (\$2,500), Medical Supplies (\$2,440), and Data Processing Software (\$400) combined with decreases in Special Program Supplies (\$3,124), Food Non-Reimbursable (\$1,500), and Construction Supplies (\$1,500).

The increase in Other (\$15,884, 49.9%) is in Education/Training/Conferences (\$11,623) and Professional Dues and Membership (\$5,911) partially offset by decreases in Travel (\$1,650). Utilities decrease \$40,437 (28.1%) primarily due to the transfer of Water/Sewer (\$23,233) and Electricity (\$13,659) charges to the General Fund, combined with a decrease in Natural Gas (\$3,545). Capital increases \$2,280 (48.5%) while the Intragovernmental Reimbursement decreases \$3,783 (1.1%).

SUB-PROGRAM COSTS - REVOLVING FUND					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	1,565,833	1,623,105	1,765,427	142,322	8.8%
Services	311,550	308,245	287,430	(20,815)	-6.8%
Supplies	156,957	162,235	181,259	19,024	11.7%
Other	45,411	31,828	47,712	15,884	49.9%
Utilities	130,748	144,044	103,608	(40,437)	-28.1%
Capital	3,331	4,700	6,980	2,280	48.5%
Intragovernmental	281,764	353,717	349,934	(3,783)	-1.1%
TOTAL	2,495,594	2,627,874	2,742,350	114,476	4.4%
BENEFITS			346,758		
TOTAL REVENUE	2,480,857	2,627,874	2,742,350	114,476	4.4%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

OBJECTIVES

1. To provide environmental education outreach to at least 30% of all PSB elementary classrooms during the school year.
2. To provide preseason training to all of the youth sports coaches.
3. To have the Soule Early Childhood Center recover 100% of costs by FY18.
4. To streamline the process for enrollment at the Soule Early Childhood Center by providing quarterly updates to families for the following school year.
5. To provide more opportunity for enrichment activities for waitlisted families of the Soule Early Childhood Center.
6. To have Recreation Therapy enrollees participate in at least two or more activities each year.
7. To have Recreation Therapy participants use skills from participation in activities to improve their ability to live independently.
8. To have Recreation Therapy participants use public transportation as a means to independent living.
9. To increase enrollment in upper level swim lessons.
10. To increase the job responsibility of part-time staff by at least 50% or more within two years of entry level employment.
11. To increase the number of swipe card and annual pass holders by at least 20%.

ACCOMPLISHMENTS

1. Created and implemented new Concussion Management Guidelines and Policy for Organized Youth Sports.
2. Expanded preschool activity offerings including indoor play and swim lessons.
3. Increased public swim hours.
4. Increased camp enrollment.
5. Created and implemented a summer lunch program in partnership with the Schools.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
<u># of Participants:</u>					
Soule Center					
Soule Childcare	59	55	61	61	72
% increase in Cost Recovery	64%	N/A	73%	80%	85%
% Waitlist Family Tours	NEW	N/A	N/A	80%	100%
Soule Gym					
Indoor Play	250	300	325	325	350
K-2 Basketball	112	150	113	160	115
Therapeutic Rec	226	255	278	297	315
Kirrane Skating Rink					
Public Skate	12,856	14,402	12,789	13,242	14,566
Rink Rentals	1,262	4,800	4,575	4,800	4,600
Brookline Environmental Ed Center					
Nature Explorations	126	152	141	170	175
Early Release Outings	95	88	101	104	105
Little Acorns	15	16	15	15	15
Sprouts	16	16	15	16	15
Junior Rangers	13	13	13	13	13
Adventurers	20	20	26	26	26
Community Gardens	100	94	108	102	108
Kirrane Aquatics Center					
Public Swim	26,371	31,100	29,543	30,000	31,157
BHS Swim Team	116	85	90	96	95
Rec Swim Team	193	200	207	200	200
Swim Lessons	2,026	1,850	2,259	2,071	2,123
% increase upper level swim lessons enrollment	47%	NEW	72%	82%	85%
% of entry level promotions among PT staff	NEW	N/A	29%	40%	40%
% increase in passes sold	2%	N/A	18%	10%	10%

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

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2012	ESTIMATE FY2013	ACTUAL FY2013	ESTIMATE FY2014	ESTIMATE FY2015
Eliot Rec Center					
After School	37	40	30	45	30
Vacation Week	90	90	90	90	90
Tappan Main Facility					
Basketball	574	560	641	600	650
Tennis - Indoor	40	40	29	40	40
RAFT	952	985	1,023	975	1,025
Outdoor Facilities					
Summer Camp	1,020	990	1,042	1,025	1,025
Camp PSB Partnerships	148	150	172	165	180
Field Permits	230	450	375	250	380
Larz Picnic & Shelter	57,836	43,971	68,261	63,619	75,087
Special Events (Concerts/Hayride)	4,400	4,725	4,200	4,600	4,400
Tennis - Outdoor	700	700	700	700	700
Outdoor Athletics					
Lacrosse	407	400	423	450	450
Soccer	2,130	2,100	2,121	2,100	2,200
Softball	65	90	75	90	85
Archery	15	45	43	45	45
Field Hockey	41	30	20	30	30
Out Of Town Trips					
21+ Activities/Trips	30	100	0	100	50
55+ Activities/Trips	177	375	218	300	250
Teen Ski	54	56	34	54	40
Ski/Snowboard Lessons	33	76	43	40	43
RT Trips (OTT)	13	18	19	22	25
Recreation Therapy					
Participants	226	255	278	297	315
Programs and Services	5	16	164	170	180
Special Olympics	60	100	95	105	110
% participants enrolled in two + activities (CY)	NEW	N/A	50%	65%	70%
% Forever Young participants using public transportation	NEW	N/A	87%	80%	90%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

SUMMARY OF SUB-PROGRAMS				FY15 vs. FY14	
SUB-PROGRAMS	ACTUAL	BUDGET	REQUEST	\$ CHANGE	% CHANGE
	FY2013	FY2014	FY2015		
Soule Center	765,435	681,111	773,435	92,324	13.6%
Soule Gym	32,448	51,171	47,804	(3,367)	-6.6%
Ice Skating Rink	224,447	253,572	257,508	3,935	1.6%
Environmental Ed Center	99,049	105,348	103,369	(1,979)	-1.9%
Aquatic	373,068	434,261	420,563	(13,698)	-3.2%
Eliot	187,491	236,441	195,193	(41,248)	-17.4%
Tappan	167,785	170,895	219,520	48,624	28.5%
Outdoor Recreation	436,353	445,455	468,692	23,237	5.2%
Outdoor Athletic	169,682	172,863	163,109	(9,754)	-5.6%
Off Site	39,835	76,757	93,158	16,401	21.4%
TOTAL	2,495,594	2,627,874	2,742,350	114,476	4.4%
TOTAL REVENUE	2,480,857	2,627,874	2,742,350	114,476	4.4%

Soule Center (Rec 1)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	472,837	383,725	478,943	95,218	24.8%
Services	75,983	68,272	68,498	226	0.3%
Supplies	41,259	26,500	29,900	3,400	12.8%
Other	13,418	9,000	6,500	(2,500)	-27.8%
Utilities	30,481	26,569	28,592	2,023	7.6%
Capital	600	800	2,600	1,800	225.0%
Intragovernmental	130,857	166,245	158,402	(7,844)	-4.7%
TOTAL	765,435	681,111	773,435	92,324	13.6%
REVENUE	522,528	654,735	787,184	132,449	20.2%

Brookline Environmental Ed Center (BEEC) (Rec 4)

SUB-PROGRAM COSTS					
CLASS BY EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	65,135	67,985	69,135	1,149	1.7%
Services	6,293	9,556	7,890	(1,666)	-17.4%
Supplies	2,744	3,000	1,500	(1,500)	-50.0%
Other	1,893	140	1,000	860	614.3%
Utilities	2,344	2,073	1,808	(265)	-12.8%
Capital	0	0	0	0	0.0%
Intragovernmental	20,640	22,594	22,036	(558)	-2.5%
TOTAL	99,049	105,348	103,369	(1,979)	-1.9%
REVENUE	52,589	52,030	52,589	559	1.1%

Soule Gym (Rec 2)

SUB-PROGRAM COSTS					
CLASS BY EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	6,672	23,379	24,589	1,210	5.2%
Services	16,886	11,650	10,500	(1,150)	-9.9%
Supplies	901	3,650	1,476	(2,174)	-59.6%
Other	575	550	0	(550)	-100.0%
Capital	0	0	0	0	-
Intragovernmental	7,414	11,942	11,239	(703)	-5.9%
TOTAL	32,448	51,171	47,804	(3,367)	-6.6%
REVENUE	52,572	34,438	69,796	35,358	102.7%

Aquatic (Rec 5)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Personnel	306,683	356,082	361,787	5,705	1.6%
Services	24,751	18,531	10,313	(8,218)	-44.3%
Supplies	18,033	17,506	28,312	10,806	61.7%
Other	4,197	5,745	5,919	174	3.0%
Utilities	9,507	21,502	0	(21,502)	-100.0%
Capital	682	1,000	1,000	0	0.0%
Intragovernmental	9,216	13,895	13,232	(663)	-4.8%
TOTAL	373,068	434,261	420,563	(13,698)	-3.2%
REVENUE	564,654	535,000	542,684	7,684	1.4%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

Ice Skating and Rink (Rec 3)

SUB-PROGRAM COSTS				FY15 vs. FY14	
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	86,689	93,532	124,856	31,324	33.5%
Services	33,786	35,036	28,425	(6,611)	-18.9%
Supplies	16,538	16,986	18,900	1,914	11.3%
Other	225	0	0	0	-
Utilities	65,195	80,523	73,208	(7,316)	-9.1%
Capital	574	400	880	480	120.0%
Intragovernmental	21,440	27,095	11,239	(15,856)	-58.5%
TOTAL	224,447	253,572	257,508	3,935	1.6%
REVENUE	135,302	172,724	141,086	(31,638)	-18.3%

Eliot Rec Center (Rec 6)

SUB-PROGRAM COSTS				FY15 vs. FY14	
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	96,340	125,038	122,110	(2,928)	-2.3%
Services	38,367	55,531	26,818	(28,713)	-51.7%
Supplies	12,998	19,294	20,521	1,227	6.4%
Other	2,978	2,293	900	(1,393)	-60.8%
Utilities	20,804	11,545	0	(11,545)	-100.0%
Capital	207	2,000	2,000	0	0.0%
Intragovernmental	15,797	20,740	22,844	2,104	10.1%
TOTAL	187,491	236,441	195,193	(41,248)	-17.4%
REVENUE	131,863	149,609	88,078	(61,531)	-41.1%

Tappan Street Gym (Rec 7)

SUB-PROGRAM COSTS				FY15 vs. FY14	
CLASS BY EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	102,676	98,273	122,957	24,684	25.1%
Services	20,551	24,195	25,328	1,133	4.7%
Supplies	17,329	15,000	19,480	4,480	29.9%
Other	3,888	0	5,426	5,426	-
Capital	1,266	500	500	0	0.0%
Intragovernmental	22,075	32,928	45,829	12,901	39.2%
TOTAL	167,785	170,895	219,520	48,624	28.5%
REVENUE	188,173	188,923	168,702	(20,221)	-10.7%

Off Site (Rec 10)

SUB-PROGRAM COSTS				FY15 vs. FY14	
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	9,480	36,859	45,925	9,066	24.6%
Services	28,988	38,898	32,154	(6,744)	-17.3%
Supplies	1,367	1,000	2,213	1,213	121.3%
Other	0	0	300	300	-
Capital	0	0	0	0	0.0%
Intragovernmental	0	0	12,566	12,566	-
TOTAL	39,835	76,757	93,158	16,401	21.4%
REVENUE	28,246	63,619	36,970	(26,649)	-41.9%

Outdoor Recreation Programs (Rec 8)

SUB-PROGRAM COSTS				FY15 vs. FY14	
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	352,939	367,311	364,068	(3,242)	-0.9%
Services	41,927	30,560	51,636	21,076	69.0%
Supplies	24,415	34,107	33,690	(417)	-1.2%
Other	5,436	1,700	4,739	3,039	178.8%
Utilities	1,845	1,832	0	(1,832)	-100.0%
Capital	575	0	0	0	0.0%
Intragovernmental	9,216	9,946	14,559	4,613	46.4%
TOTAL	436,353	445,455	468,692	23,237	5.2%
REVENUE	636,367	563,317	624,270	60,953	10.8%

Outdoor Athletics (Rec 9)

SUB-PROGRAM COSTS				FY15 vs. FY14	
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	\$ CHANGE	% CHANGE
Personnel	66,382	70,921	51,057	(19,864)	-28.0%
Services	24,017	16,018	25,868	9,850	61.5%
Supplies	21,374	25,192	25,267	75	0.3%
Other	12,800	12,400	22,928	10,528	84.9%
Capital	0	0	0	0	0.0%
Intragovernmental	45,109	48,333	37,989	(10,344)	-21.4%
TOTAL	169,682	172,863	163,109	(9,754)	-5.6%
REVENUE	221,282	213,479	230,991	17,512	8.2%

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2014 SALARY RANGE		FY2014 BUDGET		FY2015 RECOMMENDATION	
			FY2012	FY2013	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director Early Learning Center	GN-10	0.00	0.00	59,856	62,868	0.00	0	1.00	62,868
	Recreation Leader II	GN-8	0.00	1.00	54,683	57,434	1.00	54,683	1.00	55,585
	Head Golf Pro / Rink Manager (1)	GN-8	0.33	0.00	54,683	57,434	0.00	0	0.00	0
	Recreation Leader	GN-7	3.00	2.00	50,306	52,838	2.00	103,961	2.00	104,819
	Administrator/Lead Teacher	GN-7	1.00	1.00	50,306	52,838	1.00	52,838	1.00	52,838
	Environmental Educator and Outreach Coordi	GN-7	1.00	1.00	50,306	52,838	1.00	51,980	1.00	52,838
	Asst Rec Leader	GN-5	0.00	0.00	43,736	45,938	0.00	0	1.00	43,736
	Lead Teacher	GN-4	5.00	5.00	39,226	41,200	5.00	204,004	5.00	205,330
	Assistant Teacher	GN-3	1.00	1.00	35,023	36,785	1.00	36,785	1.00	36,785
	Park Ranger (2)	GN-8	0.57	0.00	54,683	57,434	0.00	0	0.00	0
	Building Custodian	MN-2	0.00	0.00	44,706	46,983	1.00	44,706	1.00	45,265
	Charge Off from Parks Department (Skating Rink)							45,014		45,014
	Subtotal		11.90	11.00			12.00	593,971	14.00	705,078
510102	Permanent Part Time Salaries									
	Activity Specialist/Soccer		0.93	0.93			0.93	45,888	0.00	0
	Lead Teacher	GN-4	0.73	0.80	39,226	41,200	1.60	58,970	1.60	58,970
	After School Director		0.60	0.80			0.00	0	0.00	0
	Senior Clerk Typist	C-4	0.00	0.00	39,264	41,144	0.80	31,411	0.00	0
	Subtotal		2.26	2.53			3.33	136,269	1.60	58,970
510901	Temporary Part Time Salaries									
	Asst Rec Leader				\$9.00 /hr.	\$12.93 /hr.		30,715		29,444
	Asst Teacher/Group Leader				\$9.00 /hr.	\$15.50 /hr.		47,208		63,897
	Bus Driver				\$17.00 /hr.	\$22.00 /hr.		5,224		20,936
	Coach				\$9.00 /hr.	\$26.00 /hr.		36,795		24,080
	Concessions/Pro Shop				\$9.00 /hr.	\$12.93 /hr.		10,000		10,548
	Coordinator/Director				\$15.00 /hr.	\$16.50 /hr.		90,000		92,235
	Counselor				\$9.00 /hr.	\$12.93 /hr.		200,000		206,777
	Custodian				\$16.31 /hr.	\$16.31 /hr.		17,406		13,621
	Guard				\$9.00 /hr.	\$16.00 /hr.		257,993		254,728
	Instructor				\$9.00 /hr.	\$50.00 /hr.		10,310		60,838
	Part Time Manager				\$12.93 /hr.	\$15.50 /hr.		38,000		38,050
	Referee				\$9.00 /hr.	\$38.00 /hr.		24,502		22,572
	Scorekeeper				\$13.93 /hr.	\$13.93 /hr.		1,000		1,006
	Specialist				\$12.93 /hr.	\$50.00 /hr.		77,071		78,617
	Subtotal							846,224		917,349
	Other									
510140	Shift Differential							2,500		2,500
510143	Working Out of Class							0		3,175
510300	Regular Overtime							23,157		23,157
513044	Longevity Pay							1,833		1,907
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							46,641		49,889
	FY15 Collective Bargaining									34,141
	(1) Prior to FY13, 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund (2) In FY12, 53% of the Park Ranger position was charged here; the remaining 47% was charged to the DPW budget. In FY13, all funding was moved to the General Fund.									
Total			14.16	13.53			15.33	1,623,105	15.60	1,765,427

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

PERSONNEL BENEFITS

Personnel Benefits total \$51.5 million, which reflects an increase of \$1.4 million (2.8%). 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 \$14.4 million in FY04; it is now \$26.1 million, an increase of 82%. If not for the move to the GIC, the increase would have been much greater. Contributory Pension costs have nearly doubled over the past decade, going from \$9.1 million in FY00 to \$17.8 million in FY15. The pages that follow detail all benefit items.

PROGRAM COSTS

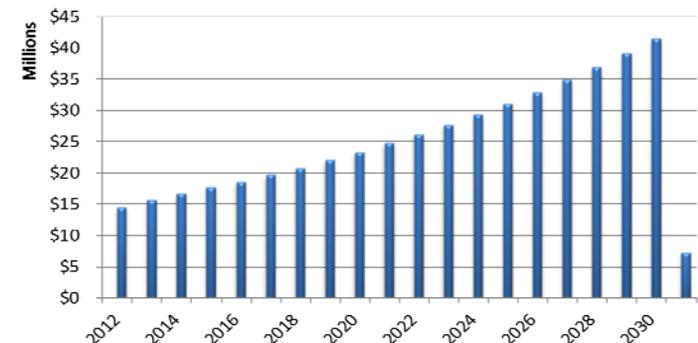
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	BUDGET FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Pensions - Contributory *	15,644,133	17,255,688	17,772,573	516,885	3.0%
Pensions - Non-Contributory	157,850	130,000	110,000	(20,000)	-15.4%
Group Health Insurance	22,865,804	24,618,704	26,114,812	1,496,109	6.1%
Health Reimbursement Account (HRA)	50,876	70,000	70,000	0	0.0%
Retiree Group Health Fund (OPEB's) *	2,601,927	3,514,360	3,311,860	(202,500)	-5.8%
Employee Assistance Program (EAP)	27,400	28,000	28,000	0	0.0%
Group Life Insurance	132,118	132,500	140,000	7,500	5.7%
Disability Insurance	13,376	16,000	16,000	0	0.0%
Worker's Compensation *	1,200,000	1,720,000	1,450,000	(270,000)	-15.7%
Public Safety IOD Medical Expenses *	560,660	400,000	325,000	(75,000)	-18.8%
Unemployment Compensation *	350,000	450,000	325,000	(125,000)	-27.8%
Public Safety Medical Disability	18,421	40,000	40,000	0	0.0%
Medicare Payroll Tax	1,618,410	1,725,000	1,800,000	75,000	4.3%
TOTAL EXPENDITURE	45,240,975	50,100,251	51,503,245	1,402,994	2.8%

* 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

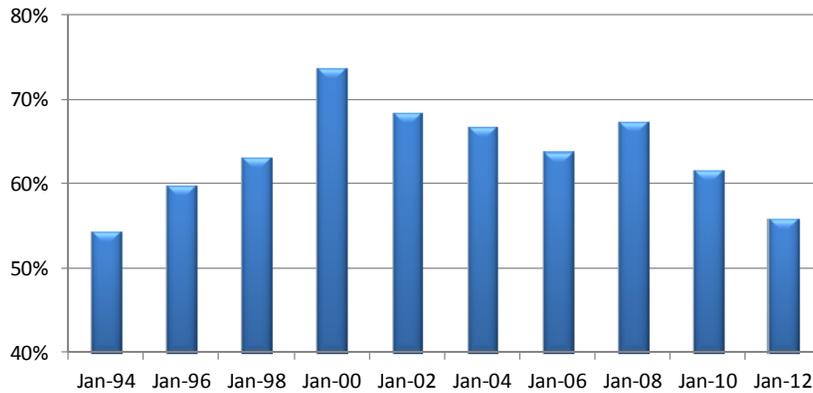


The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees (active or retired) who are elected, one appointee of the Board of Selectmen (currently the Finance Director), the Town Comptroller, and a fifth member.

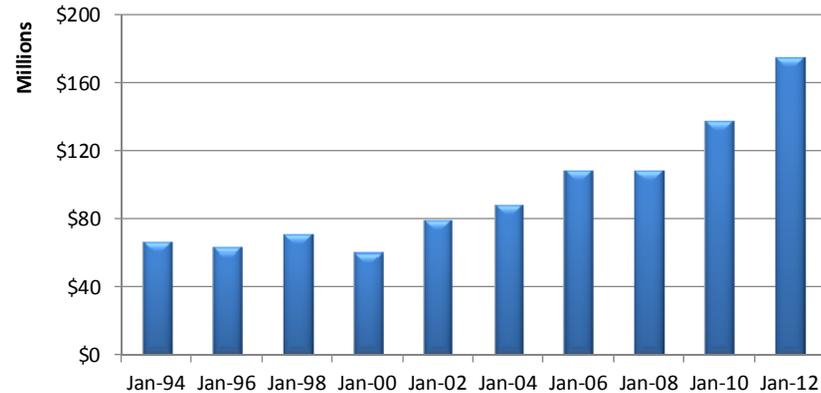
PENSIONS - CONTRIBUTORY (con't)

chosen by the other four. There are approximately 1,265 active employees, 1,248 inactive employees, and 848 retirees and survivors who are members of the system. As of December 31, 2013, the retirement system was valued at approximately \$245 million, an amount that reflects the gain of approximately 12% during CY13. The actuarial valuation and review as of January 1, 2012 showed the system being 55.9% funded with an unfunded liability of \$176.1 million. Using an alternative estimated rate of return of 3.75%, the unfunded liability would increase to \$398.3 million and the required budget appropriation would increase \$49.7 million. The next formal update of the actuarial valuation will be as of January 1, 2014 and will be available late-Spring / early-Summer of 2014. The graphs below provide a history of both variables since 1/1/94.

PENSION FUND - FUNDING PERCENTAGE



UNFUNDED PENSION LIABILITY



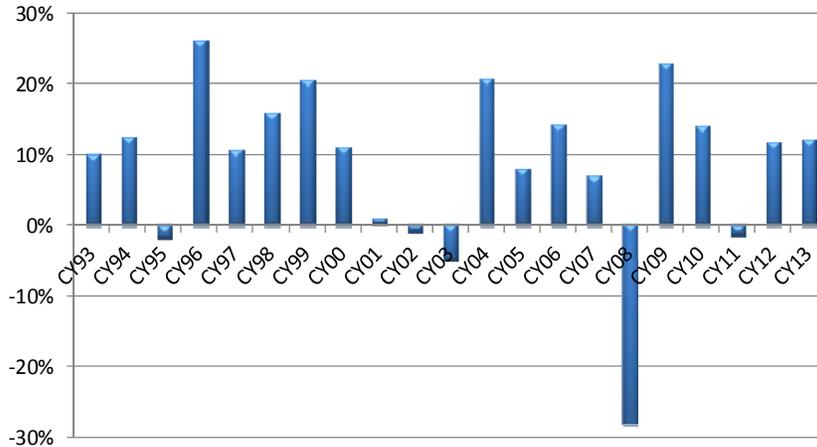
In an effort to help compensate for the 28% loss in CY08, which can be seen in the below left graph on the following page, the 2009 Fall Town Meeting appropriated additional monies (\$965,151) into the pension fund. These funds came from two sources: new Meals Excise Tax / increased Lodging Excise Tax (\$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. This offers the opportunity to shorten the full-funding term and/or further reduce the annual assumed rate of return when the next valuation study occurs. The FY15 appropriation increases \$1 million (5.9%) to \$17.8 million. The reason the table on the previous page shows an increase of just \$516,885 (3%) is because the FY14 appropriation included a \$500,000 infusion from Free Cash, an action that is not duplicated in FY15. The below right graph on the following page shows the appropriation history for the Contributory Retirement line-item.

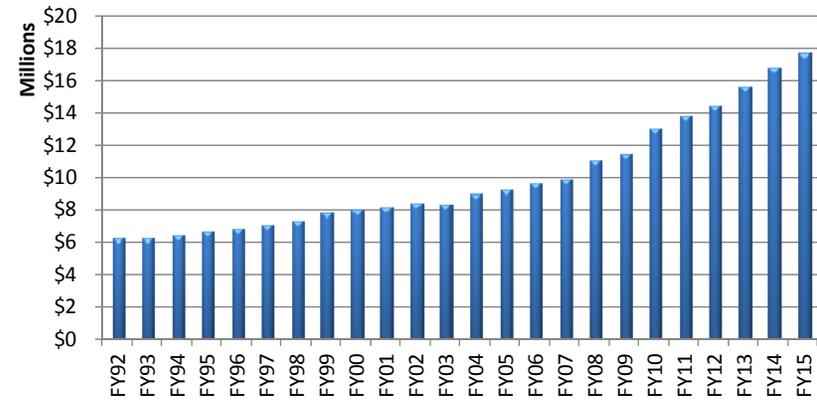
**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

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 seven retirees receiving such pensions. Total FY15 expenditures are projected at \$110,000, a decrease of \$20,000 (15.4%). Per the Town's OPEB Funding Plan, this decrease is being re-directed to OPEB's.

GROUP HEALTH INSURANCE

Health insurance is a major cost center of the Town, accounting for 12% of the Operating Budget. Therefore, controlling its costs is vital to the Town's budget and, ultimately, to providing the level of services residents desire. Brookline implemented a new self-insured, managed health care plan in FY96. This, along with a moderation of national health care costs, kept expenditures under reasonable control through FY00. At that time, national cost trends began to rise. 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 budget balancing during these tough budgetary times and has saved most employees money (lower premiums than would have been under old plans, net of increased out-of-pocket costs). The FY15 budget assumes a rate increase of 5% and 40 new enrollees, bringing the FY15 Group Health budget to \$26.1 million, which reflects an increase of \$1.5 million (6.1%). Final GIC rates will be announced in early-March.

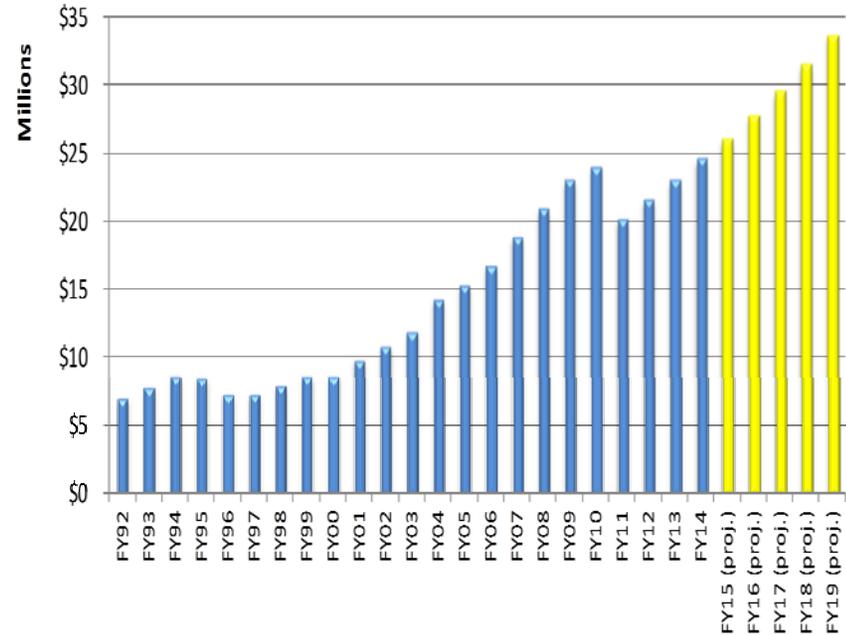
**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

GROUP HEALTH INSURANCE (con't.)

	FY	RATE CHANGE			BUDGET CHANGE
		BC / BS	HARVARD PILGRIM	GIC	
	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
(7)	2015	na	na	5.0%	\$1,500,000
Total					\$17,426,000

GROUP HEALTH APPROPRIATION



- (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 enrollement 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 enrollement 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 enrollement allocation.
- (7) Estimated average rate increase.

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 19% (484 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 450 -- 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. Per the agreement with the Public Employee Committee (PEC), \$70,000 is required for FY15, an amount that reflects level-funding.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

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

	ESTIMATE FY2014	ESTIMATE FY2015
Group Health Enrollment	3,005	3,045
Group Health Budget (in millions)	\$24.62	\$26.11

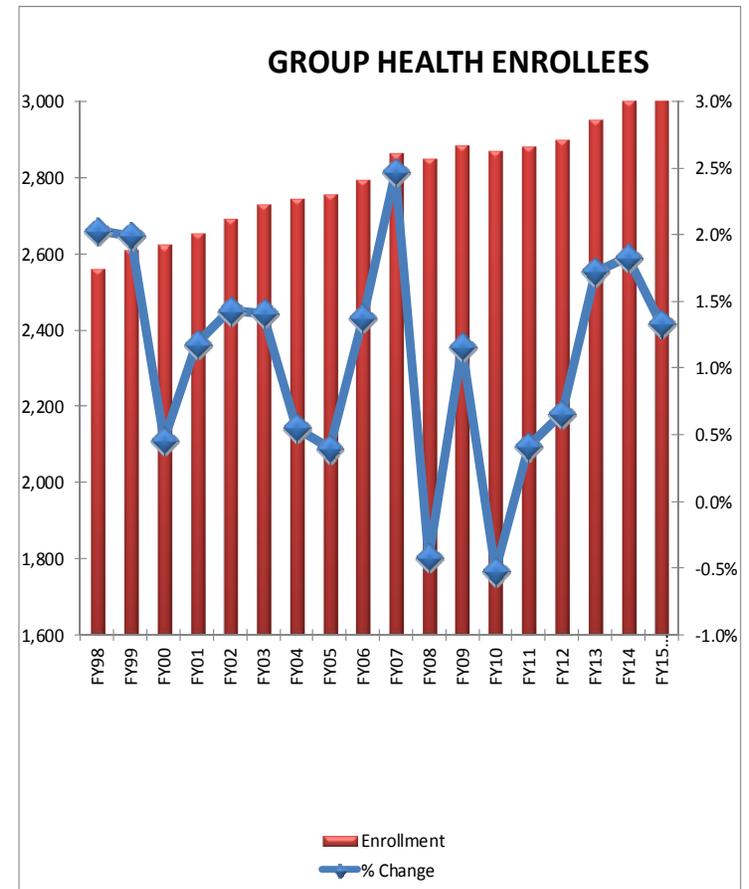
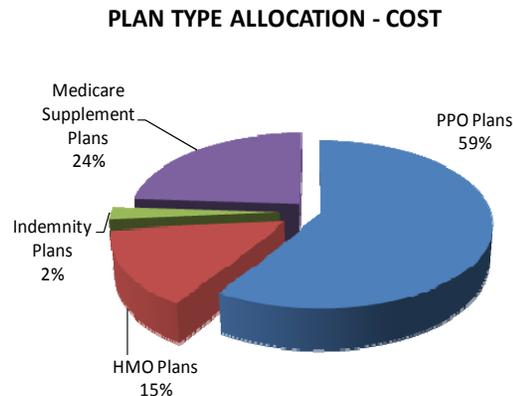
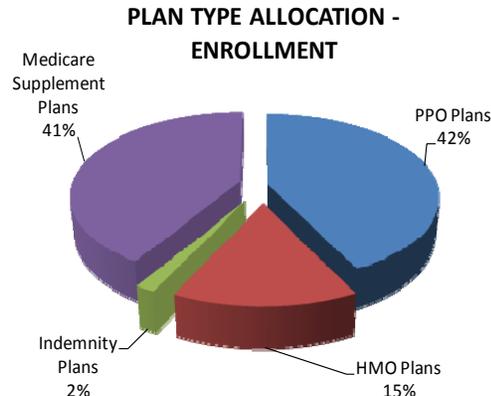
Town:		
Enrollment	1,359	1,374
% of Total	45.2%	45.1%
Budget	\$11.13	\$11.78
% of Total	45.2%	45.1%
School:		
Enrollment	1,646	1,671
% of Total	54.8%	54.9%
Budget	\$13.48	\$14.33
% of Total	54.8%	54.9%

Active:		
Enrollment	1,463	1,478
% of Total	48.7%	48.5%
Budget	\$15.58	\$16.50
% of Total	63.3%	63.2%

Retiree:		
Enrollment	1,542	1,567
% of Total	51.3%	51.5%
Budget	\$9.04	\$9.61
% of Total	36.7%	36.8%

Individual:		
Enrollment	2,153	2,185
% of Total	71.6%	71.8%
Budget	\$13.06	\$13.85
% of Total	53.1%	53.1%

Family:		
Enrollment	852	860
% of Total	28.4%	28.2%
Budget	\$11.56	\$12.26
% 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.

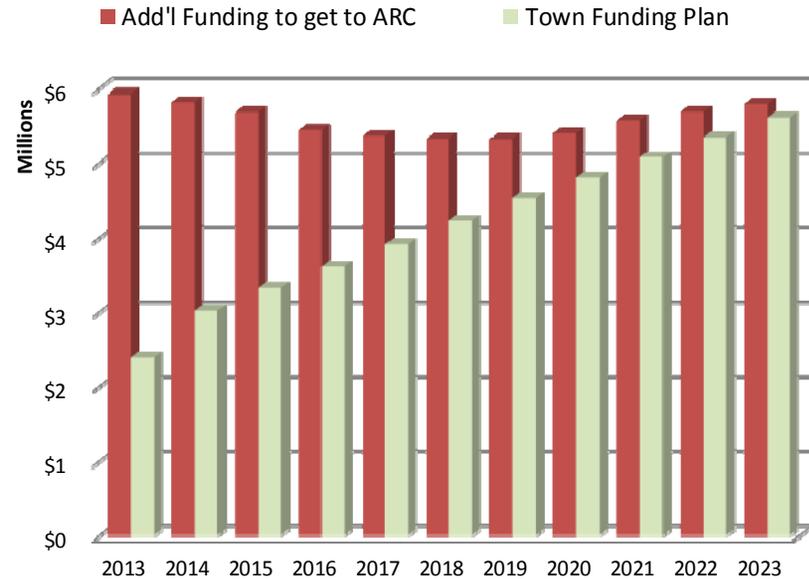
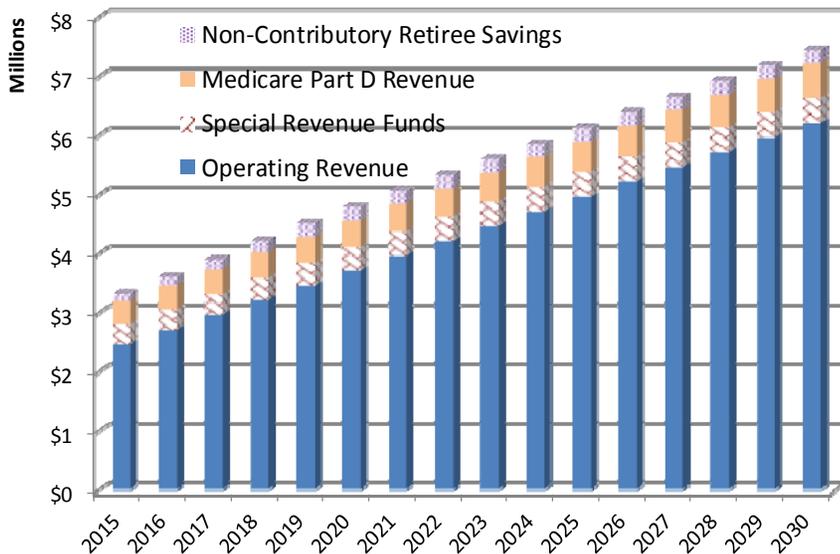
The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the Other Post-Retirement Benefit (OPEB) issue. The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the 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, 2012, was \$202.7 million. (This will next be updated with figures as of June 30, 2014.) Using an alternative estimated rate of return of 3.75%, the unfunded liability would increase to \$331.4 million and the total required annual contribution would increase from \$16.3 million to \$25.5 million.

While the Town is not legally required to make an annual contribution toward reducing the unfunded liability, the Town has taken steps to recognize and 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, 2014, the balance in the trust fund was \$21.1 million. For FY15, \$3 million of General Fund revenue is recommended for appropriation plus \$338,768 from assessments on grants / special revenue funds. These proposals result in a FY15 appropriation of \$3.3 million. According to the actuary report, if the Town continues to follow its funding plan, the Town will be fully-funding the Annual Required Contribution (ARC) in less than 10 years (see below right graph). 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 (\$40.5 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 1,359 active employees and 975 retirees enrolled in the program. The Town entered into a 36-month contract with Boston Mutual Insurance Company for FY13 – FY15. The rate for the three-year period is \$76.20 per year per employee, with the Town paying for 75% of the cost. The FY15 budget increases by \$7,500 (5.7%) to \$140,000.

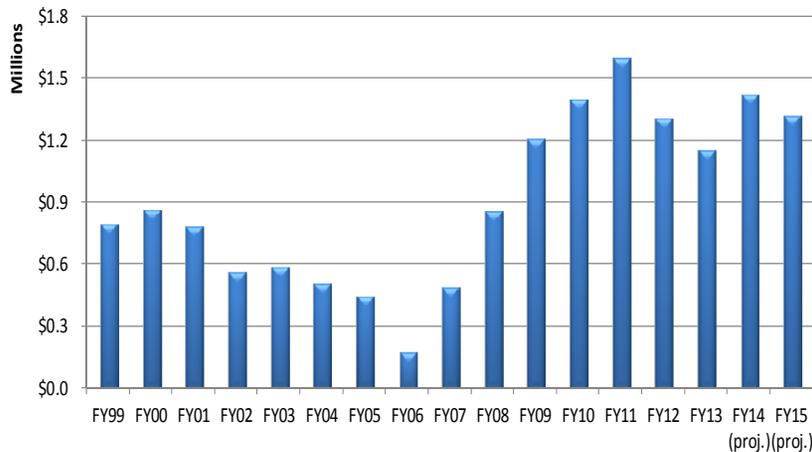
DISABILITY INSURANCE

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 FY15 budget is level-funded at \$16,000.

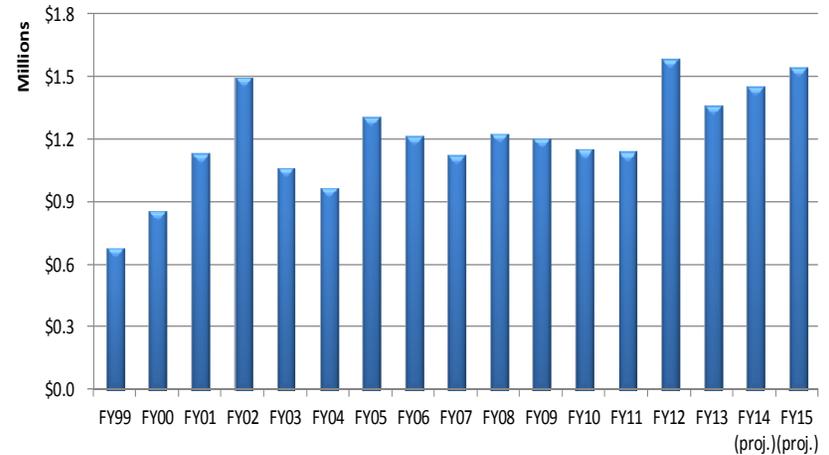
WORKERS' COMPENSATION

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 FY15 budget is decreased \$270,000 (15.7%) to \$1.45 million, due to the infusion from Free Cash that was part of the FY14 appropriation. The FY15 base appropriation remains the same.

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



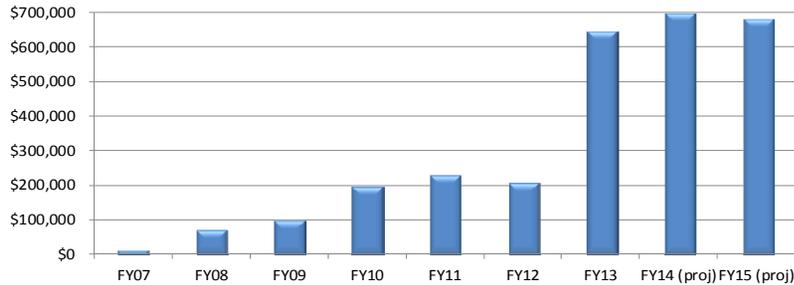
WORKER'S COMP EXPENDITURES



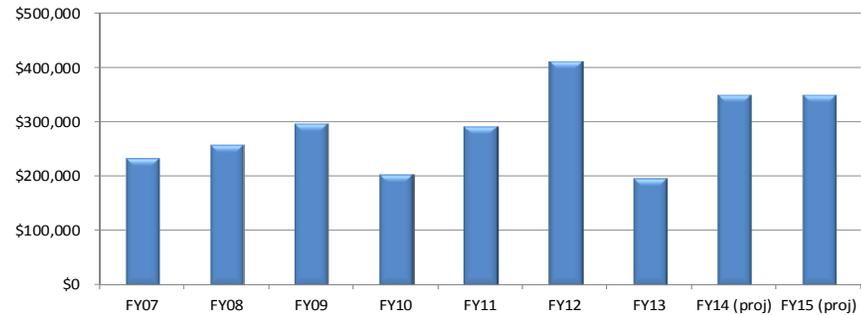
PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND

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 FY15 request is \$325,000, which reflects a decrease of \$75,000 (18.8%). 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



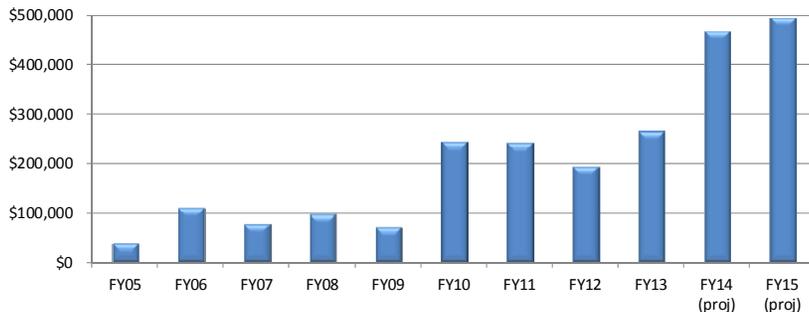
PUBLIC SAFETY IOD TRUST FUND -- EXPENDITURES



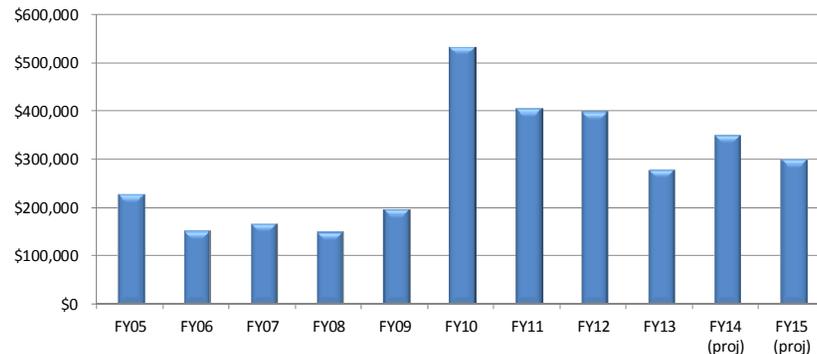
UNEMPLOYMENT COMPENSATION

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 \$679 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 FY13 data, approximately 54% of the claims and associated costs are for former School employees, with the remaining 46% for former Town employees. For FY15, the budget is decreased \$125,000 (27.8%), which is primarily a result of the FY14 appropriation including a \$100,000 infusion from Free Cash in order to increase the fund balance. 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



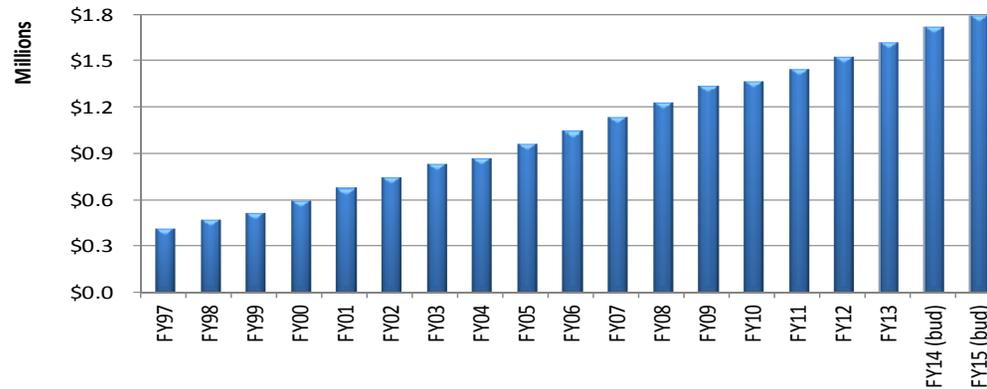
PUBLIC SAFETY MEDICAL DISABILITY

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 FY15 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 FY15 requested amount is increased \$75,000 (4.3%) to \$1.8 million.

MEDICARE PAYROLL TAX EXPENDITURES



**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

**PROGRAM GROUP: Non-Departmental
PROGRAM: Debt and Interest**

DEBT SERVICE

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY15, the Debt Service budget for the General Fund is \$9.6 million, an increase of \$38,646 (0.4%). Please see Section VII of this Financial Plan for a more detailed description of the Capital Improvement Program (CIP), debt, and debt service.

LONG-TERM DEBT

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, between 4.5% - 6% of the Town's net operating revenues are allocated to service the debt of the CIP. (The policies, which can be found in the Appendix of this Financial Plan, require that a total of 6% of the prior year's net revenue be dedicated to the CIP, with 4.5% targeted for debt and 1.5% targeted for pay-as-you-go.) The Board's policies were designed to boost the commitment to the CIP in an effort to address the backlog of much needed capital projects. In the last 10 years, more than \$89 million in bond authorizations have been voted by Town Meeting, of which \$79 million is supported by the General Fund and \$10 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately \$75 million, with the General Fund responsible for \$64 million. FY15 General Fund long-term debt service is projected to total \$9.5 million, an increase of \$38,646 (0.4%) from FY14. The table on page VII-15 shows debt service for all funds, which totals \$11.9 million, a reduction of \$48,893 (0.4%).

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 FY15 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 FY15 at \$60,000.

PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	BUDGET FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Long-Term Debt - Principal	7,428,882	7,207,338	7,246,544	39,206	0.5%
Long-Term Debt - Interest	<u>2,376,113</u>	<u>2,215,772</u>	<u>2,215,213</u>	(560)	0.0%
Total Long-Term Debt	9,804,995	9,423,111	9,461,757	38,646	0.4%
Short-Term Debt Interest - <u>Bond Anticipation Notes (BAN's)</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>0</u>	<u>0.0%</u>
Total Short-Term Debt	0	100,000	100,000	0	0.0%
Abatement Interest & Refunds	29,610	60,000	60,000	0	0.0%
TOTAL EXPENDITURE	9,834,605	9,583,111	9,621,757	38,646	0.4%

**TOWN OF BROOKLINE
FY2015 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 \$3.1 million, a decrease of \$556,662 (15.3%).

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 at \$25,000 for FY15.

MMA DUES

The Massachusetts Municipal Association (MMA) is an umbrella organization representing various municipal organizations. One of its most important functions is to lobby the State and Federal governments on behalf of member cities and towns. The dues for FY15 are estimated to be \$11,979, an increase of \$293 (2.5%).

GENERAL INSURANCE

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for more than 80% of all the general insurance costs. The total amount requested for FY15 is increased \$36,500 (10.9%) to \$371,500.

PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	BUDGET FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
Out of State Travel	2,374	3,000	3,000	0	0.0%
Printing of Warrants & Reports / Town Mtg	19,837	25,000	25,000	0	0.0%
Mass. Municipal Association (MMA) Dues	11,346	11,686	11,979	293	2.5%
General Insurance	263,478	335,000	371,500	36,500	10.9%
Audit and Professional Services	130,000	130,000	130,000	0	0.0%
Contingency Fund	14,383	15,000	15,000	0	0.0%
Liability / Catastrophe Fund *	253,669	154,115	234,839	80,724	52.4%
Affordable Housing Trust Fund *	251,363	555,106	170,390	(384,716)	-69.3%
Stabilization Fund *	0	250,000	0	(250,000)	-
Reserve Fund **	1,250,621	2,161,799	2,122,336	(39,463)	-1.8%
Property Tax Supported (0.75%)	na	1,654,609	1,591,752	(62,857)	-3.8%
Free Cash Supported (0.25%)	na	507,190	530,584	23,394	4.6%
TOTAL EXPENDITURE	2,197,071	3,640,706	3,084,044	(556,662)	-15.3%

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

** For the FY12 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 FY15 is budgeted at \$85,000, while the remaining \$45,000 is for outside professional consulting services that may be necessary during the course of the year. This budget is level-funded at \$130,000 for FY15.

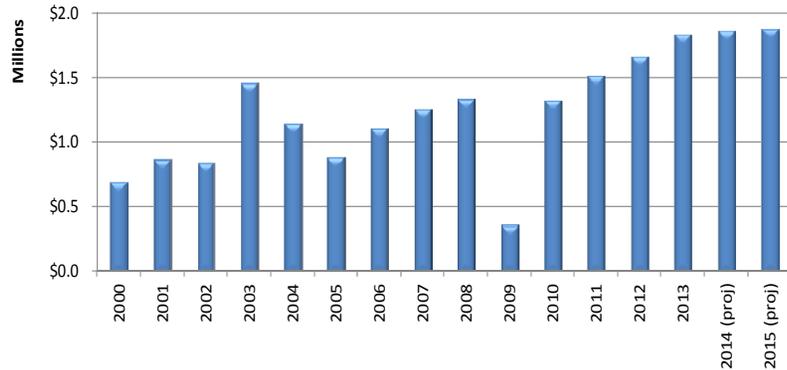
CONTINGENCY FUND

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.

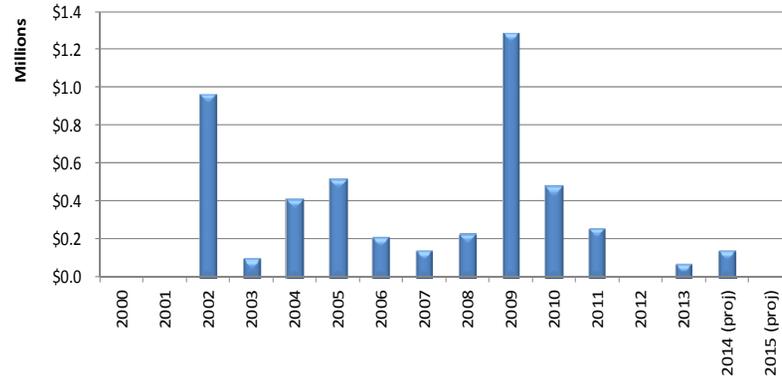
LIABILITY/CATASTROPHE FUND

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 \$2.1 million for FY15. The amount required to achieve the recommended funding level for FY15 is \$234,839, an increase of \$80,724 (52.4%). 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, \$170,390 is recommended for appropriation into the AHTF in FY15. The table on the following page provides a history of funding by source, along with the annual year-end fund balance.

**TOWN OF BROOKLINE
FY2015 PROGRAM BUDGET**

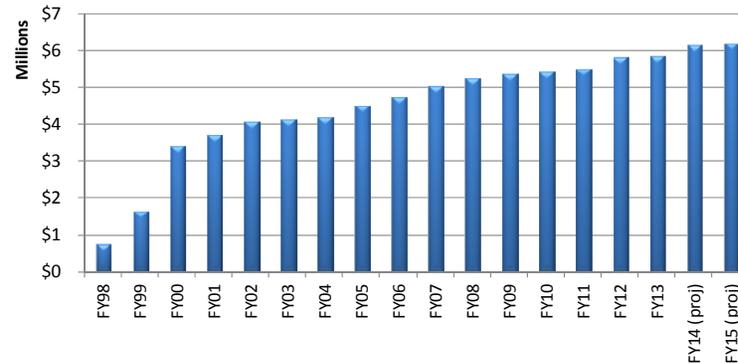
**PROGRAM GROUP: Non-Departmental
PROGRAM: Unclassified**

	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14 (proj.)	FY15 (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
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
Loan Repayments			\$298,067		\$358,339	\$135,014			\$221,000			\$12,744	\$283,111	\$690,000	
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	\$30,867	\$18,773
Misc			\$1,300		\$676,846	\$5,000									
Revenue	\$1,794,994	\$1,837,891	\$1,324,163	\$770,013	\$2,563,797	\$738,383	\$854,149	\$444,389	\$891,081	\$49,911	\$35,085	\$391,309	\$552,037	\$1,275,973	\$189,163
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	\$2,620,000	\$500,000
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	\$2,620,000	\$500,000
Year-End Fund Balance	\$1,619,981	\$3,418,652	\$3,742,815	\$3,697,754	\$4,535,020	\$5,258,404	\$5,460,803	\$5,511,692	\$6,402,773	\$5,452,684	\$4,898,106	\$4,576,196	\$4,928,244	\$3,584,217	\$3,273,380

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 FY15. The graph below shows the annual year-end fund balance.

STABILIZATION FUND -- YR-END FUND BALANCE

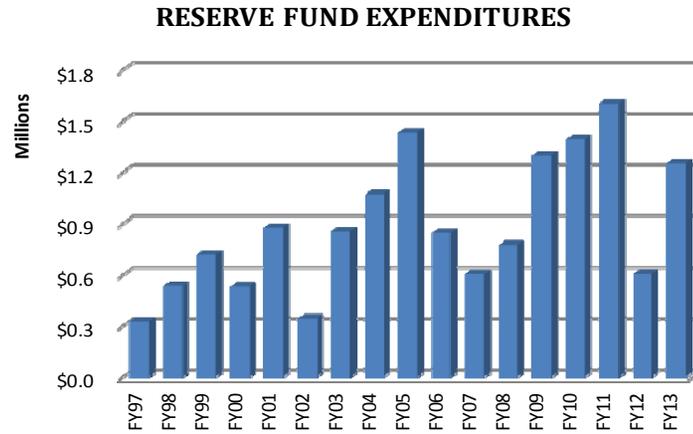


RESERVE FUND

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 \$2,122,336, which represents a decrease of \$39,463 (1.8%), 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. There is a decrease because there was an additional \$133,038 added in FY14 to protect against potential Federal aid cuts related to sequestration. Of the total, \$1,591,752 comes from the Operating Budget and \$530,584 comes from Free Cash. The graph below shows the annual spending history.



Public Schools of Brookline

The \$86,750,987 budget for the School Department reflects a \$3,970,217 (4.8%) increase. These funds will go towards the “tail” from the existing employee contract, an assumption of 1% for successor employee agreements, rising enrollment, special education and step increases. It should be noted that \$75,000 was taken from the School appropriation and put in the Town’s Information Technology Department budget for school network infrastructure enhancements. The School budget is voted as a single appropriation by Town Meeting. The Superintendent’s budget message was not available when this document went to print.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2013	BUDGET FY2014	REQUEST FY2015	FY15 vs. FY14	
				\$ CHANGE	% CHANGE
TOTAL	79,079,823	82,780,770	86,750,987	3,970,217	4.8%
BENEFITS			21,609,770		
REVENUE	364,617	340,000	340,000	0	0.0%