



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

Honorable Members of the Board of Selectmen
And Members of the Advisory Committee

Enclosed please find for your review and consideration the Fiscal 2001 Financial Plan. Prepared according to the provisions of Chapter 270 of the Acts of 1985 as amended (the Town Administrator Act) and Section 2.2.5 of the Town By-laws, this Financial Plan provides a complete presentation of income, operating expenses and capital improvements for the coming year. The Fiscal 2001 Financial Plan maintains essential education, health, and safety services, notwithstanding extraordinary cost increases in employee group health insurance and special education and an unprecedented proposal to roll back discretionary local aid.

The Financial Plan for the coming year totals \$164,826,060. Exclusive of capital, the FY01 operating budget is proposed to increase by \$5,555,628 or 4.15%. The recommended capital budget is increased by \$5,986,625 or 30.87%. This sizable increase in capital spending, in conformance with standing CIP policies, is made possible by an exceptional infusion of "one-time" funds from the Ryder Cup and Overlay Surplus. These funds enable the Town to proceed with the design of the \$12 million Main Library project endorsed by the November 1999 Town Meeting, along with other adjustments in the CIP for the Police/Fire Headquarters and Lawrence School.

BUDGET OVERVIEW

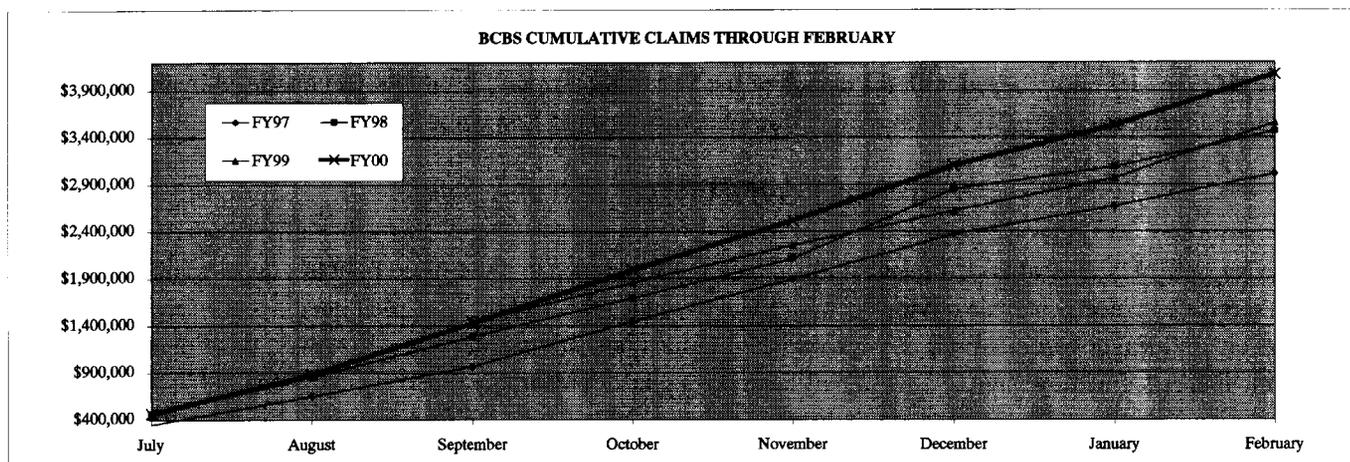
There are many positive aspects to the Fiscal 2001 Financial Plan--ongoing adherence to town fiscal policies; departmental initiatives; positive organizational change; service enhancements; the obvious commitment to reduce the backlog of capital needs; and efficiencies to narrow the so-called "performance deficit" in local government--all of which are highlighted later in this Message. However, this Financial Plan is being budgeted to a bottom line that is defined by three factors in particular: group health insurance; special education; and local aid. For sure, these are not new issues, but their adverse convergence in a single fiscal year helps explain why the formulation of the operating budget continues to be so problematic.

As has been observed many times, the budget architecture for any Massachusetts town or city is shaped by the constraints of Proposition 2 ½, collective bargaining requirements, and capital obligations. Nevertheless, the favorable economic conditions of recent years and the Town's formal fiscal policies would reasonably be expected to yield at least a moderate degree of flexibility to address longstanding needs such as after school activities, across-the-board technology enhancements, and comprehensive professional development. After all, each segment of our municipal enterprise--elected officials, department heads, schools, boards/commissions, employees--has consistently collaborated in the observance of Town financial guidelines.



The Town has attempted to take maximum advantage of the healthy economy to preserve essential services while also anticipating unfavorable economic conditions that will inevitably develop in the future. The President of the Federal Reserve Bank of Boston recently cautioned about a "natural slowing" of the economy due to inherently unsustainable trends and increase in monetary rates. (The Fed has since raised rates by 0.25%.) However, when it comes to group health costs, special education costs, and threatened cuts in discretionary local aid, the future is now, substantially undercutting the potential for hard-earned budgetary flexibility that this community has worked so deliberately to achieve.

Group Health - The turmoil in the managed care industry and the Town's own claims experience have combined to create double digit rate increases in programs offered both by Blue Cross/Blue Shield and Harvard Pilgrim Health Care (HPHC). Group health costs for Fiscal 2000 are running approximately \$700,000 ahead of projections. Fortunately, the Town has been able to absorb this 9% increase because the Selectmen's policies have created adequate reserve levels.



Going forward into Fiscal 2001, the Town's self-insured programs (HMO Blue and Blue Choice) must not only account for the current year increase, but also support the claims trend projected for Fiscal 2001. This will require a staggering rate increase of approximately 20%. In addition, HPHC requires a rate increase of 13% in its fully insured program. The two sets of rate escalation necessitate a budget increase of \$1.25 million.



For the past three years, group health increases have averaged less than \$500,000 a year. For the upcoming year there is no choice but to set aside more than double that amount of increase. This, in effect, diverts approximately \$3/4 million (that otherwise could have been available in an "average" year) from essential safety, education, and social services.

Beyond the numbers, the stakes are extremely high for our employees, retirees, and their dependents who participate in the Town's group health program. The very uncertain future for HPHC obviously puts pressure on the entire system. For the time being, we have been advised against wholesale changes in plan design or providers. With the cooperation of the employee Group Health Advisory Committee, through assistance from our professional advisors, and by consultation with industry experts, we must remain as vigilant as possible.

For example, approximately 600 employees participate in the HPHC plan. If our employees had to switch to the Blue Choice Plan, the annual premium would increase an average of \$1,250 for a total cost increase of \$750,000. Because the Town is responsible for 75% of the costs, the budget impact of a wholesale migration of enrollments could be quite substantial.

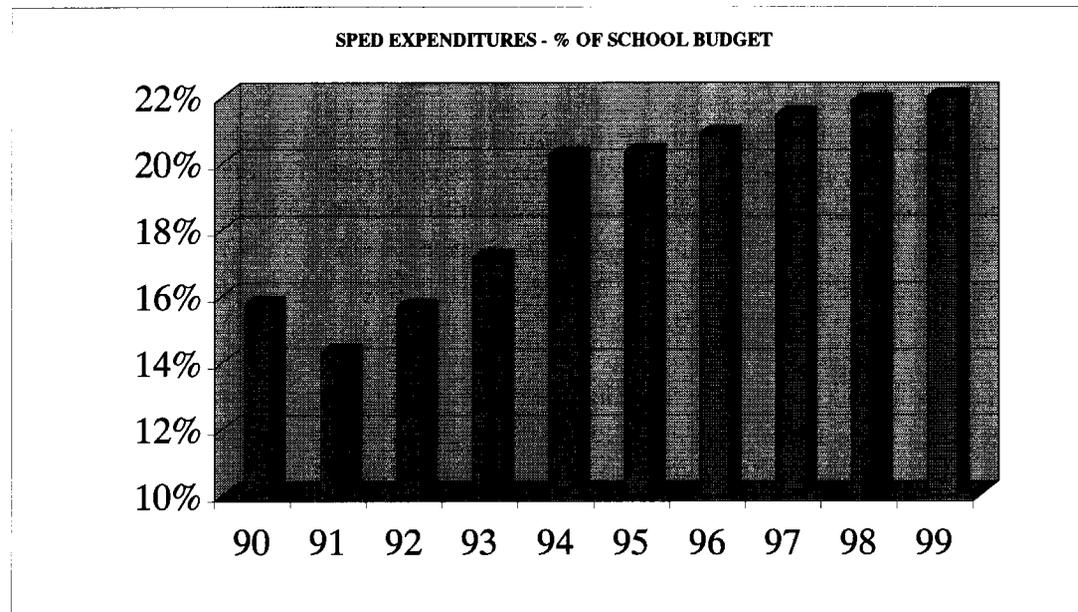
Finally, we must continue to address the need to finance long-term unfunded group health obligations for retirees. In 1998, Town Meeting established and started funding a Retiree Healthcare Liability Trust Fund. It is anticipated that the Government Accounting Standards Board will eventually mandate that governmental entities formally adopt funding schedules for retiree healthcare liability. The Town should continue its program of funding this liability from annual reductions in non-contributory pension costs, supplemented by transfers of any budget surpluses leftover from annual group health appropriations. This year the amount available from these two sources for the Selectmen to recommend to Town Meeting for this purpose is approximately \$670,000.

Special Education - The Town of Brookline makes an extraordinary commitment to Special Education funding. Under the Town/School Partnership Agreement, SPED is considered a fixed cost, just as debt service obligations are considered fixed costs. It is unlikely that any other municipality in this state makes this type of commitment to the funding of special education. In recognition of the budget pressure created by SPED and in response to a recommendation of the Superintendent of Schools, the calculation of this fixed cost has been revised for Fiscal 2001, providing an additional \$75,000 for the school budget. The allocation for subsequent years will revert to the formula used since FY95, pending the findings of the SPED Task Force.



The Superintendent has given a detailed and compelling explanation of how SPED effects the Brookline schools. Suffice it to say that the impacts on the budget are significant. In CY 99, SPED increases were more than \$700,000 over projections requiring a Reserve Fund transfer only three months into that fiscal year. For Fiscal 2001, the Superintendent projects an increase of at least another \$600,000.

For perspective, the Town's total Ch. 70/Ed Reform increase in FY99 was \$553,600. The SPED increase for that year was greater than the entire amount of Ed Reform funding received from the State. This trend has persisted in recent years, far exceeding the statewide average of 42% of the Ed Reform funding being consumed by SPED. The Commonwealth provides less than 5% of the funding for Brookline's \$10 million annual cost of this state mandated program. Clearly, Brookline must join with all other cities and towns in securing a more reasonable share of SPED costs. The table below shows the historical pattern of SPED expenditures.





Local Aid - If the Governor's local aid proposals are enacted by the Legislature, virtually every city and town will suffer an extraordinary setback, and Brookline would be no exception. The table below illustrates the local aid experience in Brookline and Statewide for the past four years, in comparison to Fiscal 2001.

LOCAL AID HISTORY

FY	Additional Local Aid Statewide (in millions of \$)				Additional Local Aid for Brookline				Brookline's Local Aid Incr. as a % of Brookline's Total Rev. Incr. *
	Ch. 70	Lottery	Additional Assistance	TOTAL INCREASE	Ch. 70	Lottery	Add. Assistance	TOTAL INCREASE	
97	\$230	\$41.58	\$0	\$272	\$419,850	\$213,680	\$0	\$633,530	13.3%
98	\$227	\$100.49	\$0	\$327	\$418,500	\$491,987	\$0	\$910,487	10.8%
99	\$277	\$75.66	\$0	\$353	\$553,600	\$338,692	\$0	\$892,292	13.0%
00	\$237	\$95.21	\$0	\$332	\$861,150	\$329,263	\$0	\$1,190,413	18.0%
01 (House 1)	\$132	\$60.00	(\$48)	\$144	\$869,400	\$266,770	(\$440,146)	\$696,024	7.6%
01 (Fin. Plan)	\$132	\$60.00	\$0	\$192	\$869,400	\$266,770		\$1,136,170	11.9%

Between FY97 and FY00, Brookline experienced meaningful increases in local aid, averaging close to 16% of the Town's total revenue increases for those years. While proportionately a much lower local aid distribution than the statewide average because of distribution formulas favoring communities with less property wealth, this level of growth at least provided a progressively improving level of assistance for Town needs. The three principal sources of these increases have been Ch. 70/Ed Reform funding, Lottery distribution, and constant funding of what is called "Additional Assistance".

The Governor's proposal abruptly changes this trend for FY01. His administration proposes "redirecting" the Additional Assistance category by \$48 million, which means a \$440,126 cut for Brookline. This discretionary aid has been included in the base of local aid since the 1980's at a constant funding level. While the Governor's budget (House 1) does again add \$150/pupil in Ch. 70 minimum aid (the Massachusetts Municipal Association is calling for \$175/pupil), the offsetting reduction in Additional Assistance represents an immediate threat to vital services. Because the Town/School Partnership Agreement calls for sharing virtually all revenues 50%-50% with the schools, this cut, if realized, will also directly impact education.



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

Perhaps the single most prominent feature of the Fiscal 2001 Financial Plan is that it assumes the cut proposed by the Governor will not be adopted. Conventional practice at this stage of the local budgeting process has traditionally been to accept the provisions of House 1 as a framework for moving ahead. However, the municipal reaction has been so strong against this cut and the mobilization of support for the cut has been so lacking by housing advocates (the supposed beneficiaries of the \$48 million reallocation) that the Fiscal 2001 Financial Plan is budgeted to a number that assumes full funding of Additional Assistance.

As a contingency measure, because of the risk inherent in this assumption, both the Town and the Schools are preparing cutback lists in the eventuality our respective \$220,000 allocations of Additional Assistance are not realized. Among the options under consideration for the Town are modifying our economic guidelines for collective bargaining and reducing equipment accounts. This approach avoids lay-offs. However, if such an approach were pursued in contract negotiations, but agreement not reached, then reductions-in-force, a hiring freeze, and program curtailment would have to be considered.

As another unconventional means of balancing budgetary pressures and fiscal constraints, it will also be recommended that \$500,000 -- allocated equally between the Town and Schools -- be transferred and appropriated from the FY00 unexpended (surplus) appropriation for debt service.

Taking this step will not only have the affect of making available in the current fiscal year, as intended, the \$143,000 in Chapter 70 funds belatedly distributed in November, 1999 due to the delay in the enactment of the FY00 state budget, it will also provide an additional \$357,000. The funds, which will be used primarily for equipment and other non-recurring expenditures, are recommended to be allocated as follows:

Schools - \$250,000 for technology, other equipment, and supplies

Town - \$125,000 for professional assistance to the Planning and Community Development Department to prepare for the Comprehensive Plan and Zoning Bylaw review

- \$60,000 for technology

- \$65,000 for improvements to the Walnut Hills Cemetery and restoration of the Civil War Monument



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

The third contingency action proposed in the Financial Plan is to identify, in advance, savings that are expected to accrue from the closing of the Main Library for renovations. Rather than budget these amounts for standard operations, it is recommended that these amounts be reserved to be used primarily for new library furnishings and equipment.

The FY01 CIP includes the necessary Town funding for the proposed \$12 million Main Library restoration project. By February 2001, the Main Library is expected to close for a period of 18 to 24 months. During this period of time, which includes the last five months of FY01, substantial savings in operating costs are expected to accrue. While there will be a need for some additional personnel at the two branch libraries to expand hours and services, there should nonetheless be significant savings in personnel costs as well as in other Main Library costs such as utilities, book purchases, etc. These savings could amount to as much as \$380,000 in FY01.

Based upon current estimates of the project cost for the Main Library, in order to keep the cost within the \$12 million budget, it was necessary to reduce the allocation for furnishings and equipment. Given the likely shortfall of funding for this purpose, any temporary operating budget savings should first be reserved for this purpose.

Overview Summary - As noted already, the total operating budget (Town and School) is recommended to increase approximately \$5.55 million in Fiscal 2001. The preponderance of this increase is consumed by \$3.45 million for collective bargaining (2.5%-3%); salary rollover obligations from current agreements; and contractually obligated steps, buy-backs, and other compensation adjustments. However, when group health increases and SPED increases are taken into account, the operating budget is left with virtually no flexibility within the framework of a \$164 million Financial Plan.

Total Proposed Operating Budget Increase	\$5.55 million
Town/School Collective Bargaining, Steps, etc.	-\$3.45 million
Group Health Increase	-\$1.25 million
<u>SPED Increase</u>	<u>-\$.60 million</u>
Discretionary Funds Available for Services/Programs	\$250,000



Again, if the Governor's proposed local aid cut were to materialize, the Town and Schools will have to consider possible cutbacks in the Financial Plan to meet that contingency. Such an eventuality is even more consequential when considered in the context of a potential sea-change in intergovernmental revenue. Other developments at the State level -- Central Artery Project increases; income tax referendum; the end of the Ed Reform seven-year funding schedule; the proposal to change School Building Assistance -- are already having an affect. For example, the proposed CIP contains a 1/3 cut in Chapter 90 state road construction funds.

As reliance on state funding by the Town has grown considerably in recent years, so has the risk associated with dependence on intergovernmental revenue. When we look ahead, local and state officials alike need to give serious consideration to a permanent Revenue Sharing Program that is adequate, equitable, and stable. Local officials understand that intergovernmental revenues will fluctuate with the economy and other factors. But, changes can be less destructive, if they are keyed to long range parameters rather than resulting from ad hoc, politically expedient causes. Fiscal 2001 could very well signal the beginning of a period of more consequence than any since the adoption of Proposition 2 ½ two decades ago.

FISCAL POLICIES

The Fiscal 2001 Financial Plan continues to build upon the assets that have been developed in recent years by the strict adherence to the Selectmen's Financial Improvement Program and Budget Guidelines, which include:

- Town/School Partnership Agreement
- Collective bargaining settlements within ability to pay
- Position freeze on total number of town employees
- Retention of increased reserves
- Directives re: use of free cash
- Override Requirements of 1994
- Long Range financial projections
- CIP financing policies



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

Brookline is one of just 10 communities in Massachusetts that has a Aaa credit rating, the highest rating possible. Among other factors contributing to this rating, Moody's Rating Services has cited the town's "sound financial operations"; "well developed capital improvements plan"; and commitment to "growing previously dormant stabilization funds". Moody's findings are linked directly to town Fiscal and Budget policies.

Town/School Partnership Agreement - Crucial to our annual financial planning is the Town/School Partnership Agreement, signed by the School Superintendent and Town Administrator and approved by both the Board of Selectmen and School Committee in 1995. Perhaps unique in Massachusetts local government, the Partnership Agreement affirms the primacy of education in the annual budget process. The Agreement establishes the objective of committing planned levels of operating revenues for education regardless of the extent of other demands. The Partnership Agreement commits to education 50% of virtually all revenue that is not dedicated to fixed costs, with the remainder then allocated to other Town operating priorities. School Committee members and Selectmen have met regularly during the past year to ensure that the Partnership Agreement responds to the changing demands on education. This regular interaction led directly to the change for Fiscal 2001 to reallocate approximately \$75,000 from town departmental budgets to the schools because of SPED costs. Additionally, the Superintendent's budget acknowledges the potential need to share the risks if the proposed cut in local aid does materialize.

Collective Bargaining Guidelines - Collective bargaining agreements with all of the Town and School unions expire at the end of FY00. The current agreements for FY00 call for a wage adjustment, which carries an additional 1% cost increase into FY01. Given the 1% cost increase already built into FY01 wages, given the sizable cost increase for group health benefits, and given the structural budget shortfall projected long term, collective bargaining guidelines have been adopted by the Selectmen which reflect not only the cost of living indices and settlements in comparable communities, but also reflect the Town's financial position. Reserves have been set aside to fund settlements within these guidelines.

Position Freeze - Five years ago the Selectmen adopted a position freeze on the number of town personnel. The position freeze establishes a cap on the total number of town (non-school) personnel. The purpose of the freeze is to ensure that town staffing corresponds to the Proposition 2 ½ cap on town revenue so that even in favorable economic periods, staffing is not increased to unsustainable levels. The FY01 budget continues to observe this policy.



FTE/Personnel

<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
701.3	702.3	695	694.2	696.2	696	695.9	696.7	696.7

The Town's personnel complement, which was close to 1,000 in 1975, is now down to 697. Improvements in productivity from equipment and work methods, together with contracting out some functions, have allowed this reduction to take place despite increased service demands. The CIP, for example, is fivefold greater in scope than it was ten years ago. The Town has expanded its project oversight capability by contracting for project management and by creating internal project administration through change-offs against project funds.

Retention of Increased Reserves -- The Financial Planning Advisory Committee and CIP Policy Committee both made recommendations relative to reserves which the Selectmen incorporated into the Financial Improvement Program. The FPAC recommended the maintenance of a contingency reserve fund equal to 2.5% of the budget. The CIP Policy Committee recommended a capital stabilization fund of 1% of the replacement value of the Town's buildings (equating to approximately \$3.1 million). With an operating reserve of 1.5% and stabilization fund of 1%, the Fiscal 2001 Financial Plan meets the recommended reserve levels.

The Town also maintains a property and liability reserve to cover exposure from lawsuits and catastrophes. The recommended level of this reserve is 1% of the operating budget. Town Meeting voted in 1997 to establish a fund for this purpose. There is currently \$700,000 available in this fund, approximately 60% of the targeted level.

Finally, as noted above, there has been a considerable draw-down upon group health reserves in FY00. Current projections indicate that the Trust Fund balance will be reduced by \$650,000. Recommended reserves for Fiscal 2001 are \$1.9 million. A 20% rate increase is projected to be required to restore the group health trust fund balance to the recommended level.

"Free Cash" -- The Board's policy regarding free cash (that portion of undesignated fund balance certified as available for appropriation by the State Department of Revenue) requires that after setting aside free cash in an amount equivalent to 0.75% of the budget, as part of the operating reserve, free cash shall be used exclusively to fund CIP projects. Free cash was certified by DOR at \$5,783,683 which is \$1,722,778 less than was available in FY00.



Override Requirements of 1994 -- This Financial Plan preserves the 1994 override allocations in the budget base. In the Town budget, funding in the amount of \$1 million for capital equipment and \$200,000 for building maintenance are earmarked once again. Likewise, in the school budget, the override funding of \$1.3 million is earmarked for the intended purposes of staffing, technology, supplies and building maintenance.

FISCAL 2001 OBJECTIVES

The Objectives set by the Board of Selectmen for Fiscal 2001 are far-reaching and complex. Seventeen separate Objectives, most of which entail extensive sub-activities, are presented on page IV-1. The Selectmen developed this list over four separate Board meetings, including a half-day session facilitated by the Boston Management Consortium.

Explanations for Objectives 1-3, can be found in other sections of this Budget Message. Those with direct budgeting/staffing consequences are described below. In all, The Selectmen's FY01 Objectives express most of the townwide priorities for the coming year and also reflect many of the more significant objectives identified by the Town's 20 operating departments.

4. Review of Personnel Board Functions -- The Selectmen have retained the services of the MMA Consulting Group to review the functions of the Personnel Board and related human resource functions. The report is expected before the conclusion of the current fiscal year and recommendations would be implemented during the course of Fiscal 2001. The Town Administrator, Personnel Director, and interim Chairperson of the Personnel Board are coordinating the project. The outcome could be far-reaching, affecting the collective bargaining process, personnel administration, and other practices such as administration of civil service. It is not expected that the implementation phase will require additional budget resources, but by-law amendments and other changes are anticipated.

5. Advocacy of Town Interests with State Government -- Two events of the past decade stand out as having had enormous implications for Massachusetts local government in general and Brookline in particular. One was the passage of the Education Reform Act and the other was the Statewide referendum to end rent control. The former produced over \$3.6 million in Chapter 70 local aid for Brookline between FY93 and FY00 and the latter has provided nearly half that amount again in increased local taxing capacity through "new growth" allowed under Proposition 2 ½. The Ed Reform funding schedule concluded this year and the revenue growth from rent control expired two years ago.



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

The Town's fiscal interrelationship with the State has also changed dramatically during the past five years. In addition to the vital direct connection of discretionary local aid distributed through the "Cherry Sheet", the Town has aggressively tapped into state funding for a variety of purposes. As recently as 1995, the Town received either no funding or virtually nothing from: School Building Assistance; Police Education Incentive Pay (Quinn Bill); and Chapter 90 road repairs. In Fiscal 2001 alone, more than \$4 million is anticipated by the Town from these sources. In 1992 the amount was a mere \$238,000.

Several state initiatives have enormous implications for all municipalities and, of course, Brookline. The initiative petition to reduce the income tax from 5.75% to 5% is on the ballot in November 2000. If adopted, \$1.1 billion in taxes will be phased out by FY04. A successor revenue sharing program needs to be created to follow the expiration of the seven year \$2.7 billion Ed Reform program. "Big Dig" cost increases are placing considerable pressure on all fiscal sectors, especially capital projects. A far-reaching proposal to revamp School Building Assistance has been included in the FY01 State Budget. The Legislature also has before it the Community Preservation act, which includes local option provisions for real estate transfer taxes, and several major bills to restructure the retirement system for public employees.

- Successor to Ed Reform Funding -- On an ad hoc basis, the Governor has proposed \$150/pupil "minimum aid" funding through Chapter 70. This means an additional \$869,400 in much needed additional local aid for Brookline in FY01. While we are genuinely appreciative of the Governor's proposal, without a long-term plan, there is no assurance of any Chapter 70/Ed Reform funding increase beyond the coming fiscal year. The woefully inadequate state share of SPED costs must also be addressed. Also, Lottery earnings can not be expected to continue the first-in-the nation pace indefinitely. An adequate, equitable, and stable Revenue Sharing Program needs to be enacted.
- School Building Assistance -- The Secretary of Administration and Finance has proposed sweeping changes for SBA. An intensive review of the program, which has been fundamentally unchanged for 30 years, is welcomed. However, the proposal might adversely affect Brookline, as the Town's current 61% reimbursement rate is sure to change -- whether it be for the better or for the worse is still to be determined. Preliminary analysis shows that the new rate could range from 51.68% (or about 10% below the current rate) to 73.68% (or more than 12% above the current rate). For projects already approved for SBA, Brookline anticipates receiving \$72 million in state reimbursement (61% of both principal and interest costs) over the twenty year term of the bonds for the High School, Lincoln School, Heath School, and Baker School projects. While only the Lawrence School is anticipated for complete renovation in the next five years, school facility requirements over the long-term remain considerable.



- Other Construction Assistance

Library Construction Aid -- The State has awarded a \$3.5 million library construction grant which has induced the Town to commit to a \$12 million renovation project that had not been on the CIP. The \$3.5 million grant will necessitate a debt authorization for much of the total project cost in order to enter into the general construction contract. The 2001 CIP anticipates an actual town appropriation of \$3.5 million (does not include the \$1 million already appropriated), which could be much greater if the private fundraising effort does not reach the stated goal and/or costs exceed the \$12 million estimate.

Beacon Street Project -- The Mass Highway Department (MHD) has approved funding in the amount of \$5 million under its Transportation Improvement Program for Beacon Street improvements including resignalization and roadway reconstruction. A grant application for \$1.2 million under MHD's Transportation Equity Act program is pending for Beacon Street improvements not eligible under the other grant program, such as decorative street lighting, landscaping, enhanced paving surfaces, pedestrian/bicycle amenities, and historic granite stairs. There are no Town funds proposed for this project. If the state transportation funding is not forthcoming, this project might have to be deferred indefinitely.

Chapter 90 Street Construction Assistance -- Until 1990, Brookline received approximately \$190,000 a year in street construction assistance. This jumped to \$780,000 annually between 1994 and 1999. The Town maintains 100 miles of roadway. For context, the cost of reconstructing a street is approximately \$500,000 a mile. The Governor has already reduced the statewide commitment to this program from \$150 million to \$100 million, which in turn has reduced funding to the Town proportionately by a third. This source of assistance will come under even more pressure from the Big Dig project costs.

The Selectmen expect to work quite intensely with the Town legislative delegation to address these and many other concerns. Efforts with the Massachusetts Municipal Association and other advocacy groups will also intensify.

6-9. Planning and Community Development - To make the transition to a more integrated operation of planning and community development, an additional \$71,000 for increased staffing was allocated in the current fiscal year. Another \$20,000 is proposed to be added for this same purpose for Fiscal 2001. Through the reorganization process an additional 1.5 FTE has been added to these functions over FY99 levels.



Housing Brookline - Housing goals established by Town Meeting will be a major focus for the coming year. Joint efforts by the Housing Advisory Board and Economic Development Advisory Board are anticipated.

Project Construction Monitoring and Coordination - A special town department coordinating group has been established to oversee the Webster Street Hotel construction. This group will be responsible for construction mitigation, Farmers Market transition, community street design and ensuring neighborhood input.

Strategic Plan - The proposed appropriation of unexpended FY00 debt service funds includes \$125,000 for consultant and technical services to assist with the preparation of the Comprehensive Plan. The Comprehensive Plan effort will link with the Commercial Areas Parking Task Force, Open Space Plan, Zoning By-law review and other planning related efforts already underway.

Commercial Area Support - This priority objective for the Economic Development Office will be aided immeasurably by the addition of a Commercial Areas Coordinator position. A "Shop Brookline" campaign, market studies and facilitation of dialogue between business operators, landlords, and brokers will be initiated along with continuing the existing celebration and beautification programs.

10. Technology -- In the 21st Century, no entity can survive without state-of-the-art technology. If governments want to eliminate the so-called "performance deficit", technology will have to play a larger role. A major contributor to the recent economic boom has been increased productivity, due in large part to technology. Governments need to catch up with the productivity gains achieved in the private sector, driven, in large part, by technology

In previous fiscal years, funding has been approved for, among other items: equipping town staff with modern computers and software; for augmenting the GIS unit of the Information Technology Division; for creating the most comprehensive municipal website in the Commonwealth www.townofbrooklinemass.com; for laptops and automatic vehicle locators in police cruisers; for police digital mug-shot and fingerprint applications; for wired libraries and schools; and for a town-wide permitting application.

FY01 continues this strong commitment. Funding is made available for a new Town/School Financial Management System; a DPW Work Order System, Inventory Management application, and a Time and Attendance/Security System; further enhancement of



www.townofbrooklinemass.com, including e-commerce applications. For the long term, efforts to develop a truly comprehensive Technology Plan will be accelerated. To this end, the offices of the School Superintendent and Town Administrator have met to discuss town/school organizational needs.

11. Organizational Development -- The Fiscal 2001 Financial Plan continues to recognize and support opportunities for organizational change essential for the vitality of town government. Among developments anticipated for this coming year:

- Fire Chief Appointment -- Fire Chief Robert English has informed the Selectmen of his intention to retire effective July 31, 2000. After an outstanding 30-year career in the fire service, all who have worked with Chief English extend their deepest respect and genuine appreciation.

It is anticipated that a screening process, similar to that employed five years ago in the selection of Police Chief, will be used in identifying the successor to Chief English. A committee to assist the Town Administrator will be named by March with a final candidate anticipated for recommendation to the Board in June. If a professional consultant is to be retained to assist with the process, funding will be secured from the FY00 budget.

- Deputy Commissioner of DPW -- Several key organizational changes have been instituted by the Public Works Commissioner over the past three years -- combining Engineering and Transportation; creating a new Division of Parks and Open Space; and adding senior supervisory positions (Operations Managers) for Highway and Parks.

As a final step in the reorganization process, the Commissioner recommends, and the Financial Plan enthusiastically endorses, the establishment of a Deputy Commissioner position to be responsible for administrative oversight throughout the \$24.5 million DPW operation. This will provide the Commissioner with considerably enhanced flexibility to address policy matters, management of internal operations, and external relations.



The Deputy position will be created through the promotion of the current Division Head for Water/Sewer operations, Andrew Pappastergion. He will continue to carry Water/Sewer responsibilities while assuming the broader role of Deputy. The change is recommended to take effect on the budget approval by Town Meeting, with the full-annualized salary differential budgeted in the FY01 Financial Plan.

- Combined Dispatch -- The CIP anticipates the creation of a state of the art public safety dispatch operation as part of the police/fire headquarters renovation project. This matter entailed considerable time and effort in the labor negotiations concluded last year. The planning committee, called for as part of the contract agreement, will be instituted and the required training initiated at the appropriate time.

13. Overtime/Unscheduled Absences - The extent of overtime required for the Fire and Police Departments along with DPW has warranted attention from time to time. These three departments account for more than 75% of sick leave usage, even though they constitute fewer than 2/3 of all employees. Long term absences due to illness and injury contribute significantly to this trend. The objective is to avoid end of year reserve fund transfers due to non-emergency overtime expenditures.

16. Streetlight Acquisition/Utility Deregulation - The Town has taken all measures necessary to reap the benefits of the deregulation of the electricity and natural gas industries that resulted from Ch. 164 of the Acts of 1997. This legislation has transformed a once monopolistic industry into a competitive marketplace as of March 1, 1998.

- Electricity – While the law guaranteed a 10% rate reduction on the generation portion of an electricity bill, the Town went a step further and, after much research and analysis by the Utility Deregulation Committee, entered into an electricity purchasing contract with Power Options that saved \$129,000 above the \$88,000 from the standard rate reduction.

- Natural Gas – The Utility Deregulation Committee recommended, and the Board of Selectmen approved, that the Town enter into an agreement with Energy Vision that saved 9.44% on the natural gas costs.



- Streetlight Acquisition – The next area of focus is on streetlights. An analysis of the feasibility of purchasing Edison-owned streetlights, another aspect of the Utility Deregulation Act, will be performed by town staff since the Town spends approximately \$900,000 on streetlights, two-thirds of which are paid to Edison for maintenance and depreciation costs. Given this high cost and poor level of maintenance service, there is a strong potential for significant savings and improved maintenance if the Town takes over ownership of the lights. Recommendations to the Selectmen will be made before the end of the current fiscal year.

CAPITAL IMPROVEMENTS PROGRAM

Over the past several years, the Town has made a significant commitment to its capital improvements program (CIP) to address the backlog of capital improvement needs created by the under-investment in the infrastructure during the late 1970's and the 1980's. In the last 10 years, the Town has invested \$180 million in the CIP. This compares to just \$32 million over the previous decade.

The recommended FY2001-FY2006 CIP complies with the Board of Selectmen's CIP policies, including the key provision of dedicating to the CIP between 5% and 6% of the Town's net revenue plus available free cash. The CIP policies define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in Section VII of this Financial Plan.

The recommended CIP calls for an investment of \$83 million over the next six years, for an average of approximately \$13.8 million per year. This continues the Town's commitment to reverse the decline of its infrastructure and to reduce the backlog of projects. This compares with the figure of \$10.5 million per year noted by the CIP Policy Committee as the necessary spending level to maintain the Town's capital infrastructure. The total appropriations from all financing sources by year and by project category are shown in the table to the right.

FY01-06 CIP (in thousands)						
FISCAL YEAR	BUILDINGS	PARKS REC CONSERV	STREETS-SIDEWALKS LIGHTS	W & S	MISC	GRAND TOTAL
FY01	\$16,465	\$4,570	\$1,954	\$1,200	\$1,615	\$25,804
FY02	\$16,507	\$2,505	\$2,563	\$2,140	\$3,000	\$26,715
FY03	\$782	\$1,490	\$2,208	\$560	\$635	\$5,675
FY04	\$2,057	\$1,220	\$2,523	\$2,000	\$405	\$8,205
FY05	\$5,395	\$1,070	\$2,313	\$500	\$25	\$9,303
FY06	\$2,097	\$1,065	\$1,693	\$2,000	\$410	\$7,265
TOTAL	\$43,303	\$11,920	\$13,254	\$8,400	\$6,090	\$82,967
AVE/YR	\$7,217	\$1,987	\$2,209	\$1,400	\$1,015	\$13,828



Developing the CIP so as to stay within the Board's CIP financing policies was particularly challenging this year. With the Main Library renovation project suddenly coming onto the scene this year (the impetus for which is the \$3.5 million state grant) and with the costs of several projects, including the Police/Fire Headquarters and Lawrence School renovation projects, increasing several million dollars beyond the amounts planned for in the CIP, we have had to stretch to our fiscal limits and pull in any and all one-time revenues or surpluses to help finance the recommended CIP. We are fortunate to have available one-time funds in the amounts of \$2.35 million from the Ryder Cup and \$2.7 million from prior years' tax abatement reserve surpluses.

Even with this significant level of non-recurring revenue, CIP spending will result in the Town's debt burden going to over \$128 million by FY03. Annual debt service payments will be going over \$14 million. While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the unprecedented levels of expenditure on the CIP, there inevitably will be pressure to accelerate and add projects. Given the rapid acceleration in our debt, and given that we will have the highest debt burden per capita of the AAA communities in the state, it is crucial that we maintain fiscal discipline in this process.

Some of the major projects being proposed include:

- Several school renovation projects totaling \$23 million, including the Lawrence School for \$14;
- Library renovations for \$12 million (\$4.5 million of which is Town-funded);
- Police/Fire headquarters renovations for \$9 million;
- Town Hall mechanical systems for \$5 million;
- Fourteen parks/open spaces, four conservation sanctuaries, and the Muddy River and Leverett Pond, for \$8.1 million, of which \$5 million is town-funded;
- Street and sidewalk rehabilitation in the amount of \$11 million, combining state, local and federal funds; and
- Water, sewer, and drain rehabilitation in the amount of \$8.4 million funded through user charges.

To help minimize the impact on the CIP from fluctuations in free cash, and in accordance with the Board of Selectmen's CIP Financing Policies, it is recommended that \$95,400 be appropriated from free cash to the capital stabilization fund. This will bring the fund balance to \$3,195,400, which is the target amount established in the CIP policies.



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

It is important to note that the recommendations contained in the CIP are based upon our best estimates of future revenues. Budget reductions at the federal and state levels could require significant cutbacks in the recommended program for future years. Also, the amount of free cash available for the CIP can fluctuate drastically from year to year. Should actual amounts be less than anticipated, then the CIP recommendations may have to be revisited.

LONG RANGE FINANCIAL PROJECTION

The cornerstone of our strategic budgeting process is the long range financial projection. Based upon an analysis of the internal and external factors impacting the town's operations and finances, we have prepared the long range projection, found on page 26, covering the period FY2001 to FY2005. The Town is facing a continuing, substantial deficit position for FY2002 and beyond. Collective bargaining costs, the continued commitment to capital investment, and limitations in local aid coupled with the structural shortfall caused by Proposition 2 1/2, portend a deficit, which will grow to over \$4.6 million by FY2005.

With a view towards the uncertain future, the Plan's underlying strategy is to maintain tight controls on any additions to the budget base. No discretionary programs have been added or increased unless there is an offsetting decrease; any available discretionary funds have been allocated to non-recurring cost items such as capital equipment, supplies, and building repairs; and reserves have been maintained at recommended levels. Some of the trends and assumptions upon which the projections are based are:

REVENUES

Overall, revenue increases (exclusive of free cash) are expected to range between \$4.8 million and \$5.5 million, or approximately 3.3%. Excluding water and sewer enterprise revenues and taxes/reimbursements related to the High School project, revenues will increase an average of \$4.2 million a year, or 3%.

- The tax levy is projected to increase an average of 3.3% a year. Besides the normal 2.5% increase allowed under Proposition 2 1/2, new growth in the tax levy resulting from building construction and condominium conversions is increased an average of \$900,000 a year. The amount added to the levy for the High School debt exclusion increased from \$1,437,500 in FY99 to \$1,639,933 in FY00 and then will decrease to \$1,527,034 in FY01 when state annual reimbursements of \$2,214,516 will offset projected total annual debt service costs of \$3,741,550.



- Local receipts, exclusive of water and sewer revenues, are expected to increase between \$240,000 and \$550,000 a year, or approximately 1.5% overall. Water and sewer revenues and expenses, which are increased approximately 4% a year, are driven in large part by the MWRA assessment.

- State Aid, exclusive of reimbursements for school renovation projects and after FY01, is increased between \$300,000 and \$450,000. In FY01 lottery funds are expected to increase by \$266,770. After FY01, however, lottery funds are projected to remain level. Police career incentive reimbursements (Quinn Bill) are projected to increase \$62,444 in FY01, due to some retroactive reimbursements, and thereafter increase approximately \$25,000 a year. Chapter 70 school aid is the only aid category with potential for increases and even this is very uncertain. For FY01, the Governor has proposed a minimum aid increase of \$150 per student, which equates to an increase of \$869,400 for Brookline. Given the uncertainty of future education funding and the formulas to be used, an assumption of a \$75 per student increase is used for FY02 and a \$50 per student increase thereafter. School construction reimbursement in the amount of \$2,214,516 for the High School project is expected to commence in FY01 and will be applied to reduce the debt exclusion amount added to the tax levy. Reimbursement in the amount of \$489,896 for the Baker School is expected to commence in FY03 and \$702,839 for the Lawrence School is expected to commence in FY05.

- Free Cash, which is used exclusively for the capital improvements program, is expected to decline from \$4,908,408 in FY2001 to \$3,000,000 in FY2002, \$2,200,000 in FY2003, \$1,600,000 in FY2003, and \$1,200,000 in FY2005.

- Other Available Funds, which include in FY01 one-time increases of \$2,700,000 and \$2,350,000 from the tax abatement reserve surplus and Ryder Cup respectively, are expected to remain relatively flat with the exception of parking meter fund increases of \$100,000 in FY2001 and \$100,000 in FY2002 due to the installation of new parking meters.

EXPENSES

- The cost of Municipal Services is projected to increase by approximately \$7.8 million from FY2001-FY2005, or an average of \$1.9 million a year. Of the total increase, over \$5.5 million is attributable to the cost of collective bargaining and steps. The balance, or about \$590,000 per year, is for all other fixed cost increases such as energy, refuse disposal contract, reserve fund, etc.



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

- The cost of School Services is projected to increase by \$8.7 million from FY2001 to FY2005, or an average of approximately \$2.2 million a year. Collective bargaining costs and steps account for over \$6.1 million of the total. The balance of the increase, or \$660,000 a year, is for special education and other costs.

- Water and Sewer service costs are expected to increase by \$3 million, or 16%, from FY2001 to FY2005. The MWRA assessment accounts for nearly all of the increase. Year to year increases average approximately 4%.

- Personnel Benefits, which include group health, pensions, group life insurance, workers' compensation, unemployment compensation, medical disabilities and medicare, are increased by approximately 6% a year.

- Debt Service figures assume full implementation of the FY2001-2006 CIP which includes the Police/Fire Headquarters renovations, Lawrence School renovation, Main Library renovation, and many other significant projects. The debt service amounts comply with the Board's CIP financing policies that require between 4% and 5% of net revenues be allocated for this purpose. It should be noted that the full impact of the High School debt service will occur in FY2001. The High School debt service accounts for \$3.7 million of the total debt service of \$10.4 million in FY2001. Water and sewer debt service of approximately \$3 million is included under water and sewer service costs.

- Revenue Financed CIP figures provide for the full implementation of the recommended revenue-financed projects in the FY2001-FY2006 CIP. The average amount over the five year period complies with the Board's policies of dedicating between 0.75% and 1.5% of net operating revenues for this purpose. This translates to between \$900,000 and \$1,800,000 a year. This amount is supplemented by available free cash and any other one-time revenue source. In FY01, in addition to \$4.9 million in free cash, \$2.7 million from tax abatement reserve surpluses and \$2.35 from Ryder Cup funds will be appropriated for CIP projects. These three amounts, totaling \$9.95 million, will be added to the \$1.5 million from tax revenue for a total close to \$11.5 million for CIP Projects. Also added to these figures is \$508,591 of Chapter 90 state funds for street improvements. Without the one-time revenues available in FY01, and with projected declines in available free cash, future revenue financed CIP amounts decline significantly.



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

- Non-appropriated Expenses include State and County assessments, cherry sheet educational offsets, tax abatement overlay reserves, and court judgments. The two largest expenses are the MBTA assessment and the tax abatement overlay reserve. Overall expenses are expected to decline each year (except for FY03 which is a revaluation year) for a total decrease of \$404,317. The sole contributing factor for the decrease is the MBTA. Due to new legislation overhauling the budgeting and assessment procedures for the MBTA, instead of increasing by 2.5% a year, the assessment is scheduled to decrease over the next five years by a total of close to \$1 million. The tax abatement overlay reserve is projected to increase by \$450,000 in FY03, which is the next revaluation year.

- Collective Bargaining agreements with all town and school employee unions will expire in FY2000. Future collective bargaining costs for all employee groups have been projected at approximately 2.5%. The FY2001 costs include the 1% base wage increase rollover from FY2000. Costs for personnel step rate increases are projected at an average of \$100,000 for the Town and \$200,000 for the schools and are included in the projected collective bargaining amounts.

CONCLUSION

This Message has concentrated on describing, perhaps in excruciating detail, the many constraints on municipal finance. This emphasis is necessary in order to foster as much understanding as possible among our elected leadership, appointed officials, employees, citizens, and business community of those factors that impinge upon the Town's ability to sustain excellence in essential services. Much work needs to be done, especially with state government, but also with the private sector and non-profit institutions to underscore our strategic interdependence in quality of life issues, widely acknowledged as key to our region's relative advantage in the global environment. Without adequate state funding to support our schools, for example, property tax reliant municipalities will be increasingly hard pressed to meet the educational requirements necessary in a highly skilled, extraordinarily diverse, interconnected world.

Despite the fiscal constraints, Town departments have demonstrated their resiliency and commitment time and time again. When one considers that the Capital Improvements Program has grown from \$32 million in the 80's to \$180 million in the 90's, yet total Town staff levels have significantly decreased during this period, it is testimony to their ingenuity and adaptability to rebuild the town's physical infrastructure without a proportional increase in our organizational infrastructure.



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

A recent national survey conducted by Peter Hart Research on behalf of govWorks Inc. found that Americans see an important role for local government in a high tech future. "Local government, with its ability to match its benefits and services to the needs of local citizens and to the power of new technologies will mean a new era of community improvement in people's lives." The survey also found that local government is seen as falling somewhat short of the standards for efficiency, responsiveness, and services that local businesses must demonstrate to survive. Citizens want local government to close this "performance deficit". Brookline Town government has the demonstrated ability to meet the challenge, but all who expect nothing less than positive results in this regard must work together to ensure that the tools to succeed are available. We can not remain passive when local aid is proposed to be cut by an amount that is equivalent to three-quarters of the estimated annual income expected from the Webster Street Hotel for which so many, worked so hard, over the past three years.

I extend my deepest personal and professional gratitude to the Board of Selectmen for their support in adopting effective fiscal policies and budget guidelines. Without the Board's mandate, a problematic situation would be made immeasurably more difficult. The School Superintendent and School Committee deserve much credit for their willingness to share the potential risks, as well as the potential benefits, associated with the Town/School Partnership Agreement.

Recognition of the efforts of our department heads, volunteer members of boards and commissions, and employees can never be extensive enough. Without their commitment, the Financial Plan would be meaningless. Most of all, I want to acknowledge the work of Deputy Town Administrator Brian Sullivan and Assistant Town Administrator Sean Cronin. With professional craftsmanship and perseverance, they conduct a budget process of which this community can be proud.

Respectfully submitted

Richard J. Kelliher
Town Administrator



FY2001 PROGRAM BUDGET

BUDGET MESSAGE

FY2001 FINANCIAL PLAN SUMMARY

	FY2000	FY2001	INCREASE/DECREASE	
			\$	%
REVENUE				
Property Tax	96,399,645	99,516,377	3,116,732	3.23%
Local Receipts	32,823,536	34,617,243	1,793,707	5.46%
State Aid	15,162,320	18,564,779	3,402,459	22.44%
Free Cash	6,590,000	4,908,408	(1,681,592)	-25.52%
Other Available Funds	2,308,309	7,219,253	4,910,944	212.75%
TOTAL REVENUE	153,283,810	164,826,060	11,542,250	7.53%
(LESS) NON-APPROPRIATED EXPENSES				
State & County Charges	5,737,237	5,806,721	69,484	1.21%
Tax Abatement Overlay	3,212,154	1,900,000	(1,312,154)	-40.85%
Deficits & Judgments	50,000	200,000	150,000	300.00%
Cherry Sheet Offsets	986,362	986,362	0	0.00%
TOTAL NON-APPROPRIATED EXPENSES	9,985,753	8,893,083	(1,092,670)	-10.94%
AMOUNT AVAILABLE FOR APPROPRIATION	143,298,057	155,932,977	12,634,920	8.82%
APPROPRIATIONS				
Town Departments	44,190,720	46,421,385	2,230,665	5.05%
School Department	44,929,215	47,378,979	2,449,764	5.45%
Non-Departmental	28,381,697	31,709,779	3,328,082	11.73%
Water & Sewer	17,283,536	18,421,243	1,137,707	6.58%
BUDGET SUBTOTAL	134,785,169	143,931,386	9,146,218	6.79%
Capital & Special Appropriations	8,512,887	12,001,591	3,488,704	40.98%
TOTAL APPROPRIATIONS *	143,298,057	155,932,977	12,634,920	8.82%
BALANCE	0	0	0	

* The FY00 appropriation amount of \$143,298,057 does not include the \$143,000 from extra Chapter 70 funds that will be appropriated at the May Special Town Meeting.

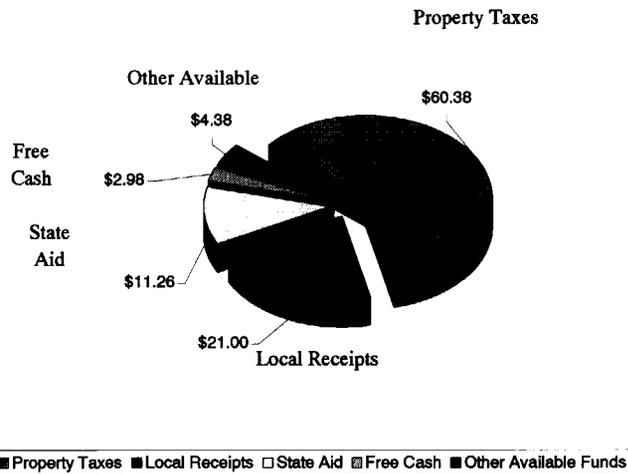


FY2001 PROGRAM BUDGET

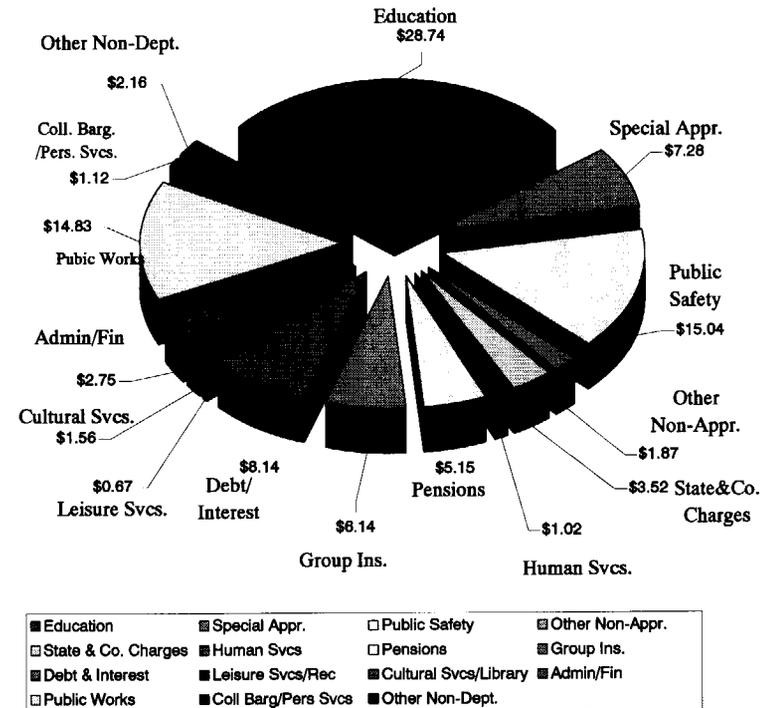
BUDGET MESSAGE

**FY2001 BUDGET
\$164,826,060**

How Each \$100 Will Be Received



How Each \$100 Will Be Appropriated





FY2001 PROGRAM BUDGET

BUDGET MESSAGE

**LONG RANGE FINANCIAL PROJECTION
FY2001-FY2005**

	FY2001 EST	FY2002 EST	FY2003 EST	FY2004 EST	FY2005 EST	TOTAL CHANGE FY2001-FY2005
REVENUES						
Property Taxes	\$99,516,377	\$102,821,499	\$106,209,405	\$109,982,182	\$113,549,469	\$14,033,091
Local Receipts - Other	\$16,196,000	\$16,435,460	\$16,680,625	\$17,231,641	\$17,494,661	\$1,298,661
-Water & Sewer	\$18,421,243	\$19,078,105	\$19,924,003	\$20,770,417	\$21,437,568	\$3,016,325
Total Local Receipts	\$34,617,243	\$35,513,565	\$36,604,627	\$38,002,058	\$38,932,228	\$4,314,985
State Aid	\$18,564,779	\$19,012,055	\$19,811,656	\$20,122,359	\$21,136,941	\$2,572,162
Free Cash	\$4,908,408	\$3,000,000	\$2,200,000	\$1,600,000	\$1,200,000	(\$3,708,408)
Other Available Funds	\$7,219,253	\$2,328,635	\$2,418,292	\$2,429,853	\$2,442,234	(\$4,777,019)
TOTAL REVENUE	\$164,826,060	\$162,675,754	\$167,243,980	\$172,136,452	\$177,260,872	\$12,434,811
EXPENSES						
Municipal Services	\$45,619,092	\$47,839,092	\$49,643,392	\$51,499,271	\$53,447,826	\$7,828,734
School Services	\$45,634,979	\$47,978,979	\$50,009,559	\$52,136,856	\$54,362,573	\$8,727,594
Water Services	\$18,463,097	\$19,119,959	\$19,965,857	\$20,812,271	\$21,479,422	\$3,016,325
Personnel Benefits	\$20,370,239	\$21,488,466	\$22,675,228	\$23,947,781	\$25,312,643	\$4,942,404
Debt Service	\$10,389,980	\$10,150,902	\$12,023,234	\$11,834,304	\$12,770,446	\$2,380,466
Revenue- Financed CIP	\$12,001,591	\$5,536,853	\$3,601,801	\$3,439,837	\$3,000,965	(\$9,000,626)
Non- Appropriated Exp.	\$8,893,083	\$8,858,456	\$9,158,048	\$8,600,935	\$8,488,766	(\$404,317)
TOTAL EXPENSES	\$161,372,060	\$160,972,707	\$167,077,117	\$172,271,254	\$178,862,640	\$17,490,579
SURPLUS/DEFICIT BEFORE COLL BARG & STEPS	\$3,454,000	\$1,703,047	\$1,066,863	(\$134,802)	(\$1,601,768)	(\$5,035,768)
TOWN SHARE OF SURPLUS BEFORE COLL BARG & STEPS	\$1,710,000	\$834,619	\$123,279	\$28,198	(\$648,114)	(\$2,358,114)
TOWN COLL BARG & STEPS	(\$1,710,000)	(\$1,219,300)	(\$1,255,879)	(\$1,293,555)	(\$1,432,362)	\$277,638
TOWN SHARE OF DEFICIT AFTER COLL BARG & STEPS	\$0	(\$384,681)	(\$1,132,600)	(\$1,265,357)	(\$2,080,476)	(\$2,080,476)
SCHOOL SHARE OF SURPLUS BEFORE COLL BARG & STEPS	\$1,744,000	\$868,428	\$43,585	(\$163,001)	(\$953,654)	(\$2,697,653)
SCHOOL COLL BARG & STEPS	(\$1,744,000)	(\$1,390,580)	(\$1,447,297)	(\$1,505,716)	(\$1,565,888)	\$178,112
SCHOOL SHARE OF DEFICIT AFTER COLL BARG & STEPS	(\$0)	(\$522,152)	(\$1,403,713)	(\$1,668,717)	(\$2,519,542)	(\$2,519,541)
TOTAL DEFICIT AFTER COLL BARG & STEPS	\$0	(\$906,833)	(\$2,536,313)	(\$2,934,074)	(\$4,600,018)	(\$4,600,018)



FY2001 PROGRAM BUDGET

FINANCING PLAN

REVENUE

SUB-GROUP

GROUP

STATE AID

SCHOOL AID (2)

SCHOOL TRANSPORTATION

Chapter 71, Section 7A, provides for reimbursement of the previous year's costs of transporting students who live more than 1.5 miles from school. Reimbursement is subject to a \$5 deductible per student and is usually pro-rated due to short funding by the State. Section 37D provides for reimbursement of the transportation costs associated with the program for eliminating racial isolation without the 1.5 miles minimum requirement. Chapter 71A, Section 8, and Chapter 71B, Sections 13 and 14, provide for reimbursement of the incremental costs of transportation for bilingual and special needs students without the 1.5 miles minimum requirement. Total municipal statewide funding was \$55,688,473 for FY00 while Brookline's share was \$225,056. FY01 is expected to remain level-funded.

SCHOOL CONSTRUCTION AID

Chapter 645 of the Acts of 1945, as amended, provides for the partial reimbursement of the costs of local school construction projects that involve the replacement of unsound or unsafe buildings. The funding criteria are needs-based and provide for 50% to 90% reimbursement. At the present time, there is a sizable list of approved projects that are waiting for funding. Total municipal statewide funding for FY00 amounted to \$236,781,104.

On August 30, 1994, the Town received notice from the State's Department of Education's School Building Assistance Bureau that, starting in FY96, the Town would receive \$616,287 over the next 20 years, representing the State's 61% share of the Lincoln School construction costs. These funds first appeared on the Town's FY96 Cherry Sheet and are available as direct offsets against the related debt service. This reimbursement is also deducted from the amount to be raised through the property tax levy since the related debt service is raised through the provisions of this Proposition 2 1/2 debt exclusion. FY2000 also included the first year of a 20 year reimbursement, amounting to \$286,161, for the remodeling of the Heath School.

FY01 includes the anticipated first year reimbursement for the recently completed high school remodeling project. This will also be a twenty year program and the amount, currently estimated to be \$2,214,516 per year, is subject to change after the State conducts a post construction audit. This reimbursement will coincide with the first year of the permanent debt service payment discussed in the expenditure section. This timing has helped mitigate the impact on the tax bill resulting from this \$43.8 million debt exclusion voted in 1995.

REVENUE SOURCE	FY1998 <u>ACTUAL</u>	FY1999 <u>ACTUAL</u>	FY2000 <u>BUDGET</u>	FY2000 <u>ESTIMATE</u>	FY2001 <u>BUDGET</u>	BUDGET <u>INCREASE</u>
School Transportation	249,348	233,326	225,056	225,056	225,056	0
School Construction Aid	616,287	902,448	902,448	902,448	3,116,964	2,214,516



FY2001 PROGRAM BUDGET

FINANCING PLAN

REVENUE

SUB-GROUP

GROUP

STATE AID

TAX EXEMPTION AID

VETERANS

Chapter 59, Section 5, Clauses 22A-22E provide for tax exemptions for veterans meeting certain criteria. The amount of the exemption is no less than \$250. Chapter 58, Section 8A provides a total tax exemption to paraplegic veterans who have been certified as such by the Veterans Administration. Exemptions that qualify under these provisions are partially reimbursed by the State.

SURVIVING SPOUSES AND OTHERS

Chapter 59, Section 5, 17D, which was accepted by the Town, provides a tax exemptions to persons over the age of 70, to minors with a parent deceased, or to widows or widowers. The amount of the exemption is \$175. To be eligible, the person must meet certain requirements, including a provision that his/her total estate does not exceed \$40,000 exclusive of the value of the domicile except so much of the domicile as produces income and exceeds two dwelling units. The State partially reimburses the Town.

BLIND PERSONS

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

ELDERLY PERSONS

Chapter 59, Section 5, Clause 41C, provides that a person who has reached his/her 70th birthday prior to the fiscal year for which an exemption is sought, and who owns and occupies property, may qualify for a tax exemption of \$500 from the tax bill. In determining eligibility, gross income of said person for the preceding calendar year must be less than \$13,000, if single, or if married, combined income must be less than \$15,000. In addition, the whole estate, real and personal, less the value of the domicile, except so much of the domicile as produces income and exceeds two dwelling units, cannot exceed \$28,000, if single, or, if married, combined income cannot exceed \$30,000. If the applicant receives Social Security, a deduction is applied to determine income eligibility. The State determines its reimbursement by dividing the total number of exemptions throughout the State into the total appropriation, which was \$12.4 million in FY00. Brookline's reimbursement entitlement is calculated by multiplying the statewide unit reimbursement by the number of exemptions granted by the Town.

All of the above exemptions are doubled annually in accordance with Chapter 73, Section 4 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 if there is acceptance by the city or town.

REVENUE SOURCE	FY1998 ACTUAL	FY1999 ACTUAL	FY2000 BUDGET	FY2000 ESTIMATE	FY2001 BUDGET	BUDGET INCREASE
Veterans	22,761	0	22,875	22,875	22,875	0
Surviving Spouses and Others	1,464	0	2,575	2,575	2,575	0
Blind Taxpayer	4,550	0	3,325	3,325	3,325	0
Elderly Taxpayer	6,526	6,024	6,024	6,024	6,024	0
Totals	35,301	6,024	34,799	34,799	34,799	0



FY2001 PROGRAM BUDGET

FINANCING PLAN

REVENUE

SUB-GROUP

GROUP

STATE AID

EDUCATION OFFSETS

EDUCATION OFFSETS

The School Department reserves all these items, with the exception of Public Libraries, for direct expenditure. They are not included in the general revenues available for appropriation. The School Department expends these sums above and beyond the appropriated budget. The Public Library amount is used as an offset to the Town's appropriation for the library. These state-funded programs, which amounted to \$986,362 in FY00, are expected to be level-funded for FY01.

RACIAL IMBALANCE (METCO)

Chapter 76, Section 12A, provides financial assistance to communities that educate children who reside in other towns where racial imbalance exists. Each school system must submit a plan to the Board of Education that shall include an estimate of the costs associated with its implementation. If the plan is approved by the Board of Education, it enters into an agreement for reimbursement with the school system. Level funding, which amounts to \$860,848, is expected for FY01.

LUNCH PROGRAMS

Under Chapter 871 of the Acts of 1970, the State reimburses cities and towns a small portion of the costs of providing breakfasts and lunches to school children. Reimbursement for the elderly lunch is limited to the difference between the cost of each meal and the fee paid by the diners. The majority of funding for the lunch programs comes from the federal government and fees paid by the diners. Commencing in FY93, elderly lunch reimbursements were no longer included on the Cherry Sheet. This account is expected to be level funded at \$22,267 for FY01.

PUBLIC LIBRARIES

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

Three different funding formulas are used to distribute these funds. The LIG formula provides for \$.50 per capita to communities who have populations over \$2,500 and who have appropriated at least \$1,250 for public library services during the preceding year. The MEG formula is the same as the lottery formula which is related to a community's comparative wealth and certain other measures as defined on page II-22. The Non-resident Circulation Offset is determined annually by the (State) Board of Library Commissioners, based upon each community's share of the total statewide-circulated items. The FY00 distribution for the three programs amounted to \$103,247. Of this amount, \$41,555 was used as a direct offset to the Library. FY01 is expected to remain the same.

REVENUE SOURCE	FY1998 ACTUAL	FY1999 ACTUAL	FY2000 BUDGET	FY2000 ESTIMATE	FY2001 BUDGET	BUDGET INCREASE
Racial Imbalance	859,805	866,019	860,848	860,848	860,848	0
Lunch Programs	21,689	21,316	22,267	22,267	22,267	0
Public Libraries	<u>82,591</u>	<u>84,003</u>	<u>103,247</u>	<u>103,247</u>	<u>103,247</u>	0
Totals	964,085	971,338	986,362	986,362	986,362	0



FY2001 PROGRAM BUDGET

FINANCING PLAN

REVENUE GROUP

SUB-GROUP

FREE CASH

FREE CASH

FREE CASH

Free Cash, which is certified as of July 1, each year, by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year or at the Annual Town Meeting to fund next year's capital budget.

Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/or when actual expenditures are less than appropriated. It is also effected by increases or decreases in uncollected property taxes, non-general fund deficit balances, and any other legally incurred operating deficits, such as snow removal overdrafts.

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

From FY91 through FY93, Free Cash was certified with negative balances, as can be seen in the table below. Very tight budgeting and unusually large delinquent tax balances created this situation. This condition began to improve in FY93. Free Cash certifications resulting from FY94 and FY95 operations evidence that turn-around and it has continued in FY96, FY97, and FY98.

Due to the difficulty in predicting Free Cash and the need to provide some reserve for potential unforeseen or extraordinary expenses, especially in a tight budgeting environment, the Selectmen adopted a formal Free Cash appropriation policy. The intent is to retain a reserve of 0.75% of the annual budget, or about \$900,000, before considering its use. Amounts in excess of the goal will be used to offset appropriations for non-recurring items such as capital improvements, coverage of unusual self-insurance losses, and other unforeseen but non-repetitive requirements.

The Free Cash balance as of the close of FY99 was recently certified at \$5.8 million. Of this amount, \$ 4.8 million is proposed to be appropriated for various capital projects in the FY01 CIP and \$95,400 is proposed to be appropriated to the Capital Stabilization Fund. The balance of approximately \$875,000 will remain as the operating reserve in accordance with the Board of Selectmen's policy.

ANNUAL FREE CASH

Certified by the State Department of Revenue (in thousands)

FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99
\$1581.7	99.8	3,024.6	-2,571.5	-2,378.8	-87.8	1,500.3	3,078.6	3,897.0	4,412.9	7,506.5	5,783.4

REVENUE SOURCE	FY1998 ACTUAL	FY1999 ACTUAL	FY2000 BUDGET	FY2000 ESTIMATE	FY2001 BUDGET	BUDGET INCREASE
Free Cash appropriated for:						
Capital Improvements	2,929,019	2,762,222	5,030,000	5,030,000	4,813,008	(216,992)
Stabilization Fund	0	800,000	1,560,000	1,560,000	95,400	(1,464,600)
Totals	2,929,019	3,562,222	6,590,000	6,590,000	4,908,408	(1,681,592)



FY2001 PROGRAM BUDGET

FINANCING PLAN

**REVENUE
GROUP**

OTHER AVAILABLE FUNDS

SUB-GROUP

OTHER AVAILABLE FUNDS

OTHER AVAILABLE FUNDS

Other Available Funds are derived from legally restricted funds or grants and can only be used to offset related appropriations. The anticipated amount to be available to defray FY01 appropriations is \$7,291,253. This is an increase of \$4,909,231 over the amount available for FY00. Two major one-time windfalls account for the significant increase. One is the net proceeds of \$2,350,000 from our participation in the Ryder Cup and the other is a surplus of \$2,700,000 accumulated over the past four years in the reserves set aside for potential tax abatements. These one-time funds are recommended to be used to fund one-time CIP projects.

Parking Meter receipts are the most significant source of recurring Other Available Funds. They are expected to increase by \$100,000 resulting from a three year meter replacement program presently in progress.

The Walnut Hills Cemetery Fund includes receipts from the sale of lots, as well as income from the perpetual care fund. Due to increasing space needs, the Trustees have begun to expend a portion of these revenues directly. Therefore, the Town's share of the revenue was reduced to \$50,000 in FY99. FY01 will remain at this reduced level in order to permit the Trustees to continue with their much needed expansion project.

Chapter 90 is a State reimbursement-type grant for eligible highway repairs and maintenance. The \$762,887 allocation for FY99 was the second and last year installment of a 1998 Transportation Bond issue by the State. The program changed significantly in FY00. The Governor approved 2/3's of the previous funding. The Legislature overrode the Governor and voted a full funding program. The Governor then vetoed the item in the budget. Finally, the Legislature overrode the Executive veto. Thus, FY00 remained fully funded. Expectations for FY2001 are for the modified (approximately 2/3's) level of funding. These funds are earmarked for approved road and related State Highway Department approved projects. They are reimbursed to the Town after local funds are expended. The projects covered by this grant are included within the annual CIP and the level of appropriation is limited to the amount authorized by the State.

REVENUE SOURCE	FY1998 <u>ACTUAL</u>	FY1999 <u>ACTUAL</u>	FY2000 <u>BUDGET</u>	FY2000 <u>ESTIMATE</u>	FY2001 <u>BUDGET</u>	<u>BUDGET INCREASE</u>
Parking Meter Receipts	1,050,000	950,000	1,000,000	1,000,000	1,100,000	100,000
Walnut Hill Cemetery Fund	80,000	50,000	50,000	50,000	50,000	0
Chapter 90	762,887	762,887	762,887	762,887	508,591	(254,296)
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555	0
Commonwealth Rate Relief Fund	0	0	41,854	41,854	41,854	0
Golf Enterprise Fund	325,756	426,851	412,013	412,013	427,253	15,240
Tax Abatement Reserve Surplus	0	0	0	0	2,700,000	2,700,000
Ryder Cup Funds	0	0	0	0	<u>2,350,000</u>	<u>2,350,000</u>
Totals	2,260,198	2,231,293	2,308,309	2,308,309	7,219,253	4,910,944



FY2001 PROGRAM BUDGET

FINANCING PLAN

**REVENUE
GROUP**

SUB-GROUP

RESERVED FOR NOTES



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

FY2001 RECOMMENDED BUDGET SUMMARY

<u>SERVICE PROGRAMS</u>	<u>FY2000 BUDGET</u>	<u>FY2001 BUDGET</u>	<u>INCREASE/ DECREASE</u>	<u>% INCREASE/ DECREASE</u>
ADMINISTRATION AND FINANCE				
Selectmen	467,126	475,798	8,672	1.86%
Personnel	231,422	254,075	22,653	9.79%
Finance	2,460,343	2,421,845	(38,498)	-1.56%
Comptroller's Office	307,428	328,364	20,936	6.81%
Purchasing Department	210,154	191,575	(18,579)	-8.84%
Assessing Department	574,934	551,277	(23,657)	-4.11%
Treasurer's Office	358,108	361,966	3,858	1.08%
Information Services	1,009,719	988,663	(21,056)	-2.09%
Legal Services	447,850	479,623	31,773	7.09%
Advisory Committee	16,297	16,453	156	0.95%
Town Clerk	394,592	419,758	25,166	6.38%
Planning and Community Development	442,291	462,503	20,212	4.57%
Planning	85,416	188,165	102,749	120.29%
Housing	184,370	100,629	(83,741)	-45.42%
Preservation Commission	42,098	43,898	1,800	4.28%
Economic Development	130,407	129,811	(596)	-0.46%
ADMINISTRATION AND FINANCE	4,459,921	4,530,054	70,133	1.57%
PUBLIC SAFETY				
Police	10,388,326	10,586,090	197,763	1.90%
Fire	9,625,306	9,796,155	170,849	1.78%
Building	4,304,397	4,404,180	99,783	2.32%
PUBLIC SAFETY	24,318,029	24,786,425	468,396	1.93%
PUBLIC FACILITIES				
Public Works	23,556,382	24,448,680	892,298	3.79%
CULTURAL SERVICES				
Library	2,549,053	2,571,117	22,064	0.87%



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

FY2001 RECOMMENDED BUDGET SUMMARY

SERVICE PROGRAMS	FY2000 BUDGET	FY2001 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
HUMAN SERVICES				
Health	805,541	820,757	15,216	1.89%
Veterans	166,503	157,573	(8,930)	-5.36%
Council on Aging	387,536	546,235	158,699	40.95%
Human Relations	137,613	150,475	12,862	9.35%
HUMAN SERVICES	1,497,193	1,675,040	177,847	11.88%
LEISURE SERVICES				
Recreation Department	1,112,147	1,096,637	(15,510)	-1.39%
NON-DEPARTMENTAL				
General Services	759,032	668,054	(90,979)	-11.99%
Personal Benefits	18,852,310	20,370,239	1,517,929	8.05%
Debt and Interest	10,919,541	13,417,462	2,497,921	22.88%
Unclassified	1,082,276	1,138,700	56,424	5.21%
Personal Services Reserve	750,067	600,000	(150,067)	-20.01%
Collective Bargaining Reserve	0	1,250,000	1,250,000	
NON-DEPARTMENTAL	32,363,226	37,444,455	5,081,229	15.70%
SCHOOLS	44,929,215	47,378,979	2,449,764	5.45%
GRAND TOTAL	134,785,167	143,931,386	9,146,220	6.79%



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Selectmen	8,672 1.86%	
	18,172	Personnel Fixed Costs
	500	Dues/Memberships
	(10,000)	Capital
Personnel	22,653 9.79%	
	4,770	Personnel Fixed Costs
	(3,991)	Increase in Group Health and Worker's Comp Reimbursement
	1,749	Upgrade of Principal Clerk to Head Clerk
	30,000	Labor Counsel
	(10,000)	General Consulting
	125	Office Equipment Maintenance
<i>Finance Department</i>		
Comptroller	20,936 6.81%	
	4,124	Personnel Fixed Costs
	655	Upgrade of Senior Accountant to Assistant Comptroller
	13,107	Intern
	2,800	Copier Lease
	250	Copy Machine Supplies
Purchasing	(18,579) -8.84%	
	(1,322)	Personnel Fixed Costs
	8,409	Junior Buyer position for Senior Clerk position
	(30,000)	Assistant Procurement Officer
	550	Office Equipment Repair and Maintenance
	2,200	Copier Lease
	700	Education/Training Services
	200	Office Supplies
	150	In-State Travel
	534	Professional Dues/Memberships



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>		<u>EXPLANATION</u>
Assessing	(23,657)		
	-4.11%		
		6,725	Personnel Fixed Costs
		(4,332)	Senior Clerk Typist Decreased Hours (was for Revaluation in FY00)
		(7,000)	Overtime Decrease (was for Revaluation in FY00)
		(20,000)	Appraisal Services Decrease (was for Revaluation in FY00)
		1,500	Software Service Contract
		500	Educational/Training Services
		50	Subscriptions
		(2,000)	Office Supplies
	1,000	Data Processing Supplies	
	(100)	Gasoline	
Treasurer	3,858		
	1.08%		
		3,653	Personnel Fixed Costs
		(550)	Office Equipment Repair and Maintenance
		(1,250)	Printing Services
		500	Banking Services
		900	Office Supplies
		505	Dues/Memberships
	100	Capital	
Information Services	(21,056)		
	-2.09%		
		8,365	Personnel Fixed Costs
		5,338	Upgrade of Network Administrator
		684	Data Processing Equipment Repair
		2,085	Data Processing Software Maintenance
		4,725	Financial Services - Payroll Contract
		2,781	Training
		(2,000)	Telephone
	(13,034)	Capital	
	(30,000)	Y2K Reserve	
<i>Finance Department Total</i>	(38,498)		
	-1.56%		



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Legal Services	31,773 7.09%	
	9,957	Personnel Fixed Costs
	(3,484)	Worker's Compensation Reimbursement Increase
	20,000	Outside Counsel Services
	2,000	Subscriptions
	100	Office Supplies
	200	Professional Dues/Memberships
	3,000	Capital
Advisory Committee	156 0.95%	
	156	Personnel Fixed Costs
Town Clerk	25,166 6.38%	
	3,516	Personnel Fixed Costs
	33,500	Election Workers
	1,100	Overtime
	2,250	Printing Services
	200	Mailing Services
	3,200	Delivery Services
	750	Office Equipment Repair and Maintenance
	1,200	Office Supplies
	150	Equipment Maintenance Supplies
	500	Meals and Receptions
	(21,200)	Capital
<i>Department of Planning and Community Development</i>		
Planning/Housing/Preservation	20,808 6.3%	
	5,110	Personnel Fixed Costs
	3,460	Upgrade of Senior Planner to Chief Planner
	19,199	Retention of Senior Planner-Housing Policy position
	(40,286)	Elimination of Rehab Specialist (to be done contractually off-budget with CD funds)
	(7,499)	Reclassification of Senior Planners to Planners



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Planning/Housing/Preservation (con't..)	(45,063)	Elimination of Planner position
	44,588	Transfer of Planner position from Economic Development
	17,645	CD Fiscal Assistant
	1,000	Overtime
	19,520	CD Reimbursement Decrease
	(800)	Planning/Consulting Services
	864	Office Equipment Repair and Maintenance
	450	Printing Services
	200	Advertising
	980	Office Supplies
	440	Photographic Supplies
	200	Dues/Professional Memberships
	800	Capital
Economic Development	(596)	
	-0.46%	
	540	Personnel Fixed Costs
	(44,588)	Transfer of Planner to the Planning Division
	6,912	Increased Hours for Economic Development Officer
	8,000	Transfer of Commercial Areas Coordinator from Recreation
	28,540	Increased Hours for Commercial Areas Coordinator
	2,000	Transfer of Other Rentals/Leases from Recreation
	5,000	Transfer of Special Program Supplies from Recreation
	(5,000)	Professional/Technical Services
	(2,000)	Capital
<i>Department of Planning and Community Development Total</i>	<i>20,212</i>	
	<i>4.57%</i>	
Police	197,763	
	1.90%	
	96,523	Personnel Fixed Costs
	67,423	Quinn - Police Education Incentive Program
	12,750	Increase Pay Rate for Park Security Officers
	767	Natural Gas
	4,000	Communications Equipment Repair and Maintenance



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION	
Police (cont.)	2,000	Telephone Services	
	2,000	Data Processing Supplies	
	2,000	Public Safety Supplies	
	500	Subscriptions	
	(5,000)	Photographic Supplies	
	300	Food for Prisoners	
	7,000	Gasoline	
	7,500	Uniforms/Protective Clothing	
Fire	<i>170,849</i>		
	<i>1.78%</i>	157,407	Personnel Fixed Costs
		3,321	Upgrade of Officer Manger from C-10 to G-13
		150	Office Equipment Repair and Maintenance
		1,100	Telephone Services
		100	Communications Equipment Repair
		1,500	Motor Vehicle/Equipment Repair
		650	Office Supplies
		100	Data Processing Supplies
		8,810	Motor Vehicle Supplies
		200	General Supplies
		100	Custodial Supplies
		(2,000)	Medical Supplies
		500	Oil and Lubricants
		200	Tires
	2,000	Uniforms/Protective Clothing	
	(3,289)	Capital	
Building	<i>99,783</i>		
	<i>2.32%</i>	16,422	Personnel Fixed Costs
		44,540	Electricity
		(53,117)	Natural Gas
		119,338	Heating Oil
		30,000	Building Repair and Maintenance
		(60,000)	Energy Conservation Program
		1,000	Security System - School
		300	Pest Control
	500	Equipment Maintenance Supplies	



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Building (cont.)	2,000	Custodial Supplies
	200	Gasoline
	600	Diesel Fuel
	(2,000)	Capital
Public Works	892,298	
	3.79%	
	72,534	Personnel Fixed Costs
	70,338	Overtime
	33,000	Working-Out-of-Classification Pay
	20,000	CD Reimbursement Decrease
	5,425	Upgrade of Director of Water and Sewer to Deputy Commissioner
	2,588	Adding a Working Foreman MER and eliminating a MER (Highway)
	16,376	Adding 2 MEO #2's and 3 MEO #1's and eliminating 5 Laborers (Highway)
	2,200	Adding an Environmental Health Supervisor and eliminating a Foreman (Sanitation)
	1,344	Adding a MEO #2 (Sewer) and eliminating a Waterpipe Layer Laborer (Sewer)
	11,317	Increase in pay rate for Seasonal Laborers
	(41,730)	Electricity
	5,000	Communications Equipment Repair
	3,000	Public Building Repair and Maintenance
	2,000	St. Lighting Repair and Maintenance
	(63,555)	Traffic Signal Repair and Maintenance
	4,500	Motor Vehicle Equipment Repair
	(3,800)	Other Rentals/Leases
	250,000	Solid Waste Disposal/Recycling Contract
	2,665	Traffic Control Painting
	20,000	Landscaping Services
	2,000	Educational/Training Services
	2,000	General Consulting
	(9,800)	Telephone
	100	Printing Services
	200	Licenses
10,000	Pest Control	
1,780	Office Supplies	
6,100	Custodial Supplies	
3,000	Agricultural Supplies	
10,000	Construction Supplies	



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Public Works (con't.)	(12,400)	Oil and Lubricants
	500	Tires
	10,228	Motor Vehicle Supplies
	1,209	Uniforms and Protective Clothing
	200	Auto Reimbursement
	1,300	Professional Dues/Memberships
	(20,237)	Capital Equipment
	103,655	MWRA Water Assessment
	367,761	MWRA Sewer Assessment
	1,500	DEP Assessment
Library	22,064	
	0.87%	
	19,632	Personnel Fixed Costs
	(931)	Building Cleaning Services
	1,000	Education/Training Services
	(500)	Postage
	(550)	Telephone
	235	Printing Services
	800	Delivery Services
	1,658	Cataloguing Services
	213	Binding Services
	500	Mileage
	7	Professional Dues/Memberships
Health	15,216	
	1.89%	
	7,006	Personnel Fixed Costs
	1,000	Inspector of Animals - Increased Part-Time Hours
	250	Overtime
	400	Natural Gas
	2,800	Other Rentals/Leases
	1,165	VNS - Contract Services
	2,695	BMHC - Contract Services
	250	Gasoline
	650	Other In-State Travel
(1,000)	Capital	



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Veterans	(8,930) -5.36%	1,070 (10,000)	Personnel Fixed Costs Veteran Benefits
Council on Aging	158,699 40.95%	6,525 33,458 12,792 19,424 17,000 27,000 26,000 8,000 4,000 4,500	Personnel Fixed Costs Building Custodian Houseworker (Part-time) Group Worker (Part-time) Building Maintenance Supplies Electricity Natural Gas Rubbish Removal Custodial Supplies Parking Lease
Human Relations/Youth Resources	12,862 9.35%	2,037 500 175 10,000 100 50	Personnel Fixed Costs Events Coordinator - Increased Hours Education/Training Services Advertising Services Office Supplies Auto Reimbursement
Recreation	(15,510) -1.39%	5,817 3,298 3,000 38,686 (32,579) (30,032) 4,000 (8,000)	Personnel Fixed Costs Overtime Vacation Coverage Recreation Leader (R-4) Recreation Leader/Aqua (R-3) Assistant Recreation Leader (R-2) Assistant Recreation Leader/Gym Transfer of Celebrations Coordinator to the Economic Development Office



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Recreation (con't.)	2,300	Transportation Rentals and Leases
	(2,000)	Transfer of Other Rentals and Leases to the Economic Development Office
	2,400	Telephone
	(5,000)	Transfer of Special Program Supplies to the Economic Development Office
	600	Public Safety Supplies
	2,000	Capital
General Services	(90,979)	
	-11.99%	
	874	Personnel Fixed Costs
	(134,654)	Telephone Services
	34,800	Other Rentals and Leases
	8,000	Printing Services
	15,000	Postage
(15,000)	Capital	
Personnel Benefits	1,517,929	
	8.05%	
	143,429	Pensions
	1,250,000	Group Health
	25,000	Retiree Group Health Trust Fund
	14,500	Group Life
	(10,000)	Unemployment Compensation
95,000	Medicare Payroll Tax	
Debt and Interest	2,497,921	
	0.00%	
	1,754,068	Funded Debt - Principal
2,790,853	Funded Debt - Interest	
(2,047,000)	BANs	
Unclassified	56,424	
	5.21%	
	40,724	Reserve Fund
	10,000	General Insurance
	5,000	Audit/Professional Services
700	MMA Dues	



FY2001 PROGRAM BUDGET

BUDGET SUMMARIES

SUMMARY OF FY2001 INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Schools	2,449,764 5.45%	2,449,764	
Personnel Reserves	1,099,933	1,250,000 (150,067)	Collective Bargaining reserve Personal Services Reserve
GRAND TOTAL		9,146,220	



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 122	PROGRAM SELECTMEN	CODE 1220
--------------------	-----------------------------	---------------------

PROGRAM DESCRIPTION

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

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

BUDGET STATEMENT

The FY01 budget is level-funded except for two items: 1.) a reduction in Capital of \$10,000 and 2.) increases in Personnel to implement contractual benefits.

FY2001 OBJECTIVES

1. To continue emphasis on the Financial Improvement Program and adherence to formal Fiscal Policies in order to retain the Aaa credit rating.
2. To ensure effective project oversight of major CIP Projects: High School, Beacon Street, Public Safety Headquarters, Senior Center, Baker and Lawrence Schools, Main Library, Landfill, and the Muddy River.
3. To negotiate equitable collective bargaining agreements, within the Town's ability to pay, for all contracts expiring June 30, 2000, including strategies for Group Health cost containment.
4. To implement the findings of the consultant's review of the Personnel Board and related human resource functions.
5. To continue emphasis on collaboration with the Brookline Legislative Delegation to ensure the advocacy of town interests for:
 - Local Aid - Chapter 70/Ed Reform Reauthorization
 - SPED Reform - Beacon Street Funding - Domestic Partners Legislation
 - Chapter 90 - Muddy River Project Funding and Coordination
6. To continue to address the targets established by Town Meeting for Housing Brookline.

FY2001 OBJECTIVES (con't.)

7. To monitor the construction of the hotel on Webster Street and the commercial development of 1010 Commonwealth Avenue to ensure conformance with plans and mitigation of neighborhood impacts.
8. To ensure that strategic planning initiatives are carried out in a coordinated fashion:
 - Comprehensive Plan - Commercial Areas Parking Task Force
 - Open Space Task Force - Recreation Vision - Open Space Plan
 - Zoning By-Law Review - Fisher Hill Reservoir
9. To sustain efforts to support commercial areas through the micro-enterprise program, beautification efforts, public celebrations, and the Commercial Areas Parking Task Force.
10. To accelerate efforts to enhance utilization of technology and telecommunications throughout all aspects of town government and, where possible, for the community through:
 - Expansion of the Town Website (www.townofbrooklinemass.com)
 - Upgrade of financial systems - Upgrade of CATV systems/options
11. To continue emphasis on organizational development by focusing on the management team through effective appointments (Fire Chief), professional training, and fostering greater cohesion within the administration.
12. To maintain a comprehensive program of quality services, with particular emphasis on youth activities, voting technologies, disabilities, and liquor license compliance.
13. To continue monitoring non-emergency overtime in Police, Fire, and DPW to avoid end-of-year reserve fund transfers.
14. To continue to pursue all possible avenues to establish effective security and public safety concerns in and around Bournewood Hospital.
15. To continue emphasis on the quality of public access to governmental services, programs, and information.
16. To consider whether it is in the Town's interest to acquire BECO's streetlights as allowed by recent deregulation changes.
17. To review the Town's Sexual Harrassment Policy to ascertain whether updates are warranted.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	449,122	451,906	470,078		
Services	935	1,500	1,500		
Supplies	2,980	2,500	2,500		
Other	386	1,220	1,720		
Capital	0	10,000	0		
TOTAL	453,423	467,126	475,798		
BENEFITS	0	0	182,260		
REVENUE	792,982	747,100	755,600		



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE
122

PROGRAM
SELECTMEN

CODE
1220

ACCOMPLISHMENTS

1. Retained Aaa credit rating through continued adherence to the Selectmen's various fiscal policies, including the Board's CIP Financing Policies.
2. Received \$3,077,669 in payments and other benefits from the Ryder Cup Matches while gaining widespread acknowledgement for effective logistical management
3. Ensured continued effective project management over major CIP projects, including: High School, Baker School, Senior Center, and Police/Fire Headquarters.
4. Set groundwork for the preparation of the Comprehensive Plan by implementing the reorganization of the Planning Department and collaborating with Future Search. Designated Selectman participation in the Open Space Plan process.
5. Secured \$150/pupil Chapter 70 aid and helped get enacted "outside section" budget language for the Beacon Street project.
6. Completed revaluation with only 932 hearings and anticipate only a moderate level of abatement applications.
7. Hotel development approved by Town Meeting (171-60) and Special Legislation enacted by Legislature.
8. Completed FY98-00 Police and Fire collective bargaining agreements in CY99 within the Town's ability to pay. Also allows for implementation of combined dispatch.
9. The Police and Fire Departments completed FY99 without reserve fund transfers.
10. Entered into a MOA for the Muddy River with the State and City of Boston to begin overall design of the \$43M Phase I and reconstruction of Charlesgate outlet.
11. Formed the Citizen Advisory Committee for the Newton St. Landfill and a departmental coordinating committee; retained CDM as an engineering consultant.
12. Hired a Webmaster and unveiled an upgraded, interactive Website.
13. Carried out successful Y2K preparations for internal and external needs with special emphasis on community information.
14. Worked with the Utility Deregulation Committee to execute a new Natural Gas contract and is actively exploring streetlight acquisition.
15. Special legislation for Pension Obligation Bonds approved by Town Meeting, but not enacted by the Legislature.
16. Hired the Director for the new department of Planning and Community Development and proceeded with the proposed reorganization.
17. Worked to have outside sections of the FY00 state budget adopted which provides flexibility in design guidelines for the Beacon Street Project.
18. Funded the reorganization of the Parks and Open Space Division of DPW within the FY00 town budget.
19. The CATV Coordinating Committee oversaw progress of the RCN system-build.

ACCOMPLISHMENTS (con't.)

20. Continued the Commercial Areas Committee. The Business District Assistance Program is still under development.
21. Convened a Commercial Areas Parking Task Force to focus on parking in the Town's commercial areas.
22. Sent letters to all liquor license holders regarding enforcement of regulations. The Police Department will continue emphasis on enforcement.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
% of Mass. Communities	3%	3%	3%	3%	3%
Tax Levy Per Capita	\$1,600	\$1,679	\$1,710	\$1,788	\$1,843
Tax Revenue Impact of New Development	\$102,300	\$106,000	\$150,000	\$200,000	\$250,000
% of budgets with at least 2 outcome Indicators	100%	100%	100%	100%	100%
Quarterly Financial Reports	4	4	4	4	4
Workload:					
Management Appointments	3	3	2	2	2
Town Meetings	3	3	3	3	3
Licenses Issued	579	580	609	609	609



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE
122

PROGRAM
SELECTMEN

CODE
1220

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	M-10	1	1	105,412	120,527	1	112,423	1	115,262
	Deputy Town Administrator	M-8	1	1	86,417	98,809	1	92,165	1	94,492
	Assistant Town Administrator	M-2	1	1	52,014	59,472	1	55,474	1	56,874
	Assistant to Town Administrator		1	1		48,114	1	47,642	1	48,114
	Head Clerk	C-9	1	1	34,506	35,960	1	35,601	1	35,960
	Senior Clerk Secretary	C-7	2	2	32,112	33,544	2	66,419	2	67,088
	Subtotal		7	7			7	409,724	7	417,790
510102	Permanent Part Time Salaries									
	Chairman		1	1		3,500	1	3,500	1	3,500
	Selectmen		4	4		2,500	4	10,000	4	10,000
	Recording Secretary		1	1		20,321	1	20,125	1	20,321
	Subtotal		6	6			6	33,625	6	33,821
	Other									
513044	Longevity Pay							3,217		3,367
515540	Automobile Allowance							840		3,600
578100	Long-term Disability Insurance							1,500		2,500
578200	Annuity Contribution							3,000		9,000
	Subtotal		0	0			0	8,557	0	18,467
	Total		13	13			13	451,906	13	470,078



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE
142

PROGRAM
PERSONNEL

CODE
1420

PROGRAM DESCRIPTION

The goal of the Personnel Office is to contribute to the achievement of town-wide objectives chiefly through the following activities: negotiation of equitable and competitive labor contracts with employee unions; coordination and effective integration of all aspects of union agreements and personnel policies; effective management representation at all grievance, mediation, fact finding, and arbitration proceedings; contribution to the employment and effective utilization of competent employees; assurance that employee insurance carriers and direct payment health care providers deliver the contracted services and benefits with due regard to proper cost control procedures; contribution to the identification and elimination of workplace hazards and education of employees in safe work practices; effective management representation at workers' compensation and unemployment compensation proceedings; provision of limited services to benefit the health and well-being of town employees; and preparation and maintenance of necessary personnel records.

The Personnel Office also provides services to School employees in matters relating to Group Health, Group Life, Flexible Spending, Occupational Health, Worker's Compensation, and Unemployment Compensation.

FY2001 OBJECTIVES

1. To increase enrollment in state training programs so as to improve employee professional skills.
2. To continue to work with the Group Health Advisory Committee to monitor health plans for cost and compliance issues.
3. To develop an RFP for Group Health plans that maintains high standards of care while containing costs.
4. To continue to work with the Group Health carriers to ensure smooth delivery of services to employees, retirees, and their families.
5. To continue to work with the vendors for the EAP, Flexible Spending, and Life Insurance programs to maintain quality service.
6. To convert Workers' Compensation data to a database.
7. To continue to enlarge database for Group Health, COBRA, Retirees, and Life Insurance.
8. To expand employee access to health and benefits information by working with the Information Services Division to enhance the Department's pages on the Town's Internet and Intranet sites.
9. To continue to closely monitor all accidents, as well as near-miss accidents, to improve safety and control Workers' Compensation costs.
10. To continue to improve ergonomics of the workplace to minimize occupational risks and workplace hazards.
11. To raise awareness of workplace safety and engage employees in this process.
12. To apply for a grant from the Office of Safety in the Industrial Accident Board to train employees to handle workplace violence.
13. To conduct sexual harassment refresher training for supervisors.
14. To evaluate the flexibility of extending EAP coverage to school employees.
15. To establish a new hire orientation program with related materials.

BUDGET STATEMENT

The FY02 buget reflects an increase of \$22,653 (9.8%). Personnel is increased by \$2,528 for Steps/1% carry-forward plus the funding for the upgrade of the Principal Clerk to Head Clerk that occurred in FY00. Services are increased by a total of \$20,125, the result of a \$30,000 increase in Legal Services, partially off-set by a decrease of \$10,000 in General Consulting, a one-time FY00 expense.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	130,787	141,247	143,775		
Services	100,432	88,275	108,400		
Supplies	1,200	1,500	1,500		
Other	390	400	400		
Capital	0	0	0		
TOTAL	232,809	231,422	254,075		
BENEFITS	0	0	93,688		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE
142

PROGRAM
PERSONNEL

CODE
1420

ACCOMPLISHMENTS

1. Established a human resources policy file and health and life insurance benefits file on the Human Resources Intranet site.
2. Provided Right-to-Know training for the Department of Public Works.
3. Conducted a Clerical Review Study of all clerical positions.
4. Presented initial supervisor training for EAP referrals.
5. Increased participation in health evaluation sessions to emphasize self-responsibility for good health.
6. Increased participation in the employee health fair by expanding the access and opportunities for health and wellness evaluations.
7. Evaluated work facilities for safety and ergonomic implications.
8. Completed implementation of the Brookline Executive Safety Committee program to improve safety and lower injuries.
9. Computerized the civil service labor registration and certification process.
10. Coordinated the implementation of a Public Safety Employee Wellness Program mandated by Massachusetts General Laws, Chapters 31 and 32.
11. Implemented the Early Intervention Program for employees absent due to job injuries.
12. Completed a thorough review of all classifications included/excluded under the provisions of the Town's Workers' Compensation Program.
13. Settled contracts for FY98 through FY00 with the Police and Fire Unions.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Workers' Compensation Cases Open 1+ Year (active/retired)	3/8	3/8	5/8	4/8	4/8
Job injuries (# indicating lost time)	111(28)	110(25)	108(24)	108(24)	108(24)
Personnel Training Sessions	n/a	n/a	23	15	15
Safety Training Programs	n/a	n/a	12	6	6
Unemployment Claims	32	32	28	28	28
Sick Leave Hours/Permanent Employees (Caldr. Yr.)	56,850	55,500	60,296	58,000	56,000
<u>Workload:</u>					
Permanent Full-Time Employees	695	695	695	695	695
Labor Contracts	6	6	6	6	6
Unemployment Claims					
Town	32	32	12	12	12
School	14	n/a	16	16	16
Unemployment Costs					
Town	\$38,785	n/a	\$31,649	\$32,000	\$32,000
School	\$11,386	n/a	\$32,543	\$33,000	\$33,000
Job Appl. Processed	772	850	702	700	700
Group Health Subsc.	2,612	2,612	2,619	2,620	2,620
Active/Retirees	1,355/1,209	n/a	1,381/1,238	1,381/1,250	1,381/1,250
Individual/Family	1,709/855	n/a	1,772/847	1,775/850	1,775/850
Group Health Contracts	6	6	6	6	6
Blue Choice+HMO Blue	1,066	n/a	1,080	1,085	1,085
Harvard Pilgrim	590	n/a	595	595	595
Medicare Supplement	908	n/a	639	645	655
Group Life Subscribers	2,238	2,238	2,236	2,238	2,238
Active/Retiree	1,409/799	n/a	1,433/803	1,433/810	1,433/820
No. Death Benefits Paid	35	32	32	35	35



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM

CODE

PROGRAM

CODE

GROUP ADMINISTRATION AND FINANCE

142

PERSONNEL

1420

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Personnel Director	M-6	1	1	74,089	84,712	1	80,202	1	82,227
	Assistant Personnel Director	G-17	0.4	0.4	50,542	51,325	0.4	20,325	0.4	20,530
	Occupational Health Nurse	G-17	1	1	50,542	51,325	1	50,812	1	51,325
	Senior Personnel Generalist	G-15	1	1	45,063	45,690	1	44,803	1	45,480
	Head Clerk	C-9	1	1	34,506	35,960	1	35,601	2	71,251
	Principal Clerk	C-7	2	2	32,112	33,544	2	65,606	1	33,055
	Subtotal		6.4	6.4			6.4	297,349	6.4	303,868
	Group Health Program Expenses (1)							(68,128)		(71,155)
	Workers' Comp. Expenses (2)							(90,194)		(91,158)
	Net Total		6.4	6.4			6.4	139,027	6.4	141,555
	Other									
513044	Longevity Pay							2,220		2,220
	Subtotal		0	0			0	2,220	0	2,220
	Total		6.4	6.4			6.4	141,247	6.4	143,775

(1) Full salary of a head clerk and asst. director, and \$15,000 for other staff time charged to group health.

(2) 85% of occupational health nurse, 75% of a principal clerk, and 50% of senior personnel generalist charged to workers' compensation.



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 150	PROGRAM FINANCE DEPARTMENT	CODE 1500
--------------------	--------------------------------------	---------------------

PROGRAM DESCRIPTION

The Department of Finance was created through the enactment of M.G.L. Chapter 25 of the Acts of 1993. This legislation was the culmination of a yearlong effort to establish a unified Finance Department. Its primary purpose was to provide a means for the coordination of all the Town's fiscal operations. The major goals were to attain efficiencies in operations, flexibility in resource utilization, economies of larger scale operations, elimination of duplication, improved communications and coordination of all fiscal-related functions, new initiatives, special studies, and research projects. The Department was officially created on July 1, 1993 and includes the following divisions:

1. Division of Accounts managed by the Town Comptroller
2. Division of Purchasing managed by the Chief Procurement Officer
3. Division of Assessing managed by the Chief Assessor
4. Division of Treasury managed by the Treasurer/Collector
5. Division of Information Services managed by the Computer Service Manager

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, by statute, must be one of the divisional managers.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$38,498 (1.6%), due to savings in Purchasing (\$18,579, -8.8%), Assessors (\$23,657, -4.1%), and Information Services (\$21,056, -2.1%), partially off-set by increases in the Comptroller (\$20,936, 6.8%) and Treasurer (\$3,858, 1.1%). While the detailed reasons for the increase/decrease for each Division are found under the respective Division's budget statement, a brief summary of the increases/decreases are as follows: Purchasing is decreasing because of Personnel savings; the Assessors' budget is reduced due to removing the additional costs included in FY00 for the revaluation; Information Services is decreasing as a result of removing the FY00 one-time Y2K Reserve; the Comptroller is increasing for an Imaging Intern; and the Treasurer is basically level-funded.

FY2001 OBJECTIVES

1. To develop a long-term strategic plan for Town and School Information Technology.
2. To further enhance the Town's new Website by implementing on-line registration for programs and investigating e-commerce opportunities.
3. To continue the development of Permitting applications with the provision of a web-interface for those that are practical.
4. To provide proper and timely support for Voice Mail, Email, and Web-based interactive systems to better service the residents of Brookline.
5. To continue internal staff development and to begin to develop enhanced techniques to improve customer services including possible web and E-Commerce utilization.
6. To implement a data storage and retrieval system, converting all paper records to electronic format, a four year project.
7. To participate in the procurement, implementation, and integration of an automated purchasing system into a new Financial Management System. The purchasing system will include: automated requisitions with pre-encumbrance, electronic bidding features, and computer generated purchase orders.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,691,310	1,850,044	1,857,767		
Services	318,453	453,264	418,539		
Supplies	52,575	53,050	53,300		
Other	6,677	8,450	9,639		
Capital	87,176	95,534	82,600		
TOTAL	2,156,191	2,460,342	2,421,845		
BENEFITS			626,545		
REVENUE	2,641,286	1,541,800	1,689,800		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE
150

PROGRAM
FINANCE DEPARTMENT

CODE
1500

ACCOMPLISHMENTS

1. Successfully dealt with Y2K issues.
2. Transitioned a new Chief Procurement Officer and Procurement Officer after the departure of the previous Chief Procurement Officer and Procurement Officer with minimum disruption.
3. Completed the FY00 triennial revaluation in a timely manner. Public Hearings were held from October 5 through October 30. Taxpayers met with representatives of the Assessor's office and the Assessor's staff: 1,041 hearings were held.
4. Hired a Webmaster and implemented the Town's new interactive web site.
5. Reduced delinquent and uncollected property taxes for the 6th consecutive year.
6. Continued to improve investment earnings through creative and dynamic cash management opportunities.
7. Successfully negotiated a 5th year of reduction in banking service costs while expanding upon the level of services obtained from financial institutions.
8. Maintained sound relations with the financial community and the bond rating agencies and helped maintain the Aaa bond credit rating while issuing over \$50 million in short term temporary notes.
9. Maintained a prompt and accurate response system for Municipal Lien Certificates that reached record levels for the second consecutive year.
10. Participated in the development of the Long-Range Financial Plan, the Capital Improvement Plan, and the development of the financing plan.
11. Treasurer served as an appointed member of the Library Trustees Investment Oversight Committee and assisted in the development of a revised investment management program.
12. Re-instituted Quarterly Financial Reports to the Board of Selectmen in conjunction with the Selectmen's Office.
13. Created an Information Warehouse that contains large amounts of financial data that can be queried and used for analysis.
14. Implemented PermitsPlus in the Building Department, Selectmen's Office, and the Health Department.
15. Hired a full time GIS Analyst, reporting to the Town's GIS Manager, to assist in the timely maintenance of GIS databases and data layers.
16. Continued training programs for PC operating systems and office applications.
17. Continued to coordinate prompt vendor payments.
18. Maintained a cash and tax receivable reconciliation program.
19. Selected new independent auditors.
20. Continued to support the Utility Deregulation Committee in securing a contract for natural gas which resulted in savings for the Town.
21. Reviewed all existing blanket contracts and added, deleted, or combined items where appropriate.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
% of Users Trained	100%	100%	100%	100%	100%
Abatement Applications	509	350	334	600	400
Reduction in Unpaid Property Taxes					
\$	\$363,000	\$0	\$63,000	\$0	\$0
%	25.8%	0.0%	6.8%	0.0%	0.0%
Investment Earnings					
Avg. Rate Earned	5.5%	5.0%	5.13%	5.0%	5.2%
Avg. Market Rate	4.9%	4.4%	4.62%	4.4%	4.6%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Comptroller	288,296	307,427	328,364		
Purchasing	180,673	210,154	191,575		
Assessing	543,431	574,934	551,277		
Treasurer	336,916	358,108	361,966		
Information Svcs	806,875	1,009,719	988,663		
TOTAL	2,156,191	2,460,342	2,421,845		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP FINANCE DEPARTMENT

CODE
150

SUB- PROGRAM
COMPTROLLER

CODE
1530

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/00		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Town Comptroller	D-5	1	1	68,601	78,437	1	72,082	1	73,902
	Assistant Comptroller	G-17	0	0	50,542	51,325	0	0	1	50,542
	Senior Accountant	G-16	2	2	49,105	49,888	2	98,777	1	49,887
	Junior Accountant	C-9	1	1	34,506	35,960	1	35,601	1	35,960
	Senior Account/Audit Clerk	C-5	3	3	30,212	31,625	3	93,927	3	94,875
	Subtotal		7	7			7	300,387	7	305,166
510901	Temporary Part Time Salaries									
	Intern		0	0			0	0	0.5	13,107
	Subtotal		7	7			0	0	0.5	13,107
	Other									
513044	Longevity							2,500		2,500
	Subtotal		0	0			0	2,500	0	2,500
	Total		7	7			7	302,887	7.5	320,774



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP FINANCE DEPARTMENT

CODE
150

SUB- PROGRAM
PURCHASING

CODE
1560

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	M-4	1	1	62,936	71,961	1	64,191	1	63,881
	Procurement Officer	G-16	1	1	49,015	49,888	1	49,389	1	49,627
	Junior Buyer/Clerk	G-10	0	0	37,791	38,418	0	0	1	37,791
	Senior Clerk/Typist	C-4	2	2	28,585	29,982	2	59,365	1	29,982
	Subtotal		4	4			4	172,944	4	181,281
510901	Temporary Part Time Salaries									
	Assistant Procurement Officer		0	0.67			0.67	30,000	0	0
	Subtotal		0	0.67			0.67	30,000	0	0
513044	Longevity Pay							1,950		700
	Subtotal							1,950		700
	Total		4	4.67			4.67	204,894	4	181,981



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP FINANCE DEPARTMENT

CODE
150

SUB- PROGRAM
ASSESSORS

CODE
1570

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Chief Assessor	M-5	1	1	68,601	78,437	1	76,506	1	78,437
	Deputy Chief Assessor	G-21	1	1	60,868	61,651	1	61,035	1	61,651
	Assessor/Computer Analyst	G-20	1	1	58,281	59,064	1	60,205	1	61,064
	Assistant Assessor	G-18	3	3	52,733	53,516	3	158,943	3	160,549
	Appraisal Technician	G-10	1	1	37,791	38,418	1	38,034	1	38,418
	Principal Clerk	C-7	1	1	32,112	33,544	1	33,209	1	33,544
	Senior Clerk Typist	C-4	1	1	28,585	29,982	1	29,683	1	29,952
	Subtotal		9	9			9	457,614	9	463,616
510102	Permanent Part Time Salaries									
	Assessor - Board Members		2	2		6,000	2	12,000	2	12,000
	Assistant Assessor	G-18	0.3	0.3	52,733	53,516	0.3	15,894	0.30	16,068
	Senior Clerk Typist	C-4	0.4	0.4	28,585	29,982	0.55	16,325	0.40	11,993
	Subtotal		2.7	2.7			2.9	44,220	2.70	40,061
	Other									
510300	Overtime							16,000		9,000
513044	Longevity Pay							3,900		4,450
	Subtotal		0	0			0	19,900	0	13,450
	Total		11.7	11.7			11.9	521,734	11.7	517,127



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP FINANCE DEPARTMENT

CODE
150

SUB- PROGRAM
TREASURER-COLLECTOR

CODE
1580

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Director of Finance/Treasurer	M-8	1	1	86,417	98,809	1	89,461	1	91,720
	Assistant Treasurer	G-16	1	1	49,105	49,888	1	49,389	1	49,888
	Cashier	C-9	1	1	34,506	35,960	1	35,601	1	35,960
	Principal Clerk	C-7	1	1	32,112	33,544	1	33,209	1	33,544
	Senior Clerk Typist	C-4	3	3	28,585	29,982	3	89,048	3	89,649
	Subtotal		7	7			7	296,708	7	300,761
	Other									
513044	Longevity Pay							3,900		3,500
	Subtotal		0	0			0	3,900	0	3,500
	Total		7	7			7	300,608	7	304,261



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP FINANCE DEPARTMENT

CODE
150

SUB- PROGRAM
INFORMATION SERVICES

CODE
1540

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	M-5	1	1	68,601	78,437	1	76,505	1	78,437
	Manager-GIS	G-21	0	0	60,868	61,651	1	61,047	1	61,651
	Manager-GIS	G-20	1	1	58,281	59,064	0	0	0	0
	Manager - PC/Telecom	G-18	1	1	52,733	53,516	1	52,981	1	53,516
	Senior Programmer Analyst	G-18	1	2	52,733	53,516	2	105,694	2	107,033
	Network Administrator	G-17	0	0	50,542	51,325	0		1	54,189
	Network Administrator	G-16	1	1	49,105	49,888	1	48,851	0	0
	Programmer Analyst (G.I.S.)	G-14	1	0	42,670	43,296	1	42,219	1	43,087
	Webmaster	G-14	0	0	42,670	43,296	1	42,219	1	43,087
	PC Technician	G-12	1	1	40,067	40,693	1	39,642	1	40,485
	Data Controller	C-7	1	1	32,112	33,544	1	32,719	1	33,544
	Subtotal		8	8			10	501,876	10	515,029
510901	Temporary Part Time Salaries									
	Telephone Billing Clerk	C-4	0.2	0.0	28,585	29,982	0.0	0	0.0	0
	Student - Technician		0.3	0.3		8.00/hr.	0.3	5,200	0.3	5,200
	G.I.S. Interns		0.8	0.8		15.00/hr.	0.4	11,745	0.4	11,745
	Subtotal		1.3	1.1			0.7	16,945	0.7	16,945
	Other									
513044	Longevity Pay							1,100		1,650
	Subtotal		0	0			0	1,100	0	1,650
	Total		9.3	9.1			10.7	519,921	10.7	533,624



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE 150	SUB-PROGRAM COMPTROLLER	CODE 1530
--------------------	-----------------------------------	---------------------

SUB-PROGRAM DESCRIPTION

The Comptroller's Office operates within the Department of Finance. The Department 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 departments, agencies, commissions, and authorities. The Comptroller is responsible for oversight of fiscal compliance with all local, state, and federal statutes, regulations, and other mandates, as well as adherence to Generally Accepted Accounting Principles (GAAP) and sound internal control procedures as prescribed by Generally Accepted Governmental Auditing Standards (GAGAS); certification of availability of funds prior to contract acceptance by the Town; detailed records, as prescribed by statute, of all unauthorized, issued, and outstanding debt and debt service; periodic state-mandated reporting requirements including quarterly cash reconciliations, "free cash" certification, debt limit reporting, the 54-page Schedule A report, the all funds balance sheet, and the annual certified Single Audit report; and Audit Committee administration. Additionally, the Department is responsible for internal control review and audit administration; the administration of the payroll payment, employee deductions, payroll taxes, and wage reporting; all federal, state, local, and private grants, gifts, bequest, and similar trust and agency type funds; a vendor payment program including review, audit, payment preparation, and disbursement authorization; custody and control of all vendor contracts and surety; and maintaining a system of appropriation/expenditure control to prevent illegal over-expenditures.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$20,936 (6.8%), due primarily to the inclusion of an intern for Imaging Services (\$13,107). Other increases include \$655 for an upgrade of a Senior Accountant to a newly created Assistant Comptroller position, \$2,800 for a copier lease, and \$250 for Copy Machine Supplies.

FY2001 OBJECTIVES

1. To work with the School Department, the Information Technology Division, and Purchasing to develop an RFP for a new financial reporting system, including general ledger, purchasing, accounts payable, cash receipts, budget, taxes, miscellaneous bills, and financial statements.
2. To work with the Purchasing Director to implement an on-line procurement system.
3. To continue timely monthly closings and year-end closings.
4. To oversee the financial aspects of the accounting and payroll systems.
5. To re-train financial and payroll system users on the new financial system.
6. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP financial statements.
7. To finalize the production process for the Town's Comprehensive Annual Financial Report (CAFR) in accordance with the recommendations prescribed by the Government Finance Officers Association (GFOA) financial reporting excellence program.
8. To work with the School Department to improve compliance with the requirements of State and Federal grants to insure uninterrupted local aid and other grant/entitlement fund distribution.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	282,646	302,887	320,774		
Services	2,060	500	3,300		
Supplies	1,771	2,490	2,740		
Other	619	1,050	1,050		
Capital	1,200	500	500		
TOTAL	288,296	307,427	328,364		
BENEFITS	0	0	125,964		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE
150

SUB-PROGRAM
COMPTROLLER

CODE
1530

ACCOMPLISHMENTS

1. Continued to coordinate prompt vendor payments (within five days of receipt of properly completed and authorized payment requests).
2. Maintained a cash and tax receivable reconciliation program to ensure coordination with Assessing, Treasurer/Collector, Information Services, and departmental records.
3. Participated in a search committee to select new independent auditors.
4. Provided in-house system training to 12 users in Displays and Queries, Report generation, and Accounts Payable data entry; to nine users in Encumbrance data entry; and to seven users in Cash Receipts data entry.
4. Provided further training and assistance to the School Department to enhance compliance with the requirements of State and Federal grants and other grant/entitlement fund distribution so that local aid is not interrupted.
5. Established a process to produce a Town's Comprehensive Annual Financial Report in accordance with the recommendations prescribed by the national GFOA financial reporting excellence program .
6. Expanded the CD-based imaging system for record retention in Accounts Payable, General Ledger, Journal Entries, and Payroll/Personnel data from a stand-alone system to a 10-user network, providing training in imaging to various other offices, including Recreation and Selectmen. A total of 20 CD's were created and distributed to key departments, resulting in the elimination of 30 file cabinet drawers of hard copy stored data.
7. Continued to serve as an active member of the Town's retirement system, participating in the management of the system's investments.
8. Worked with the Information Technology Division to expand the Data Warehouse, enabling quicker and more usable queries and reports against financial and payroll data.
9. Worked with the Purchasing Division to roll out the on-line entry by departments of service orders, resulting in more accurate and timely financial information.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Workload Indicator:					
Payment Vouchers/ invoices processed	41,909	40,000	42,541	40,000	40,000
Manual checks processed	520	500	344	500	400
Computer-checks processed	19,861	19,000	19,534	19,000	19,000
1099's prepared annually	147	150	170	150	150
Vendors serviced	7,022	7,000	6,264	7,000	6,500
Ledger Maintenance:					
Journal Vouchers processed	1022	900	596	900	700
Cash Receipts processed	20,197	15,000	20,955	18,000	20,000
Percent of ledgers closed within goal of 15 days after month end	90	90	90	90	90
Payrolls Processed:					
Total payrolls	128	128	119	128	104
Total # of checks	93,000	93,000	95,008	93,000	93,000
W-2's prepared annually	3,200	3,300	3,590	3,300	3,300
Number of users trained:					
Displays and Queries	12	10	12	10	120
Report Generation	12	10	12	10	120
Accounts Payable Entry	3	2	12	2	90
Cash Receipts Entry	8	2	7	2	40
Encumbrance Entry	3	2	9	2	40



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE
150

SUB-PROGRAM
PURCHASING

CODE
1560

SUB-PROGRAM DESCRIPTION

The goal of the Purchasing Division is to maximize value from funds expended for supplies, equipment, and services. This objective encompasses the requirements of all town and school departments, including the School Lunch Program. The School Department accounts for approximately 50% of purchasing activity. The purchasing process includes:

1. Preparing specifications to ensure that requirements are precisely stated and written to allow open competition;
2. Contracting potential suppliers through advertised bids and written or telephoned quotations, all in accordance with applicable bidding laws;
3. Public opening of advertised bids;
4. Analyzing bids and making awards; and
5. Issuing contracts, purchase orders, and minority business enterprise utilization reports.

In addition, the Purchasing Division operates a central store, maintains an extensive catalogue library, and is responsible for the sale or transfer of surplus and obsolete items.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$18,579 (-8.8%), due mainly to the elimination of the \$30,000 in additional Personnel funds that assisted the Division through the transition of two directors and a minor re-organization. The re-organization is complete in FY01 with the elimination of a Senior Clerk position and the addition of a new Junior Buyer position. Services are increased by \$3,450 for the lease of a copier (\$2,200), Education/Training Services (\$700), and Office Equipment Repair and Maintenance (\$550). Other increases include \$200 for Office Supplies, \$50 for In-state Travel, and \$534 for Dues/Memberships.

FY2001 OBJECTIVES

1. To participate in the procurement, implementation, and integration of an automated purchasing system into a new Financial Management System. The purchasing system will include: automated requisitions with pre-encumbrance, electronic bidding features, and computer generated purchase orders.
2. To hire an Assistant Procurement Officer to address the changing needs within the Division, an opportunity that is the result of the retirement of a clerical staff person.
3. To re-engineer the Division by reducing the number of daily transactions processed, thereby offering higher quality services and adding value in dealings with all departments. The Performance/Workload indicators would change from a large number of POs entered to establishing more blanket contracts that address departments' needs.
4. To establish updated purchasing procedures for all departments and conduct training in accordance with anticipated changes to M.G.L. Chap. 30B that will increase dollar limits.
5. To use the in-house document scanning technology to reduce paper in the Division. Contracts, purchase orders, and vendor responses can be electronically stored.
6. To work on the new Town Hall furniture and upcoming School, Library, and Police/Fire projects, preparing the schedules, specifications, bid documents, and contracts as necessary for the purchase and delivery of equipment and services.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	175,295	204,894	181,981		
Services	2,990	2,150	5,600		
Supplies	1,772	2,460	2,660		
Other	616	650	1,334		
Capital	0	0	0		
TOTAL	180,673	210,154	191,575		
BENEFITS	0	0	67,051		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE 150	SUB-PROGRAM PURCHASING	CODE 1560
--------------------	----------------------------------	---------------------

ACCOMPLISHMENTS

1. Transitioned a new Chief Procurement Officer and Procurement Officer after the departure of the previous Chief Procurement Officer and Procurement Officer with minimum disruption.
2. Completed the requirements of the Public Contracting Overview certification seminar in the Massachusetts Certified Public Purchasing Official Program, run by the Office of the Inspector General.
3. Worked with Building Department, Department of Public Works, and other departments to determine ways to streamline the purchasing process for frequent, small dollar purchases.
4. Reviewed all existing blanket contracts and added, deleted, or combined items where appropriate.
5. Worked with the Police Department to establish a combined uniform and shoe contract that included a voucher program.
6. Continued to support the Utility Deregulation Committee in securing a contract for natural gas which resulted in savings for the Town.
7. Continued to support the Baker School renovation and the Senior Center projects with contracts for furniture, equipment, technology items, and miscellaneous services. Managed contracts to ensure that phased deliveries were made in accordance with the construction schedule.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Blanket Contracts	85	83	67	85	95
Public Bids	133	125	119	130	125
Purchase Orders	5,950	6,100	6,169	6,200	6,000
Dollar Volume (millions)	\$7.5	\$7.1	\$7.2	\$7.7	\$7.8



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE
150

SUB-PROGRAM
ASSESSORS

CODE
1570

SUB-PROGRAM DESCRIPTION

The Assessor's Office 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 fair share of the tax levy. The values generated by the Assessors are reviewed and certified triennially by the Department of Revenue. The last certification of the approximately 15,000 parcels of real estate and 1,300 accounts of personal property occurred in FY2000.

The focus of the Assessor's Office has been on public information and customer service issues. The Department maintains an open information policy with respect to all facets of assessment and how the valuation of property is determined. The Assessors have the responsibility of processing applications for abatement which relate to overvaluation and processing applications for exemption of surviving spouses, veterans, and the elderly. They administer the processing of over 38,000 motor vehicle excise bills. The staff meets with taxpayers to discuss and assist with any problems relative to assessment, abatement, or exemption and answer all inquiries. The Assessors appear before the Appellate Tax Board in defense of their values and have substantially reduced the number of cases pending. In order to maintain a valid database, sales of real estate and building permits are consistently reviewed. The Assessor's Office believes that if assessments are accurate and the citizens understand the process, they are less likely to file for abatements.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$23,657 (-4.1%), the result of removing FY00 one-time expenses for the FY00 revaluation. Revaluation-related decreases total \$33,332 (temporary Part-time Clerk -\$4,332, Overtime -\$7,000, Appraisal Services -\$20,000, and Office Supplies -\$2,000). Partially off-setting these decreases are the following increases: \$6,175 for Steps/1% Carry-forward, \$550 for Longevity Pay, \$1,500 for a Software Service Contract, \$500 for Education/Training Services, and \$1,000 for Data Processing Supplies.

FY2001 OBJECTIVES

1. To perform the cyclical field inspections in preparation of the FY03 revaluation.
2. To implement a data storage and retrieval system, converting all paper records to electronic format, a four year project.
3. To examine the possibility of a direct on-line link with the Registry of Motor Vehicles to help taxpayers with change of address and lost plates, etc.
4. To ensure that the Oracle system is fully functioning and that all computers are compatible with the Oracle system.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	510,330	521,734	517,127		
Services	10,344	33,600	15,650		
Supplies	11,894	8,000	6,900		
Other	2,989	3,600	3,600		
Capital	7,874	8,000	8,000		
TOTAL	543,431	574,934	551,277		
BENEFITS	0	0	172,421		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE 150
SUB-PROGRAM ASSESSORS
CODE 1570

ACCOMPLISHMENTS

1. Completed the Department's primary objective, the FY2000 triennial revaluation in a timely manner. Public Hearings were held from October 5 through October 30. Taxpayers met with representatives of the Assessor's office and the Assessor's staff: 1,041 hearings were held.
2. Placed all real property pictures on a digital computer system used in conjunction with the Geographic Imaging System (G. I.S.).
3. Used the Oracle database management software for the fourth quarter billing.
4. Tested and experimented with new software to scan all documents for storage purposes in the future.
5. Worked with the Information Services Division to develop an updated Website.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Abatement Applications	509	334	334	600	400
Public Terminals	6	6	6	6	6
Workload:					
Deeds Processed	1,469	1,500	1,827	1,500	1,500
Exemption Applications	378	400	242	300	325
Total Valuation (billions)	\$5.30	\$5.69	\$5.69	\$6.37	\$6.75
Excise Bills (CY)	38,169	38,000	34,691	38,000	38,000
Appellate Tax Board Cases					
Filed	93	125	77	250	130
Pending	158	175	68	350	250
Revaluation Hearings	N/A	N/A	N/A	1,041	N/A



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE 150	SUB-PROGRAM TREASURER-COLLECTOR	CODE 1580
---------------------------	--	----------------------------

SUB-PROGRAM DESCRIPTION

The Treasurer/Collector operates within the Department of Finance and also serves as the Director of Finance. The Department is responsible for the billing, collecting, and investing of all Town funds including real estate and personal property taxes, motor vehicle excises, water/sewer bills, refuse pick-up collection fees, fire permits, and federal, state, and county reimbursements, as well as a myriad of miscellaneous departmental service charges, permits, licenses, and fees. The Department is also responsible for the maintenance of all properties taken for non-payment of taxes and for all public auction or disposition of all foreclosed properties. The Treasurer's office administers and arranges for the timely disbursement of all payments to vendors, town employees, and retirees. The Department is responsible for the administration of the Town's debt program.

FY2001 OBJECTIVES

1. To maintain an aggressive collection program for property taxes, motor vehicle excise, water and sewer services, refuse pick-up, and other charges to minimize delinquent and uncollected revenues.
2. To maintain a timely and accurate cash reporting and reconciliation system that ensures a high level of internal controls and safeguards.
3. To maintain an effective cash management and forecasting program that enables optimization of investment opportunities while ensuring availability of funds when needed.
4. To vigilantly monitor bank service charges and to maintain favorable banking relationships so that the Town receives a high quality of bank services at the lowest possible costs.
5. To continue internal staff development and to begin to develop enhanced techniques to improve customer services including possible web and E-Commerce utilization.
6. To maintain a sound debt management program along with favorable relations with the Bond Rating and investment community, including maintenance of a Aaa bond credit rating.
7. To actively monitor compliance with Federal Arbitrage regulations, S.E.C. and M.S.R.B. disclosure requirements and all other Federal and State requirements in order to avoid penalties and other punitive actions.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$3,858 (1.1%), due to Steps/1% Carry-forward (\$4,053). Printing Services and Office Equipment Repair and Maintenance are decreased by \$1,2350 and \$550, respectively, while Banking Services are increased \$500. Office Supplies are increased \$900, and Dues/Memberships are increased \$505, The \$3,500 in Capital allows for the replacement of a PC and a printer.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	296,749	300,608	304,261		
Services	34,512	49,350	48,050		
Supplies	2,865	2,100	3,000		
Other	2,290	2,650	3,155		
Capital	500	3,400	3,500		
TOTAL	336,916	358,108	361,966		
BENEFITS	0	0	88,784		
REVENUE	2,629,806	1,532,000	1,680,000		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE 150	SUB-PROGRAM TREASURER-COLLECTOR	CODE 1580
---------------------------	--	----------------------------

ACCOMPLISHMENTS

1. Reduced delinquent and uncollected property taxes for the sixth consecutive year.
2. Continued to improve investment earnings through creative and dynamic cash management opportunities while complying with restrictive state and federal rules and regulations.
3. Successfully negotiated a fifth year of reduction in banking service costs while expanding upon the level of services obtained from financial institutions.
4. Maintained sound relations with the financial community and the bond rating agencies and helped maintain the Aaa bond credit rating while issuing over \$50 million in short term temporary notes.
5. Maintained a prompt and accurate response system for Municipal Lien Certificates that reached record levels for the second consecutive year.
6. Participated in the development of the Long-Range Financial Plan, the Capital Improvement Plan, and the development of the financing plan to meet the future needs of Brookline, including the soon to be renovated Lawrence School and the Main Library.
7. Continued to serve as the Town's representative to the Retirement Board and to participate in the management and stewardship of the system's \$150 million asset investment program.
8. Served as an appointed member of the Library Trustees Investment Oversight Committee and assisted in the development of a revised investment management program.
9. Re-instituted Quarterly Financial Reports to the Board of Selectmen in conjunction with the Selectmen's Office.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Current year collections:					
Property Taxes	98.90%	98.70%	98.72%	98.65%	98.60%
Motor Vehicle Excise	96.11%	96.00%	97.50%	96.00%	96.00%
Reduction in unpaid balances:					
Property Taxes \$	\$363K	\$0	\$63K	\$0	\$0
Property Taxes %	25.80%	0.00%	6.80%	0.00%	0.00%
Motor Vehicle \$	\$130K	\$50K	\$102K	\$50K	\$20K
Motor Vehicle %	8.57%	3.60%	7.33%	3.70%	2.00%
Investment earnings:					
Total \$	\$1,765K	\$1,400K	\$2,299K	\$2,150K	\$1,530K
% increase (decrease)	28.10%	-20.70%	30.25%	-6.48%	-28.84%
Avg. rate earned	5.52%	5.00%	5.13%	5.00%	5.20%
Avg. market rates	4.92%	4.40%	4.62%	4.40%	4.60%
Bank Service Costs:					
Total \$	\$39.5K	\$43.6K	\$29.6K	\$41.0K	\$41.5K
% increase(decrease)	-15.40%	10.38%	-25.06%	-5.96%	1.22%
Municipal lien certificates:					
Total issued	2,890	3,000	3,048	2,600	2,000
Avg. response time in days	2.5	3	2.8	2.5	2.5
Workload:					
Property tax bills	66,188	66,200	66,895	66,900	67,000
Water accounts	36,732	36,800	36,927	37,000	37,000
Motor Vehicle bills	38,849	38,000	39,622	40,000	40,000
Refunds processed	6,179	6,000	6,428	6,500	6,500



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE 150	SUB-PROGRAM INFORMATION SERVICES	CODE 1540
--------------------	--	---------------------

SUB-PROGRAM DESCRIPTION

The Information Services Division is responsible for the integration of all activities and resources designated as:

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

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$21,056 (2.1%), due mainly to a \$13,034 decrease in Capital and the elimination of the FY00 one-time appropriation of \$30,000 for a Y2K Reserve. Partially off-setting these decreases are Steps/1% Carry forward (\$7,815) and the funding (\$5,338) for the upgrade of the Network Administrator that occurred in FY00. Under Services, Data Processing Equipment Maintenance is increased by \$684, Data Processing Software Maintenance is increased by \$2,085, Financial Services are increased by \$4,725, and Educational Services are increased by \$2,781 to further increase the Town's commitment to IT training for all employees.

FY2001 OBJECTIVES

1. To develop, with the assistance of the Purchasing Division, a strategy for technology which will turn over equipment on a three-year basis for desk top machines, two years for laptops, and five years for servers. Our goal is intended to provide for a formal equipment replacement plan which spreads a fixed cost over a longer period while ensuring that we meet the business need of our users.
2. To prepare an RFP for an updated financial system that will include provisions for General Ledger, an automated Purchasing system, and a centralized receivable and collection function including both Utility Billings and Tax Billing. The Division will also plan, schedule, and implement these systems.
3. To develop a long-term strategic plan for Town and School Information Technology.
4. To provide proper and timely support for Voice Mail, Email, and Web-based interactive systems to better service the residents of Brookline.
5. To continue the development of Permitting applications with the provision of a web-interface for those that are practical.
6. To integrate the Permitting Databases with the GIS System.
7. To continue support of GIS Databases with an emphasis on timely data maintenance.
8. To further enhance the Town's new Website by implementing on-line registration for programs and investigating e-commerce opportunities.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	426,290	519,921	533,624		
Services	268,547	367,664	345,939		
Supplies	34,273	38,000	38,000		
Other	163	500	500		
Capital	77,602	83,634	70,600		
TOTAL	806,875	1,009,719	988,663		
BENEFITS			172,325		
REVENUE	11,480	9,800	9,800		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

SUB-PROGRAM SUMMARY

CODE 150	SUB-PROGRAM INFORMATION SERVICES	CODE 1540
--------------------	--	---------------------

ACCOMPLISHMENTS

1. Successfully dealt with Y2K issues.
2. Implemented PermitsPlus in the Building Department, Selectmen's Office, and the Health Department.
3. Hired a Webmaster and implemented the Town's new interactive web site.
4. Hired a full time GIS Analyst, reporting to the Town's GIS Manager, to assist in the timely maintenance of GIS databases and data layers.
5. Continued training efforts with respect to PC operating systems and office applications.
6. Established a full time help desk, including a newly-hired PC Technician.
7. Rewrote Hewlett Packard applications in Microsoft Access and moved them to a Desktop / NT Server environment.
8. Completed Networking projects, with the exception of those sites still not added to the Public Information Network by Cablevision.
9. Developed an Information Warehouse that is used for new Monthly Budget Reports for Departments Heads and for other financial analysis purposes.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Employee classes	60	80	88	950	100
PC's Upgraded	60	35	35	15	60
Networked Sites	25	25	25	26	29
Public Information Request turnaround (avg. days)	2	1	2	1	1
<u>Workload:</u>					
Payroll Warrants	91	104	104	104	104
Web Pages Maintained	20	40	50	400	500
Domain Users Supported	10	30	160	185	210



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE
141

PROGRAM
LEGAL SERVICES

CODE
1410

PROGRAM DESCRIPTION

The Legal Department is legal counsel to the Town and handles all litigation and legal affairs including personal injury and property damage cases (Brookline is self-insured for all aspects of its operations), all contract drafting, dispute resolution, and litigation; workers' compensation claims before the Industrial Accident Board; administrative hearings and appeals before state and federal agencies; legislative matters involving Town Meetings, including the preparation of articles, votes and by-law amendments; legal opinions and advice to the Town's departments and agencies; representation for the School Department, including special education hearings and appeals; tax abatements, foreclosures, and appellate tax board appeals.

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

FY2001 OBJECTIVES

1. To secure/collect the outstanding balance due the Town from its prior towing contractor.
2. To draft inter-departmental tax foreclosure procedures for the Finance Director.
3. To finalize inter-departmental procedures for recording and releasing Special Permits.
4. To recommend a procedure for the dissemination and release of public records maintained by the Town upon receipt of Public Records Requests and subpoenas.
5. To sponsor an Ethics Seminar in conjunction with the State Ethics Commission for all Town officials and department heads.
6. To continue to assist the Housing Advisory Board with the implementation of \$4.40 of the Zoning By-Law.
7. To draft revised compendium of Transportation Rules and Regulations.
8. To recommend revisions to the School Policy Manual.
9. To continue to participate in the Committee revising the Town's Zoning By-Laws.
10. To continue to participate in the SPED Review Committee.
11. To continue to participate in the Cable Television Monitoring Committee.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$31,773 (7.1%), due primarily to a \$20,000 increase in Outside Counsel. Personnel is increased by \$6,473 for Steps/1% Carry-forward (\$8,157) and Longevity Pay (\$1,800), partially off-set by an increase in the charge-off to Worker's Compensation (\$3,484). Services are increased \$22,000 for Outside Counsel (\$20,000) and Subscriptions (\$2,000) while Office Supplies are increased by \$100 and Professional Dues/Memberships are increased by \$200. Capital is increased \$3,000 for a Laptop computer.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	323,760	339,750	346,223		
Services	98,237	37,000	59,000		
Supplies	483	500	600		
Other	64,777	70,600	70,800		
Capital	1,199	0	3,000		
TOTAL	488,456	447,850	479,623		
BENEFITS			125,273		
REVENUE	11,108	14,233	10,000		



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 141	PROGRAM LEGAL SERVICES	CODE 1410
--------------------	----------------------------------	---------------------

ACCOMPLISHMENTS

1. Obtained judgments in favor of the Town and various town officials in seven civil rights actions brought in the Federal and Superior Courts.
2. Litigated eight appellate cases in the United States Supreme Court, First Circuit Court of Appeals, Massachusetts Supreme Judicial Court, and the Massachusetts Appeals Court.
3. Obtained dismissals in five separate actions before the Massachusetts Commission Against Discrimination and the Equal Employment Opportunity Commission.
4. Provided legal counsel for all issues related to the 1999 Ryder Cup including licensing, permitting, and the negotiation and drafting of agreements.
5. Updated and revised the 1966 Lodging Housing Regulations.
6. Conducted a public seminar for owners and tenants of lodging houses.
7. Drafted and filed legislation to increase the power of Selectmen to fine owners of lodging houses.
8. Successfully defended a case involving the payment of a \$143,000 Hazardous Waste Transporter's fee.
9. Drafted the Town's E-Mail, Internet, and Technology Resources Policy.
10. Drafted Rental Guidelines, Condominium Guidelines, and Restrictive Covenants for sale of condominiums for the Housing Advisory Board.
11. Continued to work with the Department of Planning and Community Development in promulgating Affordable Housing policies and procedures.
12. Assisted the Department of Planning and Development in the planning of the proposed Webster Street hotel for presentation to Fall 1999 Town Meeting.
13. Assisted the Building Department in a variety of construction projects including the Senior Center, the High School renovation, Baker School, and the sale and development of Kendall Crescent.
14. Continued to assist the School Department in appeals to the Bureau of Special Education Appeals for students with special educational needs.
15. Assisted the School Department in developing Guidelines for Student Registration.
16. Filed petitions in Land Court and actively assisted the Treasurer's Office in the collection of over \$264,000 in outstanding real estate, excise, and personal property taxes.
17. Town Counsel Police Liaison recovered in excess of \$64,000 in claims against insurance companies for damage to town-owned property.
19. Assisted the Personnel Department with worker's compensation issues.
20. Provided a Legal Intern to the Board of Appeals to assist with research and drafting decisions.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Court Cases Disposed of	81	80	73	70	70
Formal Legal Opinions	26	35	27	30	30
Petitions to Foreclose	43	50	27	25	25
Active Workers' Comp Cases- Cases Currently Pending	7	10	8	8	8
Retirement Cases	6	7	5	5	5
Special Ed. Appeals and School cases	18	15	20	10	10
Appellate Tax Board	7	5	6	5	5
Rent Control Appeals	2	0	6	2	2
Zoning Board Appeals	10	8	9	8	8
Personal Injury	11	10	15	10	10
Property Damages	6	5	9	5	5
Civil Service	8	6	8	5	5
Contract cases	7	5	4	5	5
Bankruptcy cases	27	25	18	25	25
Miscellaneous Lawsuits*	41	40	41	40	40
Contracts Reviewed and Approved (approx.)	225	250	225	225	225
Claim Letters (approx.)	343	350	325	325	325

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



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE
141

PROGRAM
LEGAL SERVICES

CODE
1410

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Town Counsel	M-8	1	1	86,417	98,809	1	96,375	1	98,809
	Associate Town Counsel	M-4	2	2	62,936	71,961	2	130,307	2	133,596
	Assistant Town Counsel	M-2	1	1	52,014	59,472	1	53,050	1	54,396
	Senior Paralegal Secretary	C-10	0	1	37,791	39,438	1	38,442	1	39,048
	Paralegal Secretary	C-9	1	0	34,506	35,960	0.8	27,828	0.8	28,233
	Subtotal		5	5			5.8	346,002	5.8	354,082
510102	Permanent Part Time Salaries									
	Senior Paralegal Secretary	C-10	0.45	0.45	37,791	39,438	0.2	7,688	0.20	7,765
	Senior Clerk Typist	C-4	0.50	0.50	28,585	29,982	0	0	0	0
	Subtotal		0.95	0.95			0.2	7,688	0.2	7,765
	Workers' Comp. Expenses Net Total		0.95	0.95				(16,040)		(19,524)
							6	337,650	6	342,323
	Other									
513044	Longevity Pay									
	Subtotal		0	0			0	2,100	0	3,900
							0	2,100	0	3,900
	Total		5.95	5.95			6	339,750	6	346,223



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 131	PROGRAM ADVISORY COMMITTEE	CODE 1310
--------------------	--------------------------------------	---------------------

PROGRAM DESCRIPTION

The Advisory Committee is appointed by the Moderator in accordance with Sections 2.2.1 and 2.2.2 of Article 2.2 of the Town By-Laws. These sections were amended at the Special Town Meeting held on November 13, 1984 and read as follows:

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

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

FY2001 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 no later than February 15. The Selectmen and (in the case of schools) the School Committee shall submit their recommendations to the Committee no later than April 1."

BUDGET STATEMENT

The FY01 budget is level-funded.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	19,111	15,557	15,713		
Services	0	230	230		
Supplies	182	250	250		
Other	260	260	260		
Capital	0	0	0		
TOTAL	19,553	16,297	16,453		
BENEFITS	0	0	235		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM

CODE

PROGRAM

CODE

GROUP ADMINISTRATION AND FINANCE

131

ADVISORY COMMITTEE

1310

ACCOMPLISHMENTS

In accordance with Section 2.2.5 of Article 2.2, the Advisory Committee considered the appropriations and reserve fund transfers recommended by the Selectmen and other town officers and committees and all articles for the Annual Town Meeting and Special Town Meetings.



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE
131

PROGRAM
ADVISORY COMMITTEE

CODE
1310

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries									
	Budget Analyst/Secretary		1	1		15,708	1	15,557	1	15,713
	Subtotal		1	1			1	15,557	1	15,713
	Total		1	1			1	15,557	1	15,713



FY2001 PROGRAM BUDGET

PROGRAM
GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 160	PROGRAM TOWN CLERK	CODE 1600
--------------------	------------------------------	---------------------

PROGRAM DESCRIPTION

This program is administered by the Town Clerk, who is elected to a three-year term. The Department has three subprograms: Public Records, Elections, and Voter Registration. The subprograms 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 Appeals and the Board of Registrars of Voters.

FY2001 OBJECTIVES

1. To collect and record the 2000 Annual Town Census.
2. To record and certify the actions taken at the November, 2000 Special Town Meeting, the May, 2000 Special Town Meeting, and the May, 2000 Annual Town Meeting.
3. To administer, record, and certify the September 19, 2000 State Primary, the November 7, 2000 State Election, and the May, 2001 Annual Town Election.
4. To implement the transfer of voting machine equipment from automatic voting machines to optical scanners by May, 2001.
5. To implement the service of providing civil marriage ceremonies in the Office of the Town Clerk.
6. To implement an electronic cash receipt system.
7. To implement a document imaging system that will reduce the amount of paper that is consumed and improve customer service.
8. To provide outreach and informational services to various schools and agencies.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$25,166 (6.4%), the result of having to administer one more election in FY01. While there were two elections in FY00, there are three in FY01 - the September, 2000 State Primary, the November, 2000 Presidential Election, and the May, 2001 Town Election. In order to administer the extra election, an additional \$33,500 is needed for Election Workers, \$1,100 for Overtime, \$2,250 for Printing Services, \$200 for Mailing Services, \$3,200 for Delivery Services, \$1,200 for Office Supplies, and \$500 for Meals. These increases are partially off-set by a decrease of \$21,200 in Capital. Other increases include \$750 for Office Equipment Repair and Maintenance and \$150 for Equipment Maintenance Supplies.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	336,150	316,742	354,858		
Services	47,311	52,450	58,850		
Supplies	3,134	3,500	5,350		
Other	689	700	700		
Capital	2,040	21,200	0		
TOTAL	389,324	394,593	419,758		
BENEFITS	0	0	95,747		
REVENUE	83,192	80,400	80,400		



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 160 **PROGRAM TOWN CLERK** **CODE 1600**

ACCOMPLISHMENTS

1. Conducted the 1999 Annual Town Census and increased the rate of return of the census forms by 5%.
2. Administered and accurately recorded and certified the May 4, 1999 Annual Town Election.
3. Recorded and certified the actions of the May 25, 1999 Annual Town Meeting and the November 16, 1999 Special Town Meeting.
4. Provided an informational Seminar, in coordination with the Council on Aging, for new senior residents of the Town.
5. Collected and published email addresses for Brookline Town Meeting Members.
6. Received appointment as Justice of the Peace for the Commonwealth of Massachusetts in order to perform civil marriage ceremonies.
7. Received approval as a Passport Application Acceptance Agency for the United States Department of State.
8. Produced and implemented an historical display of Presidential Elections in the Town Hall Lobby.
9. Reduced the delivery time for certified copies by 4%.
10. Provided staff and collaborated with the Voting Technology Committee to develop and present a formal recommendation of a voting system to the Board of Selectmen.
11. Conducted an ADA survey of the Town's polling places in conjunction with the Massachusetts Office on Disability, the Office of the Secretary of the Commonwealth, and the Brookline Commission on the Disabled.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
% Rate of Return for Census Forms	53%	58%	58%	63%	65%
Average Delivery Time for Vital Records (minutes)	7.5	7.25	7	7.00	6.5
Databases Computerized	65%	70%	70%	85%	90%
Hours Election Workers Trained	8	22	22	12	24
Workload:					
Marriage Licenses	469	495	472	515	480
Uniform Commercial Code	649	675	659	685	675
Conservation Licenses	1,280	1,315	1,395	1,350	1,390
Board of Appeals	84	85	65	90	70
Dog Licenses	1,467	1,500	1,548	1,525	1,585
Other	3,607	3,675	3,636	3,690	3,695

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Public Records	175,429	208,875	192,057		
Elections	118,618	81,350	120,950		
Voter Registration	95,277	104,367	106,751		
TOTAL	389,324	394,592	419,758		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE
160

PROGRAM
TOWN CLERK

CODE
1600

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Clerk	M-4	1	1	62,936	71,961	1	71,242	1	71,961
	Assistant Town Clerk	G-16	1	1	49,105	49,888	1	49,389	1	49,888
	Principal Clerk	C-7	1	1	32,112	33,544	1	33,209	1	33,544
	Senior Clerk Typist	C-4	2	2	28,585	29,982	2	58,748	2	59,510
	Clerk/Typist	C-2	1	1	24,568	25,924	1	24,304	1	25,355
	Subtotal		6	6			6	236,892	6	240,258
510102	Permanent Part Time Salaries									
	Registrar		3	3		3,000	3	3,000	3	3,000
	Registrar, Ex Officio		1	1		1,500	1	1,500	1	1,500
	Subtotal		4	4			4	4,500	4	4,500
510201	Temporary Full Time Salaries									
	Election Workers							65,000		98,500
	Census Workers							2,500		2,500
	Subtotal		0	0			0	67,500	0	101,000
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal		0	0			0	2,500	0	2,500
510910	Temporary Secretarial Wages									
	Stenographer-Board of Appeals							2,000		2,000
	Subtotal		0	0			0	2,000	0	2,000
	Other									
510300	Regular Overtime							1,400		2,500
513044	Longevity Pay							1,950		2,100
	Subtotal		0	0			0	3,350	0	4,600
	Total		10	10			10	316,742	10	354,858



FY2001 PROGRAM BUDGET

PROGRAM

TOWN CLERK

SUB- PROGRAM SUMMARY

CODE

160

SUB-PROGRAM

PUBLIC RECORDS

CODE

1610

SUB-PROGRAM DESCRIPTION

Duties include the keeping of the Town Seal and all official records of the Town; maintaining all rules, regulations, and by-laws governing the Town's various boards, departments, commissions, and committees; certifying Town Meeting actions and official documents; performing oaths of office; recording all births, deaths, and marriages and issuing certified copies of same; issuing licenses, permits, certificates, and renewals; and performing all secretarial duties for the Board of Appeals.

FY2001 OBJECTIVES

1. To record and certify the actions taken at the November, 2000 Special Town Meeting, the May, 2001 Special Town Meeting, and the May, 2001 Annual Town Meeting.
2. To implement the service of providing civil marriage ceremonies.
- 3 To implement an electronic cash receipt system.
4. To implement a document imaging system that will reduce the amount of paper that is consumed and improve customer service.
5. To provide outreach and informational services to various schools and agencies.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$16,818 (8.1%) due to the elimination of one-time FY00 Capital expenses of \$21,200. Services are increased \$750 for a Maintenance Contract for a new digital copier while Office Supplies are increased \$200.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	166,344	179,750	183,182		
Services	6,493	6,925	7,675		
Supplies	552	1,000	1,200		
Other	0	0	0		
Capital	2,040	21,200	0		
TOTAL	175,429	208,875	192,057		



FY2001 PROGRAM BUDGET

SUB- PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

TOWN CLERK

160

PUBLIC RECORDS

1610

ACCOMPLISHMENTS

1. Recorded and certified the actions of the May 25, 1999 Annual Town Meeting and the November 16, 1999 Special Town Meeting.
2. Collected and published email addresses for Brookline Town Meeting Members.
3. Received appointment as Justice of the Peace for the Commonwealth of Massachusetts in order to perform civil marriage ceremonies.
4. Received approval as a Passport Application Acceptance Agency for the United States Department of State.
5. Produced and implemented an historical display of Presidential Elections in the Town Hall Lobby.
6. Reduced the delivery time for certified copies by 4%.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Average Delivery Time for Vital Records (minutes)	7.5	7.25	7.0	7.0	6.5
Databases Computerized	65%	70%	70%	85%	90%
Workload:					
Marriages	469	495	472	515	480
Uniform Commercial Code	649	675	659	685	675
Conservation Licenses	1,280	1,315	1,395	1,350	1,390
Board of Appeals	84	85	65	90	70
Dog Licenses	1,467	1,500	1,548	1,525	1,585
Other	3,607	3,675	3,636	3,690	3,695



FY2001 PROGRAM BUDGET

PROGRAM

TOWN CLERK

SUB- PROGRAM SUMMARY

CODE

160

SUB-PROGRAM

ELECTIONS

CODE

1620

SUB-PROGRAM DESCRIPTION

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.

FY2001 OBJECTIVES

1. To administer, record and certify the September 19, 2000 State Primary, the November 7, 2000 State Election, and the May, 2001 Annual Town Election.
2. To implement the transfer of voting machine equipment from automatic voting machines to optical scanners by May, 2001.
3. To provide outreach and informational services to various schools and agencies.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$39,600 (48.7%), the result of having to administer one more election in FY01. While there were two elections in FY00, there are three in FY01 - the September, 2000 State Primary, the November, 2000 Presidential Election, and the May, 2001 Town Election. In order to administer the extra election, an additional \$33,500 is needed for Election Workers, \$1,100 for Overtime, \$1,750 for Printing Services, \$3,200 for Delivery Services, \$500 for Office Supplies, \$500 for Meals, and \$150 for Equipment Maintenance Supplies.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	97,188	65,000	98,500		
Services	19,306	14,350	19,300		
Supplies	2,124	2,000	3,150		
Other	0	0	0		
Capital	0	0	0		
TOTAL	118,618	81,350	120,950		



FY2001 PROGRAM BUDGET

PROGRAM

TOWN CLERK

SUB- PROGRAM SUMMARY

CODE

160

SUB-PROGRAM

ELECTIONS

CODE

1620

ACCOMPLISHMENTS

1. Administered and accurately recorded and certified the May 4, 1999 Annual Town Election.
2. Provided staff and collaborated with the Voting Technology Committee to develop and present a formal recommendation of a voting system to the Board of Selectmen.
3. Conducted an ADA survey of the Town's polling places in conjunction with the Massachusetts Office on Disability, the Office of the Secretary of the Commonwealth, and the Brookline Commission on the Disabled.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Hours Election Workers Trained	8	22	22	12	24
<u>Workload:</u>					
Total Elections	1	3	3	2	3
% of Eligible Registered Voters Participating (average)	19.4%	34.3%	32.5%	29.1%	36.5%



FY2001 PROGRAM BUDGET

PROGRAM

TOWN CLERK

SUB- PROGRAM SUMMARY

CODE

160

SUB-PROGRAM

VOTER REGISTRATION

CODE

1630

SUB-PROGRAM DESCRIPTION

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.

FY2001 OBJECTIVES

1. To collect and record the 2000 Annual Town Census.
2. To provide outreach and informational services to various schools and agencies.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$2,384. Services are increased by \$700 for Printing Services (\$500) and Mailing Services (\$200) while Office Supplies are increased \$500.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	72,618	71,992	73,176		
Services	21,512	31,175	31,875		
Supplies	458	500	1,000		
Other	689	700	700		
Capital	0	0	0		
TOTAL	95,277	104,367	106,751		



FY2001 PROGRAM BUDGET

SUB- PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

TOWN CLERK

160

VOTER REGISTRATION

1630

ACCOMPLISHMENTS

1. Conducted the 1999 Annual Town Census and increased the rate of return of the census forms by 5%.
2. Provided an informational Seminar, in coordination with the Council on Aging, for new senior residents of the Town.
3. Conducted two registration sessions.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
% Rate of Return for Census Resident Forms	53%	58%	58%	63%	65%
<u>Workload:</u>					
Total Residents	54,909	52,250	53,089	51,350	52,550
Registered Voters	29,948	30,650	32,062	31,950	33,900
Inactive Voters	n/a	n/a	5,347	5,500	2,100



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 172	PROGRAM PLANNING AND COMMUNITY DEVELOPMENT	CODE 1720
--------------------	--	---------------------

PROGRAM DESCRIPTION

The overall goal of the Planning and Community Development Department is to improve the quality of life of all residents. Major functions include the following:

1. Preparation of policies, programs, and plans to guide physical, economic and affordable housing development, and historic preservation, including the Comprehensive Plan, CIP, and housing and demographic materials;
2. Administration of the Zoning By-Law and design review requirements;
3. Administration of the Community Development Block Grant Program (CDBG);
4. Administration of all housing programs;
5. Administration of the Historic Districts and Demolition By-Laws;
6. Preservation and enhancement of the vitality of commercial sector and promotion of appropriate economic development initiatives;
7. Coordination and promotion of town celebrations;
8. Assist in the preparation of the capital improvements program;
9. Preparation of state and federal grant applications;
10. Participation in regional planning (MAPC) and monitoring of significant developments in nearby municipalities;
11. Provision of staff and resource support to town committees, including the Board of Selectmen, Planning Board, Housing Advisory Board, CD Committee, Economic Development Advisory Board, and Preservation Commission; and
12. Provision of technical assistance to town agencies, citizens, and groups as well as meeting with developers, attorneys, and architects on potential developments.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$20,212 (4.6%) to complete the re-organization of the Department that began in FY00. The major changes include upgrading a Senior Planner to a Chief Planner (something that occurred in FY00, \$3,460), retaining the Senior Planner-Housing Policy position (which was originally proposed to be eliminated after six months in FY00) as a downgraded Planner position (\$19,199), eliminating the Rehab Specialist position (these tasks will be performed on a contractual basis, -\$40,286), changing the Assistant Director-Housing title to a Housing Administrator, re-classification of two other Senior Planner positions to Planners (-\$7,499), eliminating one Planner position (-\$45,063) the addition of a CD-funded Fiscal Assistant (these duties used to be performed by a Sr. Accountant in the Comptroller's office, \$17,645), a decrease in the CD reimbursement of \$15,227, an increase in hours for the Economic Development Officer (\$6,912), the transfer of the Celebrations Coordinator (now called the Commercial Areas Coordinator) from the Recreation Department (\$8,000), plus an

BUDGET STATEMENT (con't.)

increase in this position's hours (\$28,540), a decrease in Longevity (-\$1,300), and an increase in Overtime of \$1,000. The total of these Personnel changes is \$17,078.

Services are decreased by \$2,286, the combination of increases in Office Equipment Repair and Maintenance (\$864), Printing (\$450), Advertising (\$200), a transfer of \$2,000 from Recreation for Other Leases and Rentals, and decreases in Planning Consulting Services (-\$800) and Professional/Technical Services (-\$5,000). Supplies are increased by \$6,420 for Office Supplies (\$980), Photo Supplies (\$440), Dues/Memberships (\$200), and a transfer of \$5,000 from Recreation for Special Program Supplies. Capital is reduced by \$1,200, with the remaining \$800 for a Digital Camera.

FY2001 OBJECTIVES

1. To work with the Planning Board, EDAB, HAB, Preservation Commission, and neighborhood groups to plan for and facilitate appropriate development and improvements within existing commercial areas, including increases in tax-revenue from tax-exempt or low yield tax properties.
2. To facilitate affordable housing policies and programs in order to provide more affordable units by coordinating efforts of the Selectmen, Housing Advisory Board, BHA, BIC, for-profit and non-profit housing development interests, lending institutions, and other agencies.
3. To assist low-income households, non-profit investors, and owner-occupants by providing housing rehabilitation and downpayment assistance loans.
4. To serve as a liaison between the Town and the wireless telecommunications companies to help find suitable town-owned properties for co-location of wireless facilities.
5. To apply for and administer the nearly \$2 million in Federal HUD, CDBG, and HOME grants, including the preparation of the HUD-required Consolidated Plan and participation in the Brookline-Newton-Waltham-Watertown HOME Consortium.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	354,768	416,001	433,078		
Services	15,224	21,340	19,054		
Supplies	2,012	2,220	8,640		
Other	300	730	930		
Capital	0	2,000	800		
TOTAL	372,304	442,291	462,502		
BENEFITS	0	0	185,406		
REVENUE	67,048	51,600	51,600		



FY2001 PROGRAM BUDGET

PROGRAM GROUP ADMINISTRATION AND FINANCE

PROGRAM SUMMARY

CODE 172	PROGRAM PLANNING AND COMMUNITY DEVELOPMENT	CODE 1720
--------------------	--	---------------------

FY2001 OBJECTIVES (con't.)

6. To complete a review of the Town's affordable housing policies and programs and propose amendments to facilitate affordable housing production and preservation.
7. To monitor federal legislation and funding, advise on impacts, provide contingency planning, and assist other town agencies with grant applications.
8. To assist in the preparation of the FY2002-FY2007 Capital Improvements program, incorporating the final results of the capital needs assessment of town and school buildings.
9. To monitor regional issues and developments, including the Urban Ring Transit proposal, both directly and through the MAPC.
10. To complete the preparation of the decennial Comprehensive Plan.
11. To initiate a comprehensive review and revision of the Town's Zoning By-Law and related development regulations.

ACCOMPLISHMENTS

1. Provided professional and technical support to the Planning Board, Board of Appeals, Housing Advisory Board, Preservation Commission, Conservation Commission, and the Economic Development Advisory Board.
2. Prepared reports for the Board of Appeals for 171 cases and worked with Design Advisory Teams and neighbors on final design details of several projects.
3. Worked with the Town Administrator and the Planning Board on the timely preparation of the six-year Capital Improvements Program within the financial guidelines established by the Selectmen.
4. Obtained and administered \$2 million in Federal CDBG and HOME funds, prepared the Annual Action Plan and five-year plan for the HUD-mandated Consolidated Plan, and participated in comprehensive federal grant management through the use of HUD's Integrated Disbursement and Information System (IDIS).
5. Administered the rehabilitation and homebuyer assistance programs.
6. Monitored regional issues and developments including representing Brookline in MAPC planning and legislative activities and in the Municipal Compact working with the MBTA on the Urban Ring Transit project.
7. Provided professional and technical assistance to the Webster Street Hotel DAT. Assisted with the preparation of the Fall Town Meeting Warrant articles.
8. Negotiated important agreements to take advantage of the opportunities presented by the Ryder Cup, including facilitating local merchants selling official Ryder Cup/Brookline merchandise.
9. Prepared and presented warrant articles for consideration at the fall town meeting regarding the potential siting of telecommunications facilities and a Zoning By-law amendment to address the location of accessory structures.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Zoning Caseload	172	171	156	170	170
CDBG Value(millions)	\$1.9	\$1.8	\$1.8	\$1.9	\$1.9
CDBG Programs	27	29	29	23	23
HOME Program(millions)	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3
Housing Rehab/SRO Acquis.					
Public Funds (millions)	\$0.2	\$0.3	\$0.3	\$0.3	\$0.3
Homebuyer Assistance:					
Public Funds (millions)	\$0.2	\$0.2	\$0.6	\$0.2	\$0.2
Total Value (millions)	\$0.7	\$0.8	\$0.2	\$0.8	\$0.8
% of National Register					
Properties with Brochures	37%	37%	37%	39%	39%
% of Local Historic Dist. Appl.					
Processed w/in 30 Days	98%	98%	100%	100%	100%
Demolition Permits	32	30	22	30	30
Historic District Cases	67	60	62	65	65
Technical/Hist. Inquiries	960	990	1,115	1,000	1,000
Tax Revenue Impact of New Development	\$102,300	\$106,000		\$248,000	

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Planning	212,711	85,416	188,165		
Housing	0	184,370	100,629		
Preservation	46,614	42,098	43,898		
Economic Development	117,766	130,407	129,811		
TOTAL	377,091	442,291	462,502		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP ADMINISTRATION AND FINANCE

CODE
172

PROGRAM
PLANNING AND COMMUNITY DEVELOPMENT

CODE
1720

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Planning&Community Devel. Dir.	M-7	0	0	80,016	91,489	1	84,077	1	86,200
	Planning Director	M-6	1	1	74,089	84,712	0	0	0	0
	Assistant Director - Planning	M-3	0	0	57,215	65,419	1	60,725	1	61,637
	Assistant Director - Housing	TBD	0	0			1	56,643	0	0
	Housing Administrator	G-19	0	0	56,180	56,963	0	0	1	56,963
	Chief Planner	G-19	0	0	56,180	56,963	0	0	1	56,441
	Senior Planner	G-18	3	3	52,733	53,516	2	105,962	0	0
	Senior Planner (Housing Policy)-CD ¹	G-18	1	1	52,733	53,516	0	26,491	0	0
	Planner	G-15	0	0	45,063	45,690	0	0	2	91,171
	CD Administrator	G-18	1	1	52,733	53,516	1	52,981	1	53,516
	Housing Development Officer	G-18	0	0		\$30.01/hr	0.8	42,481	0.8	42,906
	Housing Program Coordinator-CD	G-16	1	1	49,105	49,888	1	49,389	1	49,888
	Rehab Specialist-CD	G-12	1	1	40,067	40,693	1	40,286	0	0
	CD Secretary	C-4	1	1	28,585	29,982	1	29,683	1	29,982
	Senior Clerk Secretary	C-7	1	1	32,112	33,544	1	33,209	1	33,544
	Subtotal		10	10			10.8	581,927	10.8	562,247
	CD Reimbursement							(322,196)		(285,308)
	Net Subtotal		10	10			10.8	259,731	10.8	276,940
510102	Permanent Part Time Salaries									
	Preservation Planner	G-16	0.00	1.33	49,105	49,888	1.33	65,863	1.33	66,350
	CD Fiscal Assistant	C-9	0.00	0.00	54,506	35,960	0.00	0	0.50	17,645
	CD Reimbursement							(23,500)		(40,868)
	Net Subtotal		0	1			1.33	42,363	1.83	43,128
510300	Other Regular Overtime							1,500		2,500
513044	Longevity Pay							2,400		1,100
	Subtotal		0	0			0	3,900	0	3,600
	Total		10	10			12.1	305,994	12.6	323,667

¹ FY2000 Total includes 6 months of salary for the position.



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

CODE

173

PROGRAM

ECONOMIC DEVELOPMENT

CODE

1730

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries	G-14								
	Junior Planner		0	0			1	44,588	0	0
	Subtotal		0	0			1	44,588	0.0	0
510102	Permanent Part Time Salaries									
	Economic Development Officer		0.8	0.8		35.31/Hour	0.8	54,755	0.9	62,207
	Subtotal		0.8	0.8			0.8	54,755	0.9	62,207
510901	Temporary Part Time Salaries									
	Housing Development Officer		0.67	0.67		30.01/Hour	0	0	0.00	0
	Commercial Areas Coordinator		0.00	0.00		28.00/Hour	0	0	0.67	36,540
	Graduate Student Interns							10,664		10,664
	Subtotal		0.67	0.67			0	10,664	0.67	47,204
Total		1.5	1.5			1.8	110,007	1.57	109,411	



FY2001 PROGRAM BUDGET

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

SUB-PROGRAM SUMMARY

CODE

172

SUB-PROGRAM

PLANNING

CODE

1720

SUB-PROGRAM DESCRIPTION

The overall goal of the Planning Board and Division is to improve the quality of life of all residents. Major functions include the following:

1. Preparation of policies, programs, plans, and zoning amendments to guide physical, economic and affordable housing development, including the Comprehensive Plan, Capital Improvements Program, and demographic materials;
2. Administration of the Zoning Bylaw and design review, including all commercial signage;
3. Preparation of designs for parks, playgrounds, paths, and commercial area improvements and coordination with town agencies and citizen groups;
4. Preparation of state and federal grant applications;
5. Participation in regional planning (MAPC), including the Urban Ring transit proposal, and monitoring of significant developments in nearby municipalities;
6. Provision of staff and resource support to town committees, including the Board of Selectmen, Planning Board, Design Advisory Teams, and the Dover Amendment Committee.
7. Provision of technical assistance and information to town agencies, citizens, and groups.
8. Meeting with developers, attorneys, and architects on the feasibility of potential developments.
9. To assist in the development of the Capital Improvements Plan.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$102,749 (120.3%) due to the personnel changes detailed in the Department's Budget Statement on page IV-39 and the re-allocation of Personnel between sub-programs, including the transfer of a Planner from Economic Development. In Services, an additional \$632 is included for Advertising (\$150), Printing (\$450), and Office Equipment Repair and Maintenance (\$432), partially off-set by a decrease in Planning Consulting Services (\$400). Supplies are increased by \$620 for Office Supplies (\$500) and Photographic Supplies (\$120). Other is increased by \$100 for Dues/Memberships while Capital is increased by \$800 for a Digital Camera.

FY2001 OBJECTIVES

1. To work with the Economic Development Office, the Planning Board, EDAB, Preservation staff and Commission, Conservation Commission, and neighborhood groups to foster appropriate development and improvements to existing business districts.
2. To facilitate the review of amendments to affordable housing policies and programs in order to provide more affordable units in the Town by working with the Selectmen, Housing Advisory Board, BHA, BIC, and other agencies.
3. To serve as a liaison between the Town and the wireless telecommunications companies to help find suitable town-owned properties for co-location of wireless facilities.
4. To proceed with the preparation of the decennial Comprehensive Plan and a parallel review and amendment of the Zoning By-Law.
5. To monitor federal legislation and funding, advise on policy and financial impacts, provide contingency planning, and assist other town agencies with grant applications.
6. To assist in the preparation of the FY2002-FY2007 Capital Improvements Program incorporating the final results of the capital needs assessment of town and school buildings.
7. To participate in the planning and design of major capital projects, including commercial area improvements.
8. To assist with the final phases of review and approval necessary to support the Webster Street hotel project.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	208,310	82,691	183,288		
Services	2,962	1,800	2,432		
Supplies	1,224	650	1,270		
Other	215	275	375		
Capital	0	0	800		
TOTAL	212,711	85,416	188,165		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

CODE

172

SUB-PROGRAM

PLANNING

CODE

1720

ACCOMPLISHMENTS

1. Provided professional and technical support to the Planning Board, the Economic Development Advisory Board, and other Town boards and commissions.
2. Prepared reports for the Board of Appeals for 171 cases.
3. Staffed the Webster Street Hotel Design Advisory Team.
4. Assisted with the preparation of zoning amendments and prepared reports for Town Meeting on the proposed limited service hotel district, telecommunication facility siting and new regulations governing the siting of accessory structures.
5. Worked with the Town Administrator and the Planning Board on the timely preparation of the six-year Capital Improvements Program within the financial guidelines established by the Selectmen.
6. Prepared an RFP for the siting of telecommunication facilities at Putterham Golf Course.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Zoning Caseload	172	171	156	170	170
Board of Appeals	75	86	71	80	80
Signs, Facades, Antennas	97	85	85	90	90
Evening Meetings Attended	100	100	100	100	100
Technical Assistance to Agencies/Groups	40	40	40	40	40



FY2001 PROGRAM BUDGET

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

SUB-PROGRAM SUMMARY

CODE

172

SUB-PROGRAM

HOUSING

CODE

1725

SUB-PROGRAM DESCRIPTION

The overall goal of the Housing Division is to increase the supply of affordable housing in the Town. Major functions include the following:

1. Preparation of policies, programs, and plans to guide affordable housing development;
2. Administration of all housing rehabilitation and purchase programs;
3. Administration of the HOME Investment Partnership Program;
4. Assist in the preparation of the Town's Consolidated Plan for HUD grant programs;
5. Preparation of state and federal grant applications;
6. Participation in regional planning (MAPC) and monitoring of significant developments in nearby municipalities;
7. Provision of staff and resource support to town committees, including the Board of Selectmen, Housing Advisory Board, and Planning Board; and
8. Provision of technical assistance and information to town agencies, citizens, and groups.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$83,741 (45.4%) due to the personnel changes detailed in the Department's Budget Statement on page IV-39 and the re-allocation of Personnel between sub-programs. It needs to be highlighted that \$42,481 of the decrease is a result of contracting out for the duties previously performed by the Rehab Specialist, which are funded off-budget through the CD budget. An additional \$520 is included for Office Supplies while Other is increased by \$100 for Dues/Memberships.

FY2001 OBJECTIVES

1. To review, amend, and facilitate affordable housing policies, programs, and regulations in order to provide more affordable units by working with and coordinating efforts of the Selectmen, Housing Advisory Board, BHA, BIC, Planning Board, non-profits, and other agencies, and by encouraging market rate residential growth which is required to provide a percentage of affordable units or a cash payment.
2. To assist low-income households, non-profit investors, and owner occupants by providing housing rehabilitation and downpayment assistance loans.
3. To administer the nearly \$2 million in Federal HUD, CDBG and HOME grants, including the preparation of the HUD-required Consolidated Plan and participation in the Brookline-Newton-Waltham-Watertown HOME Consortium.
4. To monitor federal legislation and funding, advise on policy and financial impacts, provide contingency planning, and assist other town agencies with grant applications.
5. To work with the Housing Advisory Board to identify revisions to the Affordable Housing By-Law.
6. To recruit and work with for- and non-profit developers on the creation of affordable or mixed income housing.
7. To work to operationalize models for small scale, scattered-site additions to affordable housing stock.
8. To continue to work with potential private housing developers on alternatives to satisfy the Zoning By-Law's inclusionary housing requirements.
9. To continue to identify and apply for outside sources of funding for town programs.
10. To continue to identify parcels for potential development by town-sponsored or other affordable housing developers.
11. To work with developers of affordable housing under Section 4.40 on marketing, application review, and selection of qualified applicants.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	0	181,645	97,252		
Services	0	1,800	1,832		
Supplies	0	650	1,170		
Other	0	275	375		
Capital	0	0	0		
TOTAL	0	184,370	100,629		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

PLANNING AND COMMUNITY DEVELOPMENT

172

HOUSING

1725

ACCOMPLISHMENTS

1. Assisted the Housing Advisory Board and town departments in developing documents, applications, and processes pertaining to Section 4.40 of the Zoning By-Law (inclusionary affordable housing).
2. Assisted the Brookline Improvements Coalition in identifying and partnering with another non-profit development entity, resulting in a commitment of new affordable housing resources to Brookline and the development of affordable housing projects.
3. Provided technical support to the Housing Advisory Board and Planning Board on zoning matters, the approval process, and affordable housing projects.
4. Finalized guidelines for affordable housing developed under Section 4.40.
5. Established a Housing Trust Fund, and developed tools and procedures for securing and collecting cash payments due under Section 4.40.
6. Worked with potential developers to consider how best to meet the Zoning By-Law's inclusionary housing requirements.
7. Assisted the Housing Advisory Board to review town housing policy and programs, and to propose new directions, both for development and preservation of affordable housing.
8. Completed evaluation of existing housing programs.
9. Secured state funding to complement and supplement Brookline sources for homebuyer assistance.
10. Developed models for new programs, including small scale, scattered-site additions to the affordable housing stock.
11. Worked with non-profit developers to clarify interest in and capacity for new roles.
12. Met with a variety of non- and for-profit developers to discuss affordable housing opportunities in Brookline.
13. Established a mailing list of households seeking notification of opportunities under Section 4.40.
14. Worked with Department's Planning Division on the housing aspects of HUD's Consolidated Plan and the Comprehensive Plan.
15. Continued to provide homebuyer assistance to income-qualified households.
16. Continued to provide rehab funding and assistance to owners of qualified housing.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
HOME Program(millions)	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3
Housing Rehab/SRO Acquis. Public Funds (millions)	\$0.2	\$0.3	\$0.3	\$0.3	0.3
Total Value (millions)	\$0.1	\$0.3	\$0.3	\$0.3	0.3
Homebuyer Assistance: Public Funds (millions)	\$0.2	\$0.2	\$0.1	\$0.2	\$0.20
Total Value (millions)	\$0.7	\$0.8	\$0.2	\$0.8	\$0.80
New Affordable Housing Units Under Section 4.40	n/a	n/a	6	6	18
Additional New Units Created	n/a	n/a	0	9	10
Capitalization of Housing Trust	n/a	n/a	0	0.64	0.86



FY2001 PROGRAM BUDGET

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

SUB-PROGRAM SUMMARY

CODE

172

SUB-PROGRAM

PRESERVATION

CODE

1740

SUB-PROGRAM DESCRIPTION

The Preservation Commission promotes the protection, restoration, and preservation of all the Town's historical and cultural assets; encourages a beneficial preservation and development climate; and provides residents and town departments with historical information on properties as well as advice about appropriate restoration techniques. The Commission and its staff accomplish these goals through public education programs, school curricula, nomination of properties to the State and National Registers of Historic Places, by recommending Local Historic Districts, and through administration of the Local Historic District By-Law and the Demolition By-Law. The Commission provides outreach, information, and assistance to property owners, neighborhood associations, developers, and town agencies.

The Board of Selectmen appoints the seven regular members and the four alternates of the Preservation Commission. The Commission, as a Certified Local Government, has the responsibility to coordinate and oversee the environmental review process when the use of federal or state funds, permits, or approvals may affect any of the over 1,100 National and State Registers of Historic Places. The Commission is also active in providing local assistance to both the public and private sectors where properties of historic significance must address compliance with the provisions of the Americans with Disabilities Act.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$1,800 for Steps/1% Carry-forward (\$1,470), Advertising (\$50), Office Supplies (\$80), and Photographic Supplies (\$200).

FY2001 OBJECTIVES

1. To process Local Historic District applications and demolition applications within 30 days.
2. To apply for an MHC Survey and Planning Grant.
3. To expand the work of the Brookline archives group and panel.
4. To apply for a Documentary Heritage Grant with collaborating agencies and institutions.
5. To review and comment on projects affecting National and State Register properties including the MBTA Light Rail Accessibility Project.
6. To sponsor the Annual Preservation Awards.
7. To expand the stewardship program for Historic town-owned buildings.
8. To participate in the Comprehensive Plan process by updating the Preservation Plan.
9. To apply for a MPPF rehabilitation grant for Larz Anderson Park.
10. To apply for rehabilitation funds for historic properties.
11. To produce an Historic Neighborhood Brochure.
12. To integrate historical information with assessor data.
13. To augment the Public Information Program.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	43,377	41,658	43,128		
Services	40	40	90		
Supplies	197	320	600		
Other	0	80	80		
Capital	3,000	0	0		
TOTAL	46,614	42,098	43,898		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

PLANNING AND COMMUNITY DEVELOPMENT

172

PRESERVATION

1740

ACCOMPLISHMENTS

1. Processed Local Historic District and Demolition applications within 30 days.
2. Received a Survey and Planning Grant from MHC to survey carriage houses and autohouses; completed 115 survey forms and historic overview.
3. Expanded activities towards the establishment of Brookline Municipal Archives.
4. Sponsored the annual Preservation Awards.
5. Established the Municipal Historical Building stewardship program.
6. Assisted Building Commissioner in establishing an historic building maintenance fund.
7. Updated 50 survey forms.
8. Worked with DPW on projects affecting historic properties, including the Carlton Street Bridge and the rehabilitation of Beacon Street.
9. Received a DEM grant for tree documentation and rehabilitation planning for Riverway Park and oversaw its completion.
10. Conserved glass plant negatives in the Public Library collection.
11. Reviewed eligible properties for inclusion in the National and State Registers of Historic Places.
12. Assisted the MBTA in final plans for the Light Rail Accessibility key station project.
13. Participated in the Open Space Plan process.
14. Assisted individuals and groups including the National Park Service, the Smithsonian Institution, the Museum of Transportation, Garden Club of America, School Committee, Park Department, Ryder Cup, Chamber of Commerce, Cambridge Historical Commission, and Kiwanis Club.
15. Assisted the DEM in a survey of the Walnut Street Cemetery as part of a statewide project.
16. Documented historic Isabelle Stewart Gardner Carriage House and facilitated its relocation to Shirley-Eustus Museum.
17. Assisted Temple Ohabei Shalom, United Parish Church, and the Sears Chapel in obtaining Massachusetts Preservation Project Funding.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Inventory Forms Updated	47	50	50	50	55
% of National Register Properties with Brochures	37%	37%	37%	39%	39%
# of Public Education Documents	0	1	1	1	1
Grants	\$150,000	\$50,000	\$50,000	\$40,000	\$100,000
% of Local Historic District Applications Processed Within 30 Days	98%	98%	100%	100%	100%
% of Demolition Applications Processed Within 30 Days	99%	100%	100%	100%	100%
<u>Workload:</u>					
Historic District Cases	67	60	62	65	67
Reviewed/Processed Demolition Permit	32	30	22	30	34
Cases Processed Planning Cases Reviewed	32	35	28	40	35
Planning Cases Requiring Additional Review	20	25	22	28	25
Technical/Historical Inquiries	960	990	1,115	1,000	1,250



FY2001 PROGRAM BUDGET

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

SUB-PROGRAM SUMMARY

CODE

173

SUB-PROGRAM

ECONOMIC DEVELOPMENT

CODE

1730

SUB-PROGRAM DESCRIPTION

The overall goals of the Economic Development Office are to encourage appropriate economic growth, foster the prosperity of businesses in the Town's commercial areas, enhance the Town's appearance by promoting design excellence in new development, and preserve and enhance the character of neighborhoods. Major functions include the following:

1. Facilitating appropriate development by working with developers during the complex and lengthy public approvals advocating for zoning changes when needed; preparing guidance materials for developers seeking to navigate the process; evaluating the efficacy of the development approvals process; and recommending measures to streamline reviews while preserving valuable neighborhood input.
2. Strengthening the Town's commercial areas by sponsoring and supporting a series of public celebrations; supporting the local merchant associations; collaborating with the Chamber of Commerce; fostering a common agenda among store owners, commercial landlords, and neighborhood residents; and promoting Brookline to increase tourism.
3. Developing a Strategic Development Plan by inventorying available sites and collecting key data on specific sites and on development opportunities in Brookline; understanding the regional demand for new development and the unique qualities of Brookline to target market opportunities; analyzing the zoning code as it relates to the Town's ability to encourage appropriate development; and creating and disseminating information designed to inform the public about economic development.
4. Generate and preserve affordable housing opportunities throughout town.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$596 (0.5%). A Planner position is transferred to the Planning Division (\$-44,588). To make up for that transfer, the Celebrations Coordinator, now called the Commercial Areas Coordinator, is transferred from the Recreation Department (\$8,000) and the funds for that position are increased by \$28,540. The Economic Development Officer's hours are also increased (\$6,912). \$2,000 in Other Rentals and Leases is transferred from Recreation as part of moving the Commercial Areas Coordinator. Professional/Technical Services are decreased by \$5,000 and Capital is decreased by \$2,000.

FY2001 OBJECTIVES

1. To facilitate the effective construction of the Webster Street Hotel, including:
 - working to assure the success of the relocation of the Farmer's Market to its new location;
 - developing/coordinating an interim parking strategy for overnight and daytime parking;
 - sequencing of project elements to maximize resident convenience;
 - working with the Coolidge House to facilitate smooth construction of their ground-level deck;
 - working with the Planning Division and the Design Advisory Team to manage further design review of the hotel project and coordinate staff-level reviews of project elements.
2. Working closely with Town Counsel, to negotiate a long-term lease document with Carpenter and Company that delineates all obligations by both parties and assures the promises made during the proposal development stage are guaranteed.
3. To oversee the design of the Town's first commercial community street, including facilitating effective citizen participation into the design issues.
4. To work with the developer appointed by the State for re-use of 1010 Commonwealth Avenue.
5. To continue to work with various departments and board representatives on the Commercial Parking Committee so that a better understanding of commercial parking demands are garnered and interim and long-term strategies for its resolution are designed.
6. To work with merchants associations and the Chamber of Commerce to launch a "Shop Brookline" campaign to encourage local shopping.
7. To work with the Department on incorporating businesses in the Comprehensive Plan.
8. To attract outside resources to support local businesses and encourage location of start-up companies in Brookline through a microenterprise program.
9. To continue to oversee the 1st Light Festival and the Taste of Brookline and participate in encouraging business participation in the celebration of Israel Independence Day.
10. To identify further opportunities for appropriate development to meet town objectives, including expansion of the commercial tax base and the provision of affordable housing.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	103,081	110,007	109,411		
Services	12,222	17,700	14,700		
Supplies	591	600	5,600		
Other	85	100	100		
Capital	1,787	2,000	0		
TOTAL	117,766	130,407	129,811		



FY2001 PROGRAM BUDGET

PROGRAM

PLANNING AND COMMUNITY DEVELOPMENT

SUB-PROGRAM SUMMARY

CODE

173

SUB-PROGRAM

ECONOMIC DEVELOPMENT

CODE

1730

ACCOMPLISHMENTS

1. Brought the Webster Street Hotel Feasibility process to successful completion by:
 - conducting a citizen-based public screening process to designate a developer for the site;
 - designing and managing an effective citizen-participation process to hear and address local concerns once the developer was designated;
 - providing information to all relevant boards and commissions, enabling them to have input into the project's development and evaluate the project;
 - coordinating the research necessary to develop an appropriate project;
 - coordinating negotiations with the developer to advocate for Brookline's needs;
 - providing information and structure for a series of public hearings;
 - informing Town Meeting Members about all aspects of the project.
2. Worked with the Commonwealth and neighbors to conduct a screening and interview process for developers proposing to redevelop 1010 Commonwealth Avenue.
3. Worked with Town Counsel, the Planning Division, and the Board of Selectmen to finalize the transfer of the Kendall Street Garage/Sewall School land to a private developer.
4. Coordinated the Town's successful response to the Ryder Cup. This included:
 - creating a first-ever local merchandizing program to help local store owners benefit;
 - providing materials to ticket-holders highlighting Brookline's commercial areas;
 - coordinating a media reception (with the Chamber of Commerce) to showcase Brookline's fine qualities to an international audience;
 - managing the Ryder Cup lightpole banner program, including selling the banners as souvenirs;
 - designing and implementing a web page;
 - conducting a town-wide raffle to distribute donated tickets;
 - designing and distributing information for residents about the transportation plan;
 - organizing a hotline; and
 - creating a multi-media slide show about Brookline.
5. Oversaw the annual 1st Light Festival and the Taste of Brookline, both of which were extremely successful once again.
6. Collaborated with the Transportation Department and Board, the Board of Selectmen, and the Planning Division to launch and structure an effective planning process around the Town's commercial parking issues.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Projects Tracked	6	6	5	5	5
Tax Revenue Impact of New Development	\$102,300	\$106,000	\$150,000	\$200,000	\$250,000
Businesses Participating in EDAB-Sponsored Events, Committees	90	90	90	100	100
Volunteers	20	25	20	25	25



FY2001 PROGRAM BUDGET

PROGRAM GROUP CULTURAL SERVICES

PROGRAM SUMMARY

CODE
610

PROGRAM
LIBRARY

CODE
6100

PROGRAM DESCRIPTION

The Library Trustees and staff are responsible for providing a full spectrum of library services of high quality 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 from home by a computer and modem via the Internet.

Library holdings include more than 400,000 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. In July 1997, the Library joined the Minuteman Library Network, a cooperative on-line circulation, catalog, and information network which makes the circulating collections of 37 libraries in Eastern Massachusetts conveniently available for Brookline residents.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$22,064 (0.9%), due primarily to Personnel fixed cost increases including the 1% Carry-forward in wages. The budget does not reflect, at this time, the anticipated savings from the closing of the Main Library by February 1, 2001 for major renovations. The Library will be closed through FY02 and possibly a portion of FY03. Consideration will be given to reserving the FY01 savings for the specific purpose of purchasing furnishings and equipment for the renovated Library. On a preliminary basis, the following potential savings, totaling \$379,982, have been identified:

- Personnel - \$125,000
- Electricity - \$30,000
- Oil - \$15,000
- Library Materials - \$193,225
- Capital - \$12,640
- Misc. - \$4,117

FY2001 OBJECTIVES

1. To continue to improve library service to meet the changing needs of library users.
2. To finalize building plans and begin renovation of the Main Library by January, 2001.
3. To actively participate in the capital fundraising campaign to privately raise a portion of the funds needed to restore the Main Library.
4. To implement plans to maintain high quality library service during the proposed Main Library restoration project.
5. To improve access to electronic information services.
6. To improve the quality of customer service through an expanded training program.
7. To coordinate the relocation of limited Main Library services into temporary quarters.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,780,453	1,829,078	1,848,709		
Services	229,198	262,636	264,560		
Supplies	403,593	423,705	423,705		
Other	1,259	995	1,502		
Capital	32,445	32,640	32,640		
TOTAL	2,446,948	2,549,054	2,571,117		
BENEFITS			603,531		
REVENUE	114,207	105,000	105,000		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP CULTURAL SERVICES

PROGRAM SUMMARY

CODE
610

PROGRAM
LIBRARY

CODE
6100

ACCOMPLISHMENTS

1. Developed preliminary plans to maintain high quality library service during the proposed Main Library restoration project.
2. Provided expanded access to electronic information resources.
3. Increased the number of Internet workstations available at all three libraries.
4. Continued the replacement of aging computer equipment with the purchase of new computers, scanning devices, printers, and other peripheral devices at all three libraries.
5. Improved patron access to information and materials by withdrawing more than 20,000 items from the library's collection.
6. Secured final authorization of the state grant to restore the Main Library.
7. Increased circulation by more than 3%, bringing the cumulative increases since FY95 to nearly 14%.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Circulation	736,182	759,000	759,784	775,000	800,000
Attendance *	NA	494,000	482,938	505,000	510,000
Volumes Added	25,985	26,000	25,785	26,500	26,500
Volumes Withdrawn	25,000	25,000	14,937	22,500	26,000
Interlibrary Loan:					
Borrowed	10,426	10,500	12,897	12,000	12,500
Loaned	11,625	12,000	13,847	13,000	13,500

* The figure FY98 was not accurate, as the counters were malfunctioning. Therefore, NA is shown.

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Administration	244,390	249,253	253,027		
Central Library Svcs.	669,788	710,975	717,063		
Branch Library Svcs.	461,458	467,234	469,343		
Children's Svcs.	262,497	279,099	281,803		
Circulation/Support Svcs.	561,952	565,454	569,463		
Plant Maintenance	247,724	279,382	280,418		
TOTAL	2,447,810	2,551,397	2,571,117		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP CULTURAL SERVICES

CODE
610

PROGRAM
LIBRARY

CODE
6100

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	M-6	1	1	74,089	84,712	1	80,202	1	82,227
	Assistant Town Librarian	K-10	1	1	52,050	59,755	1	59,157	1	59,755
	Library Secretary	K-5	1	1	33,171	35,022	1	33,590	1	34,298
	Assistant to Town Librarian	K-5	1	1	33,171	35,022	1	34,672	1	35,022
	Librarian IV- Division Head	K-9	1	1	48,128	55,124	1	49,689	1	50,750
	Librarian III	K-8	4	4	42,915	49,254	4	191,120	4	194,637
	Librarian II	K-7	6	6	38,159	43,932	6	258,127	6	258,600
	Librarian I	K-6	8	8	34,024	39,099	8	302,137	8	306,454
	Library Assistant IV	C-8	1	1	33,458	34,902	1	33,755	1	34,902
	Library Assistant III	III	3	3	29,529	31,331	3	93,055	3	93,993
	Library Assistant II	II	10	10	27,913	29,700	10	292,705	10	293,882
	Library Assistant I	I	1	1	23,382	25,120	1	24,869	1	25,120
	Senior Building Custodian	G-10	1	1	37,791	38,418	1	38,034	1	38,418
	Junior Building Custodian	G-8	2	2	33,458	33,928	2	67,177	2	67,856
	Subtotal		41	41			41	1,558,289	41	1,575,914
510102	Permanent Part Time Salaries									
	Houseworkers	G-1	4	4	11.47/Hour	12.49/Hour	4	43,066	4	43,497
	Subtotal		4	4			4	43,066	4	43,497
510901	Temporary Part Time Salaries									
	Library Pages							80,554		80,554
	Librarians	I						27,496		27,496
	Library Assistants	II						67,600		67,600
	Subtotal		0	0			0	175,650	0	175,650
	Other									
510140	Shift Differential							12,686		12,686
510300	Regular Overtime							16,286		16,612
513044	Longevity Pay							22,200		23,450
515501	Uniform/Clothing Allowance							900		900
	Subtotal		0	0			0	52,072	0	53,648
	Total		45	45			45	1,829,078	45	1,848,709



FY2001 PROGRAM BUDGET

PROGRAM

LIBRARY

SUB-PROGRAM SUMMARY

CODE

610

SUB-PROGRAM

ADMINISTRATION AND SUPPORT

CODE

6100

SUB-PROGRAM DESCRIPTION

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

The administrative staff prepares the budget and other planning reports; recruits, evaluates, and recommends personnel for appointment; directs and evaluates personnel performance; maintains personnel records and financial records; cooperates with other town agencies by providing information resources to assist them; informs the community about library services; and oversees the day-to-day operation of the libraries.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$3,774 (1.5%), due primarily to Personnel-related fixed costs. Services increase \$689 for Education/Training (\$1,000), Office Equipment Repair and Maintenance (-\$334), and Printing Services (\$24) while an additional \$28 is included for Office Supplies. Other increases \$32 for Mileage Reimbursement (\$25) and Professional Dues/Memberships (\$7).

FY2001 OBJECTIVES

1. To actively participate in the capital fundraising campaign to privately raise a portion of the funds needed to restore the Main Library.
2. To finalize plans and specifications for the Main Library restoration and begin construction in January, 2001.
3. To coordinate the relocation of limited Main Library services into temporary quarters.
4. To implement a coordinated plan to maintain high quality library service during the Main Library restoration project.
5. To increase the use and coordination of computer technology throughout the library system.
6. To coordinate and implement storage of Main Library materials during the restoration.
7. To actively participate in the customer service training program.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	209,150	210,128	213,152		
Services	2,986	4,974	5,663		
Supplies	984	1,141	1,170		
Other	275	370	402		
Capital	30,995	32,640	32,640		
TOTAL	244,390	249,253	253,027		



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
ADMINISTRATION AND SUPPORT

CODE
6100

ACCOMPLISHMENTS

1. Secured final authorization of the state grant to restore the Main Library.
2. Completed the design development phase of the Main Library restoration project.
3. Developed a plan to maintain high quality library service during the Main Library restoration project.
4. Instituted new procedures for bookkeeping grant supply inventories.
5. Obtained a state grant for customer service and staff training.
6. Represented Brookline on the Board of Directors of the Metrowest Massachusetts Regional Library System, a new consortia of more than 200 public, school, and special libraries formed under the auspices of the Massachusetts Board of Library Commissioners.
7. Obtained more than 12,000 items for Brookline Library patrons through participation in the Minuteman Library Network.
8. Increased circulation by more than 3%, bringing the cumulative increases since FY95 to nearly 14%.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Purchase Orders Processed	419	425	477	425	425
Invoices Processed	3,164	3,200	3,497	3,200	3,200



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
CENTRAL LIBRARY SERVICES

CODE
6110

SUB-PROGRAM DESCRIPTION

The Central Library Services Sub-program serves the Town by selecting new books and other materials for the library's collections, answering information and reference questions in person and by telephone, maintaining general reference, fiction, and non-fiction collections, and managing several special collections including local history, periodicals, business information services, indexes, recordings, cassettes, compact discs, books-on-tape, large print and foreign language books, and young adult materials. Staff does make available over 60 electronic information sources as well as provide Internet access.

Other public service responsibilities of the Department include programming, homework assistance, research assistance, catalog and bibliographic instruction, interlibrary loan of books, facsimile transmission of periodical articles, and personal service in the selection of school and recreational reading.

FY2001 OBJECTIVES

1. To finalize review of restoration plans.
2. To complete the fourth phase of the weeding program begun in FY98.
3. To identify items to be stored during construction.
4. To develop and implement a plan for the acquisition of new materials during the restoration period.
5. To develop and implement the move of Reference Staff and resources into temporary quarters.
6. To expand public access to information by offering access to additional electronic information sources.
7. To actively participate in the customer service training program.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$6,088 (0.9%), due to Personnel-related fixed costs. Services are reduced \$1 (-\$168 for Telephone/Telegraph, -\$231 for Postage, \$127 for Printing Services, \$94 for Office Equipment Repair and Maintenance, and \$177 for Binding Services). Supplies are decreased \$478 for Office Supplies. Other increases \$275 for Mileage Reimbursement.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	430,384	460,767	467,060		
Services	13,947	13,274	13,273		
Supplies	223,407	236,809	236,331		
Other	600	125	400		
Capital	1,450	0	0		
TOTAL	669,788	710,975	717,063		



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
CENTRAL LIBRARY SERVICES

CODE
6110

ACCOMPLISHMENTS

1. Provided additional electronic information resources.
2. Increased the availability of full graphical interface to the Internet.
3. Developed on-going staff training program focusing on customer service.
4. Expanded the video collection by adding feature films and performance videos.
5. Completed the third phase of the weeding program.
6. Expanded the library's web page.
7. Participated in planning the restoration of the Main Library and the relocation to temporary quarters.
8. Prepared several user handouts for the Internet, periodical, and reference databases.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Circulation (Main Adult)	321,614	336,000	323,743	344,250	352,000
Attendance *	NA	250,000	248,779	260,000	270,000
Volumes Withdrawn	15,000	15,000	7,071	14,000	20,000
Public Training Sessions	89	100	76	100	100

* The FY98 figure was not accurate, as the counters were malfunctioning. Therefore, NA is shown.



FY2001 PROGRAM BUDGET

PROGRAM

LIBRARY

SUB-PROGRAM SUMMARY

CODE

610

SUB-PROGRAM

BRANCH LIBRARY SERVICES

CODE

6115

SUB-PROGRAM DESCRIPTION

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.

FY2001 OBJECTIVES

1. To significantly expand patron access to information by offering additional public workstations.
2. To increase circulation at Coolidge Corner by 3% and at Putterham by 8%.
3. To institute regular programming for older children and teenagers in Putterham.
4. To add story hours in Spanish at the Coolidge Corner Branch.
5. To develop and implement plans to expand hours and services during the Main Library restoration.
6. To increase the size and double the usage of the Putterham audio/visual collection.
7. To improve public service at the Coolidge Corner Circulation Desk by redesigning the main public service desk.
8. To actively participate in the customer service training program,

BUDGET STATEMENT

The FY01 budget reflects an increase of \$2,109 (0.5%). Services increase \$987 for Office Equipment Repair and Maintenance (\$109), Building Cleaning (\$13), Telephone/Telegraph (-\$25), Postage (\$20), Printing Services (\$47), Delivery Services (\$800), and Binding Services (\$23). Office Supplies increase \$130 and Mileage Reimbursement increases \$50.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	302,623	300,671	301,613		
Services	56,741	64,306	65,293		
Supplies	102,094	102,132	102,262		
Other	0	125	175		
Capital	0	0	0		
TOTAL	461,458	467,234	469,343		



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
BRANCH LIBRARY SERVICES

CODE
6115

ACCOMPLISHMENTS

1. Increased library usage and circulation.
2. Improved public access to electronic information by adding new resources and additional public workstations.
3. Doubled the number of children's programs offered.
4. Expanded the space allocated for Chinese and Russian materials in Coolidge Corner.
5. Developed a series of pages on the library web site.
6. Developed an electronically distributed newsletter for Putterham.
7. Completed the weeding of the adult fiction and non-fiction collection at Coolidge Corner.
8. Expanded the video collection by adding feature films and performance videos.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Coolidge Corner</u>					
Circulation	231,738	233,000	233,522	235,000	240,000
Attendance *	NA	180,000	169,403	179,000	185,000
Withdrawn volumes	3,673	5,000	3,629	6,000	5,000
<u>Putterham</u>					
Circulation	90,026	97,000	99,257	100,000	108,000
Attendance	62,636	53,000	64,756	66,000	67,500
Withdrawn volumes	1,958	2,500	2,247	2,500	2,500

* The FY98 figure was not accurate, as the counters were malfunctioning. Therefore, NA is shown.



FY2001 PROGRAM BUDGET

PROGRAM

LIBRARY

SUB-PROGRAM SUMMARY

CODE

610

SUB-PROGRAM

CHILDREN'S SERVICES

CODE

6120

SUB-PROGRAM DESCRIPTION

The Children's Services Division 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, records, and tapes are checked out for home use. In addition, a growing number of electronic information sources are also available for use.

Professional and non-professional staff participate in book selection, collection development, and in the preparation and presentation of a variety of film, craft, and story hour programs. Service is provided to public and private schools and day care groups, as well as to parents, teachers, and students in library science and education programs throughout the Greater Boston area.

Since a child's first library experience can determine life-long attitudes, it is important for Brookline's children to enjoy their library and be active in it. The purpose of this program is to help children establish a familiarity with books and related materials that will aid them in their education and enrich their lives.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$2,704 (1%), due mainly to Personnel related fixed costs (\$2,578). Office Supplies increase \$60 and Mileage Reimbursement increases \$50.

FY2001 OBJECTIVES

1. To finalize the review of children's areas in the restoration plans.
2. To increase access to electronic information.
3. To improve circulation of library materials by at least 3%.
4. To expand the attendance of children at programs by at least 10%.
5. To continue to weed the collection of worn and outdated materials.
6. To develop and implement a plan for acquisition of new materials during the restoration period.
7. To identify items to be stored during the construction and implement a plan to accomplish this task.
8. To actively participate in the customer service training program.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	199,200	210,331	212,909		
Services	770	1,517	1,533		
Supplies	62,425	67,176	67,236		
Other	102	75	125		
Capital	0	0	0		
TOTAL	262,497	279,099	281,803		



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
CHILDREN'S SERVICES

CODE
6120

ACCOMPLISHMENTS

1. Participated in planning the restoration of the Main Library and the relocation to temporary quarters.
2. Improved the appearance of the Coolidge Corner Library by adding new curtains and re-painting.
3. Continued general weeding and updated the Main Library's Reference Collection.
4. Maintained the commitment to spend 15% of the library's budget on children's items.
5. Placed increased emphasis on providing multiple copies of high demand materials.
6. Increased the number of children's programs provided.
7. Expanded by an additional 5% the number of children attending library programs.
8. Improved circulation of library materials by 3%.
9. Improved access by starting a collection of CD's in all three libraries.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Circulation</u>					
Main	92,804	93,000	90,279	95,750	99,000
Coolidge	51,910	53,000	51,511	52,000	55,000
Putterham	31,501	33,000	37,196	37,000	39,500
% of Total Materials Budget for Children	15%	15%	16%	15%	16%
Withdrawn Volumes (All)	3,047	4,000	3,454	3,500	4,000
Story Hours (All)	209	200	210	300	330
Program Attendance (All)	3,129	3,150	4,049	3,200	3,500



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
CIRCULATION AND SUPPORT SERVICES

CODE
6130

SUB-PROGRAM DESCRIPTION

The Circulation and Support Services Division is responsible for the acquisition, preparation, and circulation control of all library books, phonograph records, cassettes, compact discs, microforms, pamphlets, periodicals, and government documents for all Brookline libraries.

The goals of the Division are to order, catalog, process, circulate, and shelve all library materials; provide the public and the library staff with easily accessible and accurate information about library holdings in the collection, on order, and in circulation; and create and manage the library's machine-readable and print bibliographic and patron databases.

FY2001 OBJECTIVES

1. To finalize the review of the Circulation and Technical Services areas in the restoration plan.
2. To finalize the plan and implement the move of the Circulation and Technical Services staffs into temporary quarters.
3. To develop and implement plans for cabling and communications in the temporary quarters.
4. To implement a revised materials classification system.
5. To continue to utilize work study students to supplement regular staff at all libraries.
6. To continue to promote library services and programs through a monthly newsletter and regular press releases to the local media.
7. To increase the number of overdue and reserve notices sent by e-mail by at least 10%.
8. To continue to provide staff training in office and graphic software programs.
9. To actively participate in the customer service training program.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$4,009 (0.7%), due to Personnel-related fixed costs and a \$1,178 increase in Services for Cataloguing Services (\$1,658), Office Equipment Repair and Maintenance (\$111), Telephone/Telegraph (-\$357), and Postage (-\$234). Office Supplies increase \$260 and Mileage Reimbursement increases \$50.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	484,344	483,012	485,533		
Services	67,296	71,845	73,023		
Supplies	10,124	10,447	10,707		
Other	188	150	200		
Capital	0	0	0		
TOTAL	561,952	565,454	569,463		



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE 610	SUB-PROGRAM CIRCULATION AND SUPPORT SERVICES	CODE 6130
--------------------	--	---------------------

ACCOMPLISHMENTS

1. Participated in planning the restoration of the Main Library and the relocation to temporary quarters.
2. Developed a preliminary plan for cabling and communications in the temporary quarters.
3. Developed a new materials classification scheme in conjunction with other library departments.
4. Created a "welcome brochure" for new library users.
5. Expanded the level of assistance available to library patrons through an increase in the budget for part-time employees and increased use of work study students.
6. Increased to more than 13,000 the number of items for Brookline patrons through improved interlibrary loan capabilities.
7. Developed new procedures for more efficient entry of registration records.
8. Published a monthly library newsletter.
9. Enhanced service to patrons by increasing the number of items charged out using the "Self-check" unit.
10. Assisted patrons by distributing at least five printed user aids explaining library services.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Circulation</u>					
Patrons Added to Database	7,503	7,000	5,821	7,500	7,500
Items Circulated	736,182	759,000	759,784	780,000	800,000
Overdue Notices Sent	11,618	11,000	11,582	11,200	11,500
Bills Sent	4,126	4,300	4,340	4,500	4,750
Pick-up Notices Sent	20,251	20,500	23,679	25,000	26,000
<u>Cataloging</u>					
Volumes Added	25,985	26,000	25,785	26,500	26,500



FY2001 PROGRAM BUDGET

PROGRAM

LIBRARY

SUB-PROGRAM SUMMARY

CODE

610

SUB-PROGRAM

PLANT MAINTENANCE

CODE

6140

SUB-PROGRAM DESCRIPTION

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.

FY2001 OBJECTIVES

1. To finalize review of restoration plans.
2. To support the needs of branch libraries and temporary quarters during the restoration of the Main Library.
3. To coordinate the work of the part-time custodial staff.
4. To monitor and report any repairs needed in library buildings.
5. To keep all library buildings clean.
6. To actively participate in the customer service training program.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$1,036 (0.4%) due to Personnel-related fixed costs (\$1,930). Services are decreased \$944 for Building Cleaning while Mileage Reimbursement increases \$50.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	154,752	166,512	168,442		
Services	88,291	106,720	105,776		
Supplies	4,587	6,000	6,000		
Other	94	150	200		
Capital	0	0	0		
TOTAL	247,724	279,382	280,418		



FY2001 PROGRAM BUDGET

PROGRAM
LIBRARY

SUB-PROGRAM SUMMARY

CODE
610

SUB-PROGRAM
PLANT MAINTENANCE

CODE
6140

ACCOMPLISHMENTS

1. Participated in planning the restoration of the Main Library and the relocation to temporary quarters.
2. Worked with Building Department to coordinate remedial repairs to the fire alarm system and mechanical system at the Main Library.
3. Implemented new cleaning procedures at Coolidge Corner.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Days/Hours open to the <u>Public per Week</u> Main Library	7/62	7/62	7/62	7/62	7/62
Coolidge Corner	7/57	7/57	7/57	7/57	7/57
Putterham	6/46	6/46	6/46	6/46	6/46
Total Hours Open	165	165	165	165	165



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

RESERVED FOR NOTES



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

SUPERINTENDENT'S FY2001 BUDGET MESSAGE

I. BACKGROUND - FY88-FY94

During the period from FY88-FY94, the Brookline School Committee and its staff worked assiduously to maintain class sizes at 25 or under, to support vital and valued education programs and to meet state mandates. To accommodate the increase in elementary enrollment which had grown by more than 800 students, we added more than 50 teachers for classrooms and mandated services. To provide the funds for these teachers, we cut a similar number of teacher positions in program areas at the elementary and high school level. During the past few years we have begun to restore some of those positions primarily in accordance with the School Committee's commitment to maintaining a reasonable level of class size at all levels, to address literacy in a focused manner in grades K-6, to initiate middle school improvement efforts, to respond to the state mandate for Time and Learning and to begin to increase staffing to address growing enrollment at The High School.

II. FY95-FY01 OVERVIEW

During the past few years we have focused on a multi-year budget strategy understanding that the achievement of our program goals over time must be consistent with our financial resources. This strategy allowed the school department to commit most of the budgeted reserves to the High School for additional teaching staff in FY98 and 99. In FY00 the situation improved even further. In addition to continued support for The High School, we were able to address important initiatives in literacy and middle school reform. This was due in large part to the Town's commitment to support its schools, a healthy economy and excellent planning. That is not the case for FY01. Due to an increase of \$1,250,000 in group health costs, uncertainty over revenues from the Commonwealth, continued significant increases in special education costs, and high school enrollment pressures, the town and schools are faced with the most restrictive budget situation in several years. The schools will be making budget cuts and foregoing many of the improvements essential to continuous improvement in a quality school system.

During the FY97 & FY98 period, we made significant progress containing special education costs. That progress fell apart in FY99 when outside placements unexpectedly rose from a 3-4 year average of about 53 students to 70 students. The Town helped us address this problem with a reserve fund transfer. In addition, in FY00 we used our regular education reserves to balance the budget due to growing outside placements and a more complex early childhood population that is moving into our kindergartens. The Special Education budget for FY01 will be increased by \$625,000, separate from collective bargaining. Since we like other school systems in Massachusetts receive only about 17% reimbursement for special education costs from the state, the situation continues to place major constraints on the overall FY01 budget. It restricts our ability to address regular education pressures such as class size, materials, supplies and equipment.

The net result of adjustments is an FY01 General Fund Budget which increases \$2.4 million to \$47,378,979. The school department will supplement this budget with tuition and other revolving funds totaling \$302,850 for a total FY01 Budget of \$47,681,829, a 5.4% increase over FY00. While it has been and will be emphasized that this is the most challenging budget for the schools in many years, it also should be emphasized that the Selectmen and Town Administrator have made significant efforts to find additional revenues for both school and town initiatives given the extraordinary constraints brought on by the group health cost increase. We will continue to work together in the Town/School Partnership to identify any additional revenues which might support town and school efforts.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

A. OVERRIDE IMPLICATIONS

The override of \$1,300,000 for schools in May 1994 was designed to restore the health of our infrastructure, strengthen our approaches to curriculum, instruction and computer education, and stem the tide of cuts in teaching positions. An infusion of an additional \$300,000 per year enabled the schools to increase the level of textbooks and materials needed for proper instruction. The allocation of \$400,000 per year for technology enabled us to begin to provide the level of computer education that our youngsters will need as they progress through school, college and into the world of work. An increase of \$200,000 per year in facility improvements helped us begin to address the significant Repair and Maintenance issues of our school buildings which were neglected during the low funding years of the middle and late 1980s. Finally, an infusion of \$400,000 for teacher positions enabled us to avoid in FY95 the pattern of cuts which occurred from FY88 to FY94. We have maintained this commitment from FY95 through FY01 and continue to benefit by targeting the additional \$300,000 per year in supplies, the additional \$400,000 per year in computer equipment and support, and the additional \$200,000 per year for maintenance and repairs. Attachments A&B of this budget include details of these efforts.

The schools are, in some respects, in a healthier position because of the May 1994 override. We have continued the level of investment in instructional materials and in the technology and facilities improvements made possible by the override. However, in some respects we have lost ground. We have managed to make small adjustments to address the effects of inflation on our supply and material budget with a \$20K increase in FY99 and an additional \$40K increase for FY00. But costs continue to rise in areas that are vital for improvement of classroom instruction. This year Dr. Jackson working with principals and curriculum coordinators has documented a need for an increase of \$200,000 for instructional materials. This need is a true outgrowth of our inability to address inflation over time, to replace outdated materials, to purchase textbooks and materials needed to address new initiatives and increasing enrollment. The FY01 budget does not help at all in this regard.

B. CAPITAL IMPROVEMENTS

In the 1990s, the Town of Brookline has made a major statement about the importance of having updated school buildings. After nearly two decades of neglect, school facilities have improved in major ways. The new Lincoln School was approved by the voters in 1990 and was ready for occupancy in 1994. It remains a shining example of what can be accomplished when a community cares. The Town has supported a major renovation of the Heath School, completed for the 1995-96 school year, which enhanced the educational program significantly. In 1995, the Town of Brookline supported a \$43.8 million renovation of Brookline High School which has been completed and is fully utilized by a growing student body and is a source of pride for this town.

The Baker School project which was approved by Town Meeting last spring began renovations in July, 1999. Students from the Baker School are being housed at the old Lincoln School on Route 9 and at the Baldwin School (kindergarten and first grade). The renovated Baker School will be occupied in September of 2000. Plans for the restoration of the Lawrence School are ready for the design and specification stage. The infrastructure of all of the schools is being addressed in systematic ways in accord with the capital needs assessment. Significant enhancements such as the Runkle library and the Driscoll theater have also been part of our renewal efforts. Enhancements to the Devotion Auditorium and Pierce Auditorium are envisioned in the near future. The long term impact of these investments is significant and the voters, the School Committee and the Selectmen should be applauded for their vision and commitment to the future.

C. EDUCATIONAL IMPROVEMENTS

1. Background

Brookline has always been a forerunner in early childhood education. We have continued to improve and expand our efforts. We have twice as many three and four year olds involved in early childhood experiences than was the case a decade ago. We have a major successful program at the Lynch Center as well as early childhood and transition to kindergarten programs in each of our schools. In addition, for the past two years we have had an innovative state- funded program for 3-4 year olds at the Unified Arts Building. We continue to build solid programs



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

and approaches in this area and have taken our early childhood efforts to the next level with an outstanding K-6 Literacy project built upon Teacher Literacy Teams in each school. This project has expanded to include an excellent 4-week summer program (Project Discovery) for academically at-risk youngsters in grades 1, 2 & 3. Last year, we expanded this effort and added an intensive 4-week literacy program for at-risk fourth and fifth graders. The School Committee has, in recent years, reinvigorated its instrumental music program at grades 4-8 and at BHS. Brookline's music program is rapidly becoming as cutting edge as its renowned dance and drama programs. The School Committee has invested in middle school sports programs in a significant way in the past two years, and in concert with the Brookline Foundation is aiming to expand after school offerings for 7th and 8th graders over the next few years. Brookline High School has been involved in major dialogues on teaching and learning and the programs and supports necessary for students to be prepared for higher education, careers and good citizenship. The High School which continues to be among the leaders in National Merit Scholarships, and regional and national awards, has added 16 teachers over the past 3 years and implemented a longer school day through flexible scheduling.

Teachers throughout the Brookline school system continue to be engaged in meaningful professional development activities to enhance their repertoire of instructional strategies. We have applied for and been successful in obtaining a range of state grants under the Education Reform Act. Much of our internal effort has been focused on implementation of the learning expectations in the academic disciplines, inter-relationship of the learning expectations and the state's curriculum frameworks, and implementation of the principles of effective teaching. Many of our most innovative approaches have been initiated by teachers and supported by systemwide funds, external grants, and the Brookline Foundation. During the past few years, Brookline has been the beneficiary of national grants from the National Endowment of the Humanities, The American Council of Learned Societies, and The Spencer Foundation. Last year, major new efforts in concert with Harvard, ACLS, and other Greater Boston school systems, entitled "Teachers as Scholars" enabled 70 of our teachers to take mini-sabbaticals to engage in learning with outstanding professors at Harvard.

Two years ago we instituted a collaborative initiative called the China Partnership with the Newton Public Schools, Boston College, Harvard and Primary Source. The effort has now expanded to more than a dozen school systems and Wellesley College. This increased our curriculum development and professional development efforts relative to the study of China in all grades but particularly at grades 5, 6, 9 and 10. It will enable us to consider the introduction of the Chinese language at the early elementary grades. It will also enable some of our students, teachers, and administrators to travel to China and open up entirely new vistas. Ten of our teachers traveled to China last spring. Six more will visit this spring. This year we had an exciting and meaningful beginning to our exchange with the Gao-Xin School in Xi'an, China. Four students from Xi'an attended Brookline High School this fall and winter. A teacher accompanied them and taught at Driscoll School. The entire community supported and celebrated this effort. In future years we envision ongoing two way student and teacher exchanges with our sister school, the Gao-Xin School.

2. Moving Ahead-FY01 and Beyond

The Brookline School Committee recognizes its responsibility to advocate for and build upon educational excellence during the budget process. It demonstrates that responsibility in two major ways. First, it provides leadership each year by updating the annual financial plans and guidelines (see Section IV). Second, it develops long range strategic plans that address broad-based, systematic enhancement of programs. The school committee's long range strategic plans include the areas detailed below:

a. Elementary Remedial Instruction

The need to provide remedial assistance for at-risk students K-12 has become clearer since we began our focus on literacy. In spite of our high overall performance on standardized tests, there are still a significant number of students, including many students for whom English is a second language, whose future success could be greatly improved. In the FY00 budget we added 2.4 reading/writing specialists to provide focused support to students and classroom teachers. This enabled every school to have at least one full time reading specialist. Some schools, thanks to Title I support have 2-3 reading specialists. We believe that support and intervention of this type will over time reduce the number of students who would be referred to SPED if other appropriate resources were not available. The FY00 budget also made major headway in another very important early literacy effort by increasing the amount we paid to 31 interns at five of our elementary schools, and by adding 10 more interns combined at Baker, Heath and Lawrence thus ensuring equity in this important area of instructional support across all schools.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

Now every elementary school has at least a full time reading/writing specialist as well as a complement of interns. Unfortunately, the FY01 budget, while continuing these efforts, does not have the funds to support further improvements in these areas. We would like to have increased the number of interns and introduced them at grades 7-8. We would also have liked to increase all intern stipends by \$500 each in order to remain competitive with other school systems in the greater Boston area.

b. Extension of School Day - 6, 7 & 8

A major recommendation of the Middle School Task Force was to extend the program and the length of the school day at the grade 6,7,8 level. That goal was to be beginning to be met within the FY00 budget, but will not be addressed in the FY01 budget. We met another goal by providing expanded after-school activities in each school and introducing a major new systemwide grade 7-8 activities program entitled "What's Up at 3:00?" at The Unified Arts Building. It has been a very successful beginning and will be continued in FY01.

c. World Language Grades 1-6

The World Language Task Force, in a report two years ago to the school committee recommended the addition of language instruction for all students at the elementary school level. If we were to follow this recommendation, even on a gradual basis, the cost for grade 6 would be \$160,000; grades 4&5 would be \$240,000; and grades 1, 2 & 3 would be \$200,000. This budget provides no funding to address this goal.

d. BHS Time and Learning/Class Size

Brookline has responded thoughtfully to the state mandate for 990 hours of structured learning for all high school students. The school committee has invested \$450,000 over the past 3 years to ensure flexible scheduling and to add 16 teachers at BHS. This has enabled the high school to greatly increase the numbers of students who are able to take five majors plus an elective. This budget adds \$150,000 worth of staffing to meet the needs of increased enrollment. The high school increased by 60 students in 1999-2000, and is projected to increase by at least an additional 60 students in 2000-2001. More will need to be done in the future, particularly as the high school population continues to increase significantly over the next 4-5 years. The Town/School Partnership will need to seriously consider the impact of this pressure now and in the future.

e. Technology

The elementary schools still lack a sufficient number of computers for classrooms. K-8 purchases to bring us up to an appropriate level and to help us renew is in the \$600,000 range annually. An additional \$200,000 per year has been projected as needed for software, maintenance and repairs. The Town Administrator and the Selectmen have promised an additional \$150,000 FY00 appropriation in support for the purchase of instructional technology equipment. We are grateful. This will help us. We need to continue to make the compelling case that technology is no longer a frill but rather, a critical component of K-12 education. Much of the equipment and connections are part of our infrastructure, and parts of it should be considered for inclusion in the Capital Improvements Program. More support will be needed in this area in the future.

f. Instructional Supplies/Equipment

Although significant inroads have been made in the areas of materials and supplies, there are ongoing needs in some areas which must be addressed over time. Assistant Superintendent Claire Jackson, the principals and coordinators have developed a request for an additional \$200,000. This takes into account the fact that there have been minimal inflationary adjustments since the 1994 override, the need for more library materials and funds to accommodate the increased number of students taking more courses and consequently requiring more books and materials at the high school. Unfortunately, there are no funds to support this critically needed request.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

g. Full Day Kindergarten

Two years ago Brookline took a significant step by adding 45 minutes to the kindergarten day. Kindergarten students are now in session until noon. We have expressed an interest in a full day kindergarten and will submit a grant proposal to the State to support full-day kindergarten beginning in September 2000.

h. Professional Development

Since 1994, the professional development budget has remained static. There is a need to increase that budget by at least \$50,000 to provide support for meeting state requests relative to the Massachusetts Curriculum Frameworks and the MCAS tests. There are no additional funds to address this need in this budget.

III. FY01 and BEYOND - PROJECTED REVENUES AND EXPENDITURES

The Town and School Budgets will continue to face the following pressures over the next several years:

- proposition 2 1/2 and its limitations on raising revenues
- inordinate and unpredictable increases in group health costs
- fixed cost increases in areas such as energy, employee benefits and special education which have historically exceeded 2 1/2%
- continued high school enrollment increases of students over the next 4-5 years,
- the pressures of providing appropriate MCAS support to students who are academically at risk,
- collective bargaining costs.

The Town Administrator has submitted a Long Range Financial Projection which portrays a challenging picture through the year FY2005. Simply put, the rise in expenditures during that period, even without collective bargaining costs factored in, will result in structural deficits. When one factors in a 2% or 3% salary increase per year over three years, the forecast shows potential town deficits in the years ahead. Working in collaboration with the Town's financial staff, the school department's Assistant Superintendent for Administration and Finance has developed projections of the school department's estimated revenues and expenditures through the year 2004. (See graph and charts section of the budget document). As a result of our disciplined approach to the FY1995-98 budgets and the town's efforts to garner extra revenues, the FY1999-00 budget pressure was less serious than initially projected. However, we feel significant pressures in the FY01 budget, and major uncertainties in FY2001-02 and beyond. The FY01 budget leaves us with a number of unmet needs, particularly with regard to our inability to address class size issues at the elementary level, to address inflation in our instructional supply and material accounts, to initiate elementary foreign language initiatives, and to meet some of the major goals included in the School Committee's strategic plan.

IV. BUDGET GUIDELINES FOR FY2000-01

A. INTRODUCTION

Each year the Brookline School Committee works with the Superintendent and senior staff of the Brookline Public Schools to develop a set of interrelated directives, guidelines and goals to direct budget development and planning. This process is designed to support the Brookline Public Schools' core values of high academic achievement for all students, excellence in teaching, collaborative relationships, and respect for human differences. Accordingly, the Brookline School Committee directs the Superintendent to prepare a budget consistent with the following directives, educational goals, financial planning guidelines and goals related to operations and management.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

B. BUDGET DIRECTIVES

The Superintendent's budget will, to the greatest degree possible:

1. Ensure that staffing levels in educational programs and support services address both equity and educational excellence for all schools in the system.

• There has been a thorough and open review of all specialist positions and all programs and program support positions among all 8 elementary schools. We have made significant adjustments over the past 4-5 years to address enrollment shifts. There are a couple of adjustments that need to be made particularly to assist Baker School. This budget doesn't fully address these issues. We will attempt to address them later in the budget process.

2. Analyze all reasonable means for keeping class sizes at 25 or fewer students without further program reductions. The budget will contain estimates of class size at each grade level.

• We have a number of complex elementary situations approaching 24-25 students per class at the elementary schools. These include but are not limited to the present first grade at Runkle School, the present second grade at Baker, and the 5th grade at Devotion. We hope to address these later in the budget process.

• The enrollment increase in Brookline has shifted from the elementary schools to the High School. The FY01 budget includes \$150,000 to address class size issues at the High School.

3. Apportion the funds allocated to the Brookline Public Schools in the May 1994 Proposition 2 1/2 override in the following manner:

• \$300,000 for textbooks and materials needed for proper instruction; This is included in this budget. Our overall textbooks and supplies budget of approximately \$1 million has not kept up with inflation. This combined by new initiatives and ongoing pressures require a budget of about \$1.2 million. This budget does not have the flexibility to address these additional needs.

• The \$400,000 for instructional technology is still in place but because of inflation and because of the need to provide adequate maintenance and repair staff, it does not go nearly as far as before. The town has provided a one time additional allocation of \$150,000 for FY00. We appreciate this help and will continue to make the case that this should be an annual appropriation.

• \$200,000 for maintenance and repairs; This is fully funded. We now have a budget of more than \$800,000 as compared to a budget of approximately \$600,000 prior to the override.

• \$400,000 for general instruction to maintain class size; This amount continues to pay for teaching staff currently in place.

4. Include adequate contingency funds for regular and special education growth and for unforeseen circumstances.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM
GROUP**

EDUCATION

PROGRAM

PUBLIC SCHOOLS

• The FY budget has \$100,000 general contingency and a \$50,000 special educational contingency and a \$12,000 bilingual reserve. Over the past few years the general contingency has primarily been used to support special education issues. Due to the tightness of the FY01 funding assumptions we have been unable to establish an enrollment reserve for elementary class size issues. This is disappointing and will represent a major challenge for us as we prepare for the opening of school.

5. Adjust budgets for curriculum materials, technology, general supplies and equipment to compensate for inflation.

•We are receiving an additional one time adjustment for technology. We are unable to adjust the other budgets for inflation.

6. Address the requirements of the Massachusetts Education Reform Act and other relevant legislation.

•We continue to address class size issues to meet our goals on Time and Learning. We have received no support in FY01 to address MCAS remediation issues. Even though we have some students at-risk the state has indicated that because our MCAS scores are higher than most, we are not eligible for support for our neediest students.

V. EDUCATIONAL GOALS

The School Committee reaffirms its commitment to excellence in teaching and excellence in curriculum renewal. The goals for the area of Curriculum and Instruction reflect an effort to provide ongoing support for programs in progress and to design and establish funding strategies to support new initiatives suggested by regular curriculum review. Working with the Superintendent, who has consulted with and received input from administrators, teachers, and parents, we have developed the following list of priorities for program support and expansion designed to ensure the integrity of existing programs and commitments, and to address new challenges and mandates.

To meet the educational goals of the Brookline Public Schools for FY 2001, the Superintendent's budget will, to the greatest degree possible, address the following objectives and issues:

A. System-Wide Goals

1. Curriculum

Provide for the purchase of new materials and support and professional development to ensure ongoing curriculum renewal and implementation of the Brookline Learning Expectations and the Massachusetts Curriculum Frameworks. As part of discussions and documentation during the development of the budget, the Superintendent will keep the Curriculum Subcommittee informed of the schedule for curriculum renewal.

Within the constraints of the overall budget, Dr. Jackson has done a superb job (working with principals and curriculum coordinators) to address the appropriate priorities.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

2. Special Education

Continue to implement the recommendations of the Special Education Task Force and continue to review the organization and delivery of special education services with the objectives of improving special education and remedial services and eliminating/reducing expenses.

We continue to study this issue and collaborate with staff with the town, with legislators and with other school systems to petition for appropriate funding support from the State. We are also reviewing our own in-house modifications to better integrate and streamline special education and regular education services and supports.

3. Professional Development

Increase spending on professional development.

We continue to be appreciative of the continued support of The Brookline Foundation, The China Partnership, and the Teachers as Scholars program at Harvard University. These are all outside revenues which complement and enhance the systemwide and school based professional development efforts led by our curriculum coordinators and teachers. Together these efforts are the cornerstone of the excellence that has characterized teaching and learning in the Brookline Public Schools.

4. Technology

Make progress toward providing adequate funds for hardware, software, and technical support recommended by the state, including providing the staffing needed to maintain and upgrade both hardware and software, and to complete the establishment of fully networked libraries with adequate student research facilities. The School Committee and the Superintendent will continue discussions with the Selectmen and the Town Administrator regarding increased CIP funding to assist the School Department in enhancing and protecting its investment in instructional technology.

As noted before we have made some temporary progress. The CIP has FY01 funding of \$200,000 for network wiring. In addition, the Town has granted a one time FY00 appropriation of \$150,000 additional for instructional technology.

5. Administrative Technology

Continue to extend administrative technology to cover all elementary and high school students and programs to enable data input and retrieval from all relevant locations, and extensive data collection, tracking, and analysis of information, such as student achievement, attendance records, special needs program support, medical records, demographics, time and learning, and other data needed for ongoing management and long-range strategic planning.

We are making significant progress in this area thanks to the ongoing work of the school system's Technology Support Team and collaboration with the Town.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM
GROUP**

EDUCATION

PROGRAM

PUBLIC SCHOOLS

B. Early Childhood Education

1. Pre-School

We have been enrolling greater numbers of poor and at-risk children, to ensure that they have adequate preparation to succeed when they enter kindergarten and identify appropriate space for projected increases in enrollment. The FY01 budget should continue to allow for the development of appropriate systems for the support and integration of children with significant educational and medical special needs into the program. Our planning will ensure that the Early Childhood program and kindergarten are more closely linked from an instructional perspective.

2. Kindergarten

Prepare for the extension of kindergarten to full-day should State funds be forthcoming to permit support of a full-day program.

A committee of representatives of various constituencies has been formed and is meeting to develop a proposal for state funding of full day kindergarten. This situation is uncertain at this time, but we will monitor it throughout the budget process for financial and programmatic implications.

C. K-6 Programs

1. Literacy

Continue to support the work of the K-6 literacy program including, if possible, increasing the numbers of students served by Project Discovery and the Grades 4 and 5 Summer Literacy Institute for at-risk readers. The budget should also support the development of a comparable program in mathematical literacy.

Brookline and the Brookline Foundation continue to support literacy research, professional development and teacher literacy teams at each school. We are in the process of focusing on the best means to integrate mathematical literacy into these efforts.

2. World Languages

Facilitate the eventual implementation of second language instruction for all students in Grades 1-6 following the recommendation of the World Language Task Force and the future requirements of the state's Education Reform Law.

Since this initiative would require an investment of about \$640,000 over a 3 year period, we are unable to move forward at this time.

D. Middle School Initiatives

Continue to implement the recommendations of the Middle School Task Force and address middle-school concerns including:

1. After-School Programs

Maintain and extend the availability of after-school programs for students in the middle-school grades, including continuing to pursue collaborative efforts between the regular school program and the Brookline Adult and Community Education Program.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

We have supported and will continue to support programs at each school (at a slightly reduced amount) and we will support what has been a very successful initial experience of gr. 7-8 students systemwide coming together each week for innovative courses at the Unified Arts Building at BHS.

2. Extension of School Day

Continue to explore flexible scheduling opportunities as a means of extending the school day at the elementary level, particularly with regard to Grades 6,7, and 8.

We made some minimal progress in FY00. There are no additional funds to continue this effort in the FY01 budget.

E. High School Directions

1. High School Enrollment Growth

Maintain adequate levels of staffing, particularly in the area of pupil support services in the face of anticipated enrollment growth.

This budget provides \$150,000 to address enrollment increases at Brookline High School.

2. MCAS/Remedial Assistance

Ensure adequate funds to develop a plan for addressing the needs of grade 9 students who will need focused additional support in order to succeed on the Massachusetts Comprehensive Assessment System tests in Mathematics and English, as required for high school graduation beginning in 2003.

While we are addressing this through courses such as Mathematics and English intensives, there is no direct funding in this budget to address some of the specific tutorial and support initiatives that have been recommended by the Headmaster and his staff.

VI. FINANCIAL PLANNING GUIDELINES

The School Committee remains committed to excellence in planning as essential to excellence in both teaching and curriculum renewal. It therefore directs that the following guidelines be used for financial planning. In order to achieve the desired level of excellence, the Superintendent and his staff will:

A. Continue to work with the Town to update long-range financial projections and to develop a balanced approach to financial pressures.

This collaborative effort is ongoing. The Town-School Partnership is a major asset in this regard.

B. Develop strategies to reduce costs and improve coordination with non-School Departments, with the least impact on the delivery of services.

We are working in a heightened manner with the Adult and Community Education Department to offer a high quality program of gr. 7-8 activities at The Unified Arts Building and to support improved custodial services at BHS. We collaborate with the Police Department, the Fire Department, the Building Department, Parks and Recreation, the Health Department, The Public Library, the Treasurer's Office, Information Services and the Highway Department with regard to a range of programs and supports.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

C. Develop a range of strategies for acquiring new revenues. Particular attention should be devoted to seeking grants, obtaining reimbursement for non-educational services, and supporting legislative efforts that increase aid and reimbursements for mandated programs.

We are working with the Town in an intensive manner to convince the legislature and the governor of the need for more education reform funding and for appropriate reimbursement for special education funds.

D. Work with the School Committee to develop a strategy for collective bargaining that takes into account new state mandates, competitive pressures, long-term objectives and other demands on the system.

We have had training with the town and the Brookline Educators Association (BEA) to assure the right collaborative tone for negotiations. We have a team of school committee and administrators developing thoughtful approaches to collective bargaining.

VII. GOALS RELATED TO OPERATIONS AND MANAGEMENT

The School Committee also believes that excellence in operations and management contributes in essential ways to educational excellence. In accordance with this belief, for FY 2001, the School Committee directs the Superintendent to develop a plan for the renovation of the Lawrence School, and to submit this plan to SBAB for reimbursement; to oversee capital improvements that systematically address our program and infrastructure needs (roofs, boilers, windows, alarms, etc.), and to prioritize long-term space needs of the system, emphasizing plans for all schools. Additionally, the School Committee directs the Superintendent to:

A. Evaluate ongoing plans and modifications to improve custodial and facility operations.

We have excellent new custodial supervisory staff systemwide, and at Brookline High School. They are making excellent progress in this regard.

B. Work with the Town to develop long range collaborative strategies for most effective coordination and implementation of administrative systems, networking and home page connection.

We have an ongoing committee led by the Town Administrator and the Superintendent of Schools.

C. Continue to review the provision of food services and ensure that these are self-financing. Report on operational challenges, cash controls and potential improvements for the renovated High School cafeteria.

We have made significant progress in FY00 with regard to operations, management and financial viability of our Food Service program.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

VIII. BUDGET ADDITIONS/REDUCTIONS

In developing the recommended budget strategy for FY01, we have addressed some of the priority areas of the school committee's budget guidelines to the best of our ability.

We are in the beginning stages of collective bargaining for a renewed contract with the Brookline Educator's Association. The new contract will take effect as of July 1, 2000. We do not know the outcome but have set aside 3% for all units for the first year for a total of \$1,158,000. Also since the final year (1999-2000) of the present contract included a 2%/2% split in the final year, we have set aside an additional \$386,000, to account for the rollover of 1% into the 2000-2001 fiscal year.

The special education increase of \$625,000 continues to be very high for the second year in a row. This is primarily as a result of a significant increase (1) in outside private tuitions (increased tuition rates, some additional students, and increased transportation), (2) an increase of students exiting early childhood programs and entering kindergarten who have moderate to severe special needs, and (3) the need to refund the \$100,000 reserve which was used for unanticipated special needs overrun in FY00.

We have set aside \$150,000 for high school enrollment. The high school increased by 60 students in 1999-2000, and is projected to increase by at least another 60 students in 2000-2001. This \$150,000 which will help keep class sizes within reasonable limits is detailed later in this section of the budget. We have included modest increases in bilingual (\$12,000) and (\$49,764) in miscellaneous inflation adjustment to minimally address such items as increased advertising costs, light bulbs, photocopy increase, etc.

Listed below is a summary of total school revenue provided by town, summarizing details of our expenditure increases, details on redirection of \$101,000 in our K-8 positions and a detailing of the \$150,000 in positions recommended to address class size issues at Brookline High School.

REVENUES AND EXPENDITURES

Total FY01 School Revenue from town as of 2/15/00 \$2,449,764

FY01 School Expenditure Growth Projections:

Special Education	\$625,000
Bilingual Education	\$12,000
Steps and Lanes	\$200,000
Enrollment High School	\$150,000
Inflation Adjustment	\$49,764
Contract Rollover	\$386,000
New Collective Bargaining if @ 3% total	\$1,158,000
Adjust for prior surplus:	(\$30,000)
TOTAL SCHOOL EXPENDITURE GROWTH:	\$2,550,764
TOTAL SCHOOL REDUCTIONS:	(\$101,000)



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

Elementary Reductions

My recommendation for the reduction of the \$101,000 is:

- Devotion School - Cutting four first grade positions to three second grade positions. \$40,000

There are 64 students in first grade, then there will be about 22 students in each grade with three sections. We will monitor this situation to ensure that the numbers do not increase over the summer.

- Runkle School - Grades 7-8 at Runkle School will have five (5) sections next year instead of the six (6) sections it has this year. We will cut .8 of a position. \$32,000

- Grade 7-8 Activities - We had a budget of \$77,000 in this initial year. We found some duplication between school site programs and the successful systemwide gr. 7-8 program at the Unified Arts Building. With \$48,000 we will fully fund the systemwide program (\$20,000) and give each school \$4,000 to \$5,000 for site programs. \$29,000

TOTAL REDUCTIONS: \$101,000

ELEMENTARY SCHOOL - UNRESOLVED ISSUES

There are no funds to address those 5-6 areas where class sizes are a concern (Runkle's present 1st grade, Baker's present 2nd grade, Devotion's present 5th grade and other grades at Driscoll, Heath and Pierce).

There are also no funds to address the very modest programmatic improvement requests of the elementary principals.

BROOKLINE HIGH SCHOOL - CLASS SIZE ADDITIONS OUT OF \$150,000 ENROLLMENT RESERVE

The High School has added 16 positions over the past three years to address the state's mandated increase related to Time and Learning, to address community, administrative and social work support and to address class size. The increases resulted in a much greater offering of full academic programs for students. Time and Learning dramatically increased the number of students engaged in a full academic program (5 major subjects plus an elective).

The major new pressure on BHS is significant increases in enrollments. BHS added 60 students in 1999-2000, and will add at least 60 more next year. This is due to the elementary enrollment increases of the early and mid-90's moving up to The High School, as well as more students coming back from private schools following the renovation. The Headmaster requested more than \$200,000 to address class size and counseling needs, as a result of budget constraints he has been asked to readjust his recommendations to \$150,000. Those recommendations are listed on the following page:



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM
GROUP**

EDUCATION

PROGRAM

PUBLIC SCHOOLS

A Proposal for an Allocation of \$150,000 Over the FY00 Budget

Additions:

1. Maintenance of Reasonable Class Size for a Student Body of 1,840 Students (an anticipated increase of 60 students):

English: three sections: .75	\$30,000
Foreign Language: two sections: .40	16,000
Math: three sections: .60	24,000
Science: three sections: .75	30,000
Social Studies: three sections: .60	24,000
Career/Tech Ed: one section: .20	<u>8,000</u>
	\$132,000

2. Staffing to Support Course Catalogue Additions for 2000 - 2001:

Career/Tech Ed: one section of Web-site Design: .20	\$8,000
Foreign Language: one section of Japanese II: .20	8,000
Performing Arts: one section of Chamber Orchestra: .20	<u>8,000</u>
	\$24,000

3. Miscellaneous:

.50 secretary to support the Title 504 program:	<u>15,000</u>
	\$15,000

Reductions:

Tutoring Center:	\$12,000
One of the Two After-School Academic Support Centers:	<u>9,000</u>
	\$21,000

SUMMARY

Additions

Enrollment Growth: Teachers:	\$132,000
Staffing to Support Course Catalogue Additions: Teachers:	24,000
.5 Secretary for 504 program:	<u>15,000</u>
	\$171,000

II. Reductions:

	<u>\$21,000</u>
TOTAL BHS ADDITIONS	\$150,000



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP

EDUCATION

PROGRAM

PUBLIC SCHOOLS

SUMMARY

During the FY98, FY99 and FY00 years, with support from the town, with prudent reallocations within our budget, combined with support from the Brookline Foundation, innovative grant submissions to the State Department of Education, and increased collaboration with colleges and universities, we were able to make some significant improvements in our educational initiatives. The K-6 Literacy initiative is already having an impact upon the culture of the schools and student achievement. The extension of the Kindergarten day until noon has enhanced what teachers are able to do at this important early stage. A major grant from the state has enabled us to have an early childhood program for 3-4 years in a center in the renovated Unified Arts Building at Brookline High School. We have also expanded the number of interns from Wheelock, Simmons, and Lesley at the early grades.

We have rebuilt our instrumental music program, which had been cut back in the early 90's. The results at the elementary schools over the past four years are already evident. We have expanded instrumental music to grades 4-8 in all eight elementary schools. Increases in instrumental music at The High School are also having a positive impact. We envision a time in the near future when our instrumental music program will match the excellence of all other aspects of the performing and visual arts.

The decade of the 90's has generally been very good to Brookline. Outside of a temporary financial setback in the early 90's, it has been a period of growth. Our enrollment has grown by 800 students, yet we have been able to maintain class size ratios. Introduced in the 1990's were the core values, K-8 learning expectations, middle school grade reform, and curriculum reform at BHS. These initiatives along with major improvement of our supervision and evaluation processes have resulted in a much more coherent approach to curriculum and instruction. Building upon the collaborative and innovative efforts of Project TIE (Technology Integrated Education) we have made major strides in instructional technology in the schools. We were one of the initial thirteen "Lighthouse Districts." We are presently one of the select school systems involved in Project MEET (Massachusetts Empowering Educators with Technology). We continue to be a cutting edge school system with regard to professional development, combining excellent in-house initiatives, with such external relationships as the China Partnership and Teachers as Scholars. We have a most comprehensive teacher internship program. During the 1990's we have expanded from four interns in one elementary school to more than 40 internships. These internships now exist in every elementary school.

For very understandable reasons, this forward momentum is facing roadblocks in the FY01 budget. The combination of dramatically increased group health costs, the uncertainty of state funding, the continued significant increases in Special Education costs, and enrollment increases at The High School all put extraordinary demands on the FY01 budget. FY01 will be a year of retrenchment in which many desirable, worthwhile and modest improvements will not be able to be fulfilled. We recognize that it is because of the reality of the fiscal situation, and that the town is doing what it can to address the situation. In fact, we appreciate that the town is rightly concerned with estimates from the Governor's Budget and that if a worse case scenario were to occur, the schools and town could each be cut another \$220,000, a scenario that would be deleterious to both the schools and town. For our part, we would have to revisit our budget recommendations at this time and make dramatic adjustments. Instead of The High School receiving an additional \$150,000 in staff it would receive no additional staff. We would have to consider consolidating some elementary school positions. K-12 class size would suffer. In addition, we would have to revisit gr.7-8 activities and consider raising fees for athletics or cutting some athletic activities.

The School Committee continues to work with other similar school systems to seek legislation for more funding for communities like Brookline. The Brookline Public Schools continues to explore innovative ways to manage its own program resources. It is studying strategies for cost containment in special education, medical services, and administrative support systems. We will continue to aggressively seek external grants to support staff development and curriculum development efforts.

The school system is a major resource in the Town of Brookline. We are appreciative of the efforts of the Town and its citizens to protect and build upon that resource with intelligent, long term strategic planning. We are particularly appreciative of the efforts of the Selectmen and Town Administrator in working to thoughtfully address some serious fiscal constraints at this time. Despite this temporary set back we will succeed. Brookline values its schools, values education and young people, and has the will and the intelligence to continue to plan proactively for the future.

JAMES F. WALSH
Superintendent of Schools

PROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001
TOTAL		44,929,215	47,378,979
BENEFITS			6,372,517
REVENUE		100,000	100,000



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

RESERVED FOR NOTES



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE 510	PROGRAM HEALTH	CODE 5100
---------------------------	---------------------------------	----------------------------

PROGRAM DESCRIPTION

The Brookline Health Department provides a range of environmental, community, and clinical health services to monitor and improve the health status and quality of life of persons who live or work in Brookline. Among the steps taken by the Department in seeking this goal are the control of existing and potential environmental hazards; the provision of health education and clinical health services, with emphasis on the prevention and early detection of chronic diseases and the improved management of lifestyle issues affecting health; the delivery of services dealing with conditions resulting from the abuse of drugs or alcohol; and the control of communicable diseases. The provision of a range of health services at a per capita cost of three and a half cents a day is evidence of the cost-effectiveness of the public health services available to the community.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$15,216 (1.9%). Personnel increases \$8,256 for Steps/1% Carry-forward (\$6,306), an increase in the number of hours for the Inspector of Animals (\$1,000), Longevity Pay (\$700), and Overtime (\$250). Services increase \$7,060 for Natural Gas (\$400), Other Rentals and Leases (\$2,800) for the lease of a copier, a 2% increase for the VNS (\$1,165), and a 2% increase for the Brookline Mental Health Clinic (\$2,695). Supplies increase \$250 for Gasoline while Other increases \$650 for In-State Travel. Capital is reduced by \$1,000.

FY2001 OBJECTIVES

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 10 grants and/or private partnerships worth \$150,000.
3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-5 of Healthy Brookline.
4. To continue implementation of recommended actions related to department computerization based on the blueprint for information technology developed in FY98.
5. To ensure that upgrades to the Health Center are completed, including wheelchair access and office modernization.
6. To continue to work in conjunction with the Council on Aging and others to develop health-related programs and a resource base for the Town's Senior Center.
7. To work with the Advisory Council on Public Health to create 10 priority goals for the council.
8. To develop a policy for retail vendors who repeatedly violate laws on tobacco sales to minors.
9. To oversee health issues related to school renovations, town landfill remediation, and emergency preparedness, among other issues.
10. To continue to build Friends of Brookline Public Health, hold a Policy Forum, a fundraising event, and fund public health projects.
11. To assist the Bournemouth Task Force in resolving outstanding concerns including a possible Memorandum of Understanding (MOU) between the Town and the Hospital.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	549,322	557,300	565,556		
Services	223,407	231,191	238,251		
Supplies	9,945	10,050	10,300		
Other	3,413	3,500	4,150		
Capital	10,000	3,500	2,500		
TOTAL	796,087	805,541	820,757		
BENEFITS			245,567		
REVENUE	164,486	129,900	148,400		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM

CODE

PROGRAM

CODE

GROUP HUMAN SERVICES

510

HEALTH

5100

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Pub. Health/Human Ser. Chief Inspector	M-6	1	1	74,089	84,712	1	76,699	1	78,635
	Substance Abuse Coordinator	G-17	1	1	50,542	51,325	1	50,812	1	51,325
	Drug and Alcohol Coordinator	G-16	1	1	49,105	49,888	1	49,389	1	49,888
	Dep. Inspector Weights/Measures Sanitarian	G-16	1	1	49,105	49,888	1	49,389	1	49,888
	Senior Sanitary Inspector	G-15	1	0	45,063	45,690	0	0		0
	Principal Clerk	G-15	1	1	45,063	45,690	1	45,232	1	45,690
	Senior Clerk Typist	G-13	3	3	41,147	41,773	3	125,098	3	125,319
		C-7	1	1	32,112	33,544	1	32,397	1	33,055
		C-4	1	1	28,585	29,982	1	29,683	1	29,982
	Subtotal		11	10			10	458,697	10	463,782
510102	Permanent Part Time Salaries									
	Sealer of Weights/Measures (1)	M-1	0	0.45	47,285	53,266	0.45	23,034	0.45	23,615
	Dep. Inspector Weights/Measures	G-15	0	0.30	45,063	45,690	0.40	15,450	0.40	15,650
	Inspector of Animals		1	0.15		7,600	0.15	7,600	0.20	8,600
	Community Health Coordinator		0.5	0.50		22.94/hr	0.50	23,267	0.50	23,500
	Day Care Inspector		0.6	0.60	18.31/hr	20.04/hr	0.60	20,702	0.60	20,909
	Subtotal		2	2.00			2.10	90,053	2.15	92,274
510901	Temporary Part Time Salaries									
	Graduate Student Interns		5	5		600	5	3,000		3,000
	Subtotal		5	5			5	3,000	0	3,000
	Other									
510300	Regular Overtime							500		750
513044	Longevity Pay							3,550		4,250
515501	Uniform/Clothing Allowance							1,500		1,500
	Subtotal		0	0			0	5,550	0	6,500
	Total		18.10	17.00			17.10	557,300	12.15	565,556

(1) Sealer of Weights and Measures also serves as Director of Veterans' Services effective 10/1/97; 1/2 of salary is included under Veterans' Services.



FY2001 PROGRAM BUDGET

PROGRAM
HEALTH

SUB-PROGRAM SUMMARY

CODE
510

SUB-PROGRAM
ADMINISTRATION

CODE
5100

SUB-PROGRAM DESCRIPTION

The Administration Sub-program provides resources and administrative support to the Department and maintains the physical plant, housing a broad range of programs and services offered by the Health Department.

The Director of Public Health and Human Services, with advice and policy guidance from the Advisory Council of Public Health, provides overall management and program direction to the Department. Consultation and assistance on health matters is furnished to other town departments and agencies.

FY2001 OBJECTIVES

1. To maintain monthly in-service education sessions as part of all-staff meetings.
2. To recruit at least eight well-qualified graduate students to work on a variety of projects.
3. To maintain at least two volunteers to assist with administrative and secretarial support functions.
4. To continue implementation of the three-year blueprint for computerization of the Department, adhering to time-lines and spending targets.
5. To work with the Economic Development Office to implement Restaurant Appreciation week and the Annual Taste of Brookline.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$6,494 (4.3%) for Steps/1% Carry-forward (\$3,644), Other Rentals and Leases (\$2,800) for the lease of a copier, Natural Gas (\$00), and In-State Travel (\$650).

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	111,041	116,028	119,672		
Services	27,151	29,750	32,950		
Supplies	3,102	2,000	2,000		
Other	3,363	1,400	2,050		
Capital	10,000	3,500	2,500		
TOTAL	154,657	152,678	159,172		



FY2001 PROGRAM BUDGET		SUB-PROGRAM SUMMARY	
PROGRAM	CODE	SUB-PROGRAM	CODE
HEALTH	510	ADMINISTRATION	5100
ACCOMPLISHMENTS <ol style="list-style-type: none">1. Recruited eight well-qualified graduate students to work on a variety of public health projects.2. Worked with the Information Services Division to create a Health webpage as part of the Town's enhanced Website. This new site allows constituents to make requests/comments/report complaints on-line.3. Began office upgrades with the refurbishing of four offices.4. Maintained bi-weekly division directors' meetings and monthly all-staff meetings with educational components.5. Began using the new PermitsPlus software for permitting and tracking of complaints.6. Maintained at least three volunteers to assist with administrative and secretarial support functions.7. Increased permit, fee, and enforcement revenue by 16%.	PERFORMANCE / WORKLOAD INDICATORS <p>Since the Administration Sub-program functions as a staff service to other components of the Department, workload and performance indicators are included in other sections of the budget.</p>		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM
HEALTH

CODE
510

SUB-PROGRAM
ENVIRONMENTAL HEALTH

CODE
5110

SUB-PROGRAM DESCRIPTION

The Environmental Health Sub-program combines a wide range of programs and services described under its various elements. 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 pools, solid waste handling practices, animal, insect, and rodent control, the abatement of general health nuisances, and the testing and sealing of all weighing and measuring devices. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local smoking control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

FY2001 OBJECTIVES

1. To protect public health by maintaining a comprehensive program of environmental health services, which includes inspections, compliance and enforcement activities, monitoring of environmental hazards, and consultation and guidance to citizens and governmental agencies.
2. To provide educational initiatives for all regulated programs: annual workshops to include lodging houses, children's camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements, and food establishment standards.
3. To continue to provide technical assistance and oversight to other town departments, boards, and committees on critical environmental health and safety issues such as: Town Garage/Incinerator, Town Landfill, renovations of the High School and other schools, mass gathering events, and emergency flooding/Muddy River issues.
4. To continue newly established inter-departmental efforts (Health and Public Works) on addressing trash and rubbish issues throughout the community.
5. To adopt and implement provisions of the new Food Safety Code (see Food Inspection section for details).
6. To explore possible venues for solar power and alternative fuel in Brookline and work with staff at the Harvard Climate Center to seek funding.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$3,813 (1.3%) for but \$250 (Gasoline) for Steps/1% Carry-forward.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	277,273	284,136	287,699		
Services	7,000	8,400	8,400		
Supplies	2,227	3,250	3,500		
Other	50	750	750		
Capital	0	0	0		
TOTAL	286,550	296,536	300,349		



FY2001 PROGRAM BUDGET

PROGRAM

HEALTH

SUB-PROGRAM SUMMARY

CODE

510

SUB-PROGRAM

ENVIRONMENTAL HEALTH

CODE

5110

ACCOMPLISHMENTS

1. Addressed public concerns of inspectional responses by:
 - Developing and supplying literature and informational packets on various code enforcement programs.
 - Developing an Environmental Health Web page (with assistance of information services staff) that includes information regarding the Division's role and responsibilities, as well as fact sheets, code requirements, and resource information.
2. Served as technical expert/advisor on a variety of pending or active environmental health issues within the town including:
 - Capping of the former town landfill.
 - Renovations to the High School, Baker School, and other school environments, as well as issues relating to indoor air quality and health and safety concerns.
 - Revisions to the Tobacco Control By-Law.
 - Ryder Cup, Davis Cup, Israel Independence Day, and the Boston Marathon.
3. Proposed revisions to Town Meeting in the fine structure for solid waste code enforcement programs.
4. Assisted in the revision of the Town Lodging House regulations with Town Counsel, Building, Fire, Selectmen, and Police Departments. The Environmental Health Division assumed a lead role holding annual training workshops for all lodging house owners and agents.
5. Assisted in the implementation of a "Mutt Mitt" program in areas adjacent to the Muddy River. The Program was implemented with the significant assistance of a private property management firm and the board of trustee's of the Brook House.
6. Held health and safety workshops for all licensed children camps in town.
7. Issued over 100 additional food service permits for the Ryder Cup. In addition, over 800 Ryder Cup food service workers received food safety orientation training by inspectional staff prior to the event.
8. Maintained over 93% compliance with the Smokefree Brookline By-Law prohibiting the sale of tobacco to minors at retail outlets.
9. Began using the new PermitsPlus software for permitting and tracking of complaints.
10. Held 400 taxi safety and meter inspections.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Tobacco Retail Sales Compliance (avg.)	91%	91%	93%	93%	93%
Workload:					
Food/Retail Inspections	735	740	761	**893	760
Housing Inspections	850	850	826	820	820
Solid Waste Inspections	635	700	918	875	875
Swimming Pool Inspections	65	65	67	65	65
Asbestos Inspections	40	50	25	30	30
Tanning Salon Inspections	20	20	20	20	20

*Solid Waste Code Enforcement is now a inter-department (Health-Public Works) program.

**Reflects over 100 additional food service permits issued for Ryder Cup.

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
General	89,348	78,992	85,684		
Food Inspection	79,316	95,360	93,350		
Housing Inspection	82,893	81,870	80,250		
Weights & Measures	34,993	40,314	41,065		
TOTAL	286,550	296,536	300,349		



FY2001 PROGRAM BUDGET

SUB-PROGRAM

ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE

510

ELEMENT

ENVIRONMENTAL HEALTH - GENERAL

CODE

5121

ELEMENT DESCRIPTION

The Environmental Health-General Element includes activities dealing with solid waste handling, swimming pools, lodging houses, animal control, insect and rodent control, general health nuisances, and a range of other environmental health concerns and responsibilities. In addition, much of the overall management and support of the Environmental Health Sub-program is placed in this budget element.

FY2001 OBJECTIVES

1. To continue to address public concerns throughout the community with inspectional responses and effective follow-up enforcement.
2. To serve as a community resource in addressing Environmental Health and Safety matters.
3. To educate all regulated entities within the various permitting and licensing programs on code compliance requirements and current issues.
4. To standardize ticketing programs within all inspectional departments and the courts.

BUDGET STATEMENT

The FY01 budget is level-funded except for an additional \$250 for Gasoline.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	81,261	68,292	74,734		
Services	7,000	8,400	8,400		
Supplies	1,087	1,750	2,000		
Other	0	550	550		
Capital	0	0	0		
TOTAL	89,348	78,992	85,684		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE 510	ELEMENT ENVIRONMENTAL HEALTH - GENERAL	CODE 5121
--------------------	--	---------------------

ACCOMPLISHMENTS

1. Held ten rabies clinics in conjunction with the City of Newton Health Department.
2. Issued two "Town Rabies Alerts" in response to positive animal test results.
3. Continued to hold an interdepartmental Animal Control Program working group, consisting of the Police Department, Public Health Nursing/ Epidemiology Division, Community Health Division, and Town Clerk, to address issues of quarantines, animal control by-law violations, and educational initiatives.
4. Acquired field communication system (digital phones) to allow for better communications with inspectional staff, allowing for enhanced emergency response.
5. Increased the number of solid waste enforcement actions by 10%.
6. Continued to be one of the only departments in the State to implement non-criminal dispositions (ticketing) for all major inspectional programs.
7. Began to integrate GIS mapping for permit, licenses, and inspectional applications.
8. Maintained the Health and Safety Committee (Building, Fire, Police, and Public Works) to address community complaint issues.
9. Began using the new PermitsPlus software for permitting and tracking of complaints.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Reported Rabies Exposure	30	30	107	N/A	N/A
Positive Rabid Animals	6	N/A	3	N/A	N/A
Human Receiving Rabies Post-exposure Prophylaxi	6	10	39	N/A	N/A
Animal Control Quarantines	80	60	60	70	70
Workload:					
Solid Waste Inspections	635	700	918	875	875
Swimming Pool Inspection	65	65	67	65	65
Rabies Prevention Pamphlets Distributed (1)	2,000	1,000	1,500	1,000	1,000
Lead Paint Determination Inspections	20	20	18	20	20
Lead Paint Removal Notice	48	50	63	50	50
Lead Test on Children	15	15	7	10	10
Lead Poisoned Children	1	N/A	0	N/A	N/A
Asbestos Removal Notices	120	125	132	125	135

* Solid Waste code enforcement is now a inter-departmental (Health and Public Works) program.



FY2001 PROGRAM BUDGET

SUB-PROGRAM

ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE

510

ELEMENT

FOOD INSPECTION

CODE

5130

ELEMENT DESCRIPTION

Brookline has a large and busy food service industry, with almost 300 licensed establishments ranging from full-service restaurants and take-outs to convenience stores and retail food stores. As mandated by the State Sanitary Code, the Health Department is concerned with the safety and wholesomeness of the community's food supply, a matter of importance to all who live, work, or visit Brookline. The Department investigates reported outbreaks of food-borne illness, deals with food recalls and other national or regional actions involving suspect food products, and responds to complaints and frequent inquiries from members of the general public on a range of food safety concerns.

FY2001 OBJECTIVES

1. To adopt provisions of the new Food Safety Code including: certification of supervisors; barrier protection for food handlers; significant changes in handling of hot and cold potentially hazardous foods using science-based technology; and standardizing training.
2. To conduct routine inspections of all permitted food/retail establishments to determine compliance with the requirements of the State Sanitary Code.
3. To investigate complaints of unsanitary conditions and contaminated food items from permitted food/retail establishments.
4. To investigate and control foodborne illnesses relating to food/retail establishments.
5. To educate food service operators in safe food handling practices in compliance with state standards in order to lower the incidence of foodborne disease and critical violations.
6. To provide advice and technical information to the public on safe food handling practices.
7. To maintain a database regarding the incidence of critical violations in food service establishments.

BUDGET STATEMENT

The FY01 budget is level-funded.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	79,316	94,760	92,750		
Services	0	0	0		
Supplies	0	500	500		
Other	0	100	100		
Capital	0	0	0		
TOTAL	79,316	95,360	93,350		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE 510	ELEMENT FOOD INSPECTION	CODE 5130
--------------------	-----------------------------------	---------------------

ACCOMPLISHMENTS

1. Conducted two unannounced comprehensive inspections of all permitted food/retail establishments.
2. Continued the innovative surcharge program that targets establishments that fail to comply with Health Department orders/enforcement notices.
3. Provided an orientation session to over 95% of new food service operators.
4. Issued 45 tickets to establishments that failed to comply with Health Department warning notices.
5. Continued to conduct 10 chokesaver classes and certified 81 individuals.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
% of Food Outlets Inspected 2 Times/Year	100%	100%	100%	100%	100%
% of Restaurants with Critical Violations	30%	30%	35%	30%	25%
% of Restaurants Requiring Enforcement Actions	2%	2%	2%	2%	2%
% Receiving Formal Orientation	95%	95%	95%	100%	100%
Workload:					
Food Inspections (Total)	725	730	761	*960	760
Comprehensive Inspections (State Mandate)	600	620	726	*938	720
Permits Issued	295	300	363	*469	360

*Reflects additional inspections at Ryder Cup.



FY2001 PROGRAM BUDGET

SUB-PROGRAM

ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE

510

ELEMENT

HOUSING INSPECTION

CODE

5140

ELEMENT DESCRIPTION

The Brookline Health Department administers the provisions of Chapters I and II of the State Sanitary Code, commonly known as the Housing Code, and seeks to assure a safe and healthy housing environment for residents of the community. In response to approximately 60 complaints each month, the Department conducts inspections and issues orders when code violations are found. Court actions are taken or tickets issued when re-inspection finds that previously cited conditions have not been corrected in response to order letters. In addition to code enforcement, information and technical guidance are provided to occupants and property owners, and assistance is given to other town departments and agencies on matters pertaining to the housing environment.

FY2001 OBJECTIVES

1. To provide assistance to tenants and other Brookline residents logging complaints with the Department.
2. To perform inspections as required by the State Sanitary Code and to issue enforcement orders as necessary to obtain compliance with the code.
3. To issue tickets or file court complaints against violators who fail to comply with Health Department orders.
4. To serve as the lead town agency with regard to the inspection and licensing of lodging houses in Brookline.
5. To provide assistance to residents and support to other municipal agencies on a range of issues and concerns regarding the housing environment, including the public health aspects of indoor air quality, asbestos, lead paint, radon, pest control, lack of adequate heat, etc.
6. To continue monthly interdepartmental meetings with the Council on Aging and the Brookline Center to review difficult cases.

BUDGET STATEMENT

The FY01 budget is level-funded.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	82,893	81,370	79,750		
Services	0	0	0		
Supplies	0	500	500		
Other	0	0	0		
Capital	0	0	0		
TOTAL	82,893	81,870	80,250		



FY2001 PROGRAM BUDGET

ELEMENT SUMMARY

SUB-PROGRAM

CODE

ELEMENT

CODE

ENVIRONMENTAL HEALTH

510

HOUSING INSPECTION

5140

ACCOMPLISHMENTS

1. Responded to citizen's complaints of housing code violations resulting in 780 total inspections.
2. Responded to over 100 citizen requests for technical information regarding standards and requirements of the housing code.
3. Continued to be one of the inspectional agencies in the state to enforce housing code violations through ticketing, thus reducing the need for court actions.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
% Order Letters Issued Within 3 Days	85%	85%	85%	85%	90%
Court Actions	20	20	30	20	30
# of Tickets Issued *	90	90	130	100	100
% of Tickets Paid	80%	80%	85%	85%	85%
Workload:					
Inspections/Re-inspections	850	850	780	800	800
Order Letters	320	350	343	350	350

*Tickets are now an inter-departmental (Health and Public Works) program.



FY2001 PROGRAM BUDGET

SUB-PROGRAM

ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE

510

ELEMENT

WEIGHTS AND MEASURES

CODE

5150

ELEMENT DESCRIPTION

The Weights and Measures Element seeks to assure the honesty and integrity of marketplace purchases of goods and commodities. Under provisions of the General Laws, the Sealer of Weights and Measures annually tests and seals weighing and measuring devices in Brookline, including devices used in the sale of food products, fuel oil, gasoline, and the meters used in taxi services.

With so many of the purchases in ordinary daily life based on weight, volume, or other physical dimensions, even small inaccuracies in commercial scales, balances, and meters can result in substantial additional costs to consumers.

FY2001 OBJECTIVES

1. To continue to attend trainings offered by the Division of Standards to fulfill the requirements of certification prior to implementing scanner inspections/unit pricing.
2. To inspect all scanners within town to ensure compliance with the Consumer Protection Act.
3. To educate consumers as to their rights related to inaccurate pricing.
4. To complete safety and meter inspections for all licensed taxis in Brookline.

BUDGET STATEMENT

The FY01 budget is level-funded.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	33,803	39,714	40,465		
Services	0	0	0		
Supplies	1,140	500	500		
Other	50	100	100		
Capital	0	0	0		
TOTAL	34,993	40,314	41,065		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
ENVIRONMENTAL HEALTH

ELEMENT SUMMARY

CODE 510	ELEMENT WEIGHTS AND MEASURES	CODE 5150
--------------------	--	---------------------

ACCOMPLISHMENTS

1. Inspected and sealed all weighing and measuring devices used for retail sales.
2. Inspected and certified all scanners used for retail sales.
3. Inspected establishments required to be licensed to sell motor fuel and lubricants.
4. Fulfilled the requirement to become certified for scanner inspection/unit pricing and item pricing.
5. Enforced the mandatory posting in all retail stores of the policy on pricing inaccuracies.
6. Completed over 400 taxi safety and meter inspections.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Violators of Weight/Measure Standards	3%	6%	5%	6%	6%
<u>Workload:</u>					
Taxi Safety Inspections *	167	170	168	170	170
<u>Scales:</u>					
Less than 10 lbs.	19	14	22	18	20
10-100 lbs.	90	112	80	80	80
Metric	147	147	175	147	175
Gasoline/Fuel Oil	175	170	222	170	200
Taxi Meter	167	170	226	170	180
Reverse Vending Machines	0	6	4	6	4
Scanner Inspections	N/A	N/A	N/A	18	18
Motor Fuel License	N/A	N/A	N/A	12	6



FY2001 PROGRAM BUDGET

PROGRAM

HEALTH

SUB-PROGRAM SUMMARY

CODE

510

SUB-PROGRAM

CHILD HEALTH

CODE

5250

SUB-PROGRAM DESCRIPTION

The Child Health Sub-program is concerned with those communicable diseases which 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.

The Day Care Inspection and Licensing Team monitors 19 group day care centers and nine extended day programs with an aggregate enrollment of nearly 2,000 children. With Brookline continuing as one of a small number of communities delegated by the state to exercise the licensing and inspection responsibility, these facilities are routinely visited to assure compliance with regulations of the state's Office for Children.

The Child Health Sub-program serves as the Department's liaison to the School Health program and the nursing and health education staff in the schools.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$6,002 (18.5%) due to the re-allocation of Personnel between sub-programs.

FY2001 OBJECTIVES

1. To continue to implement and evaluate an outreach campaign to enroll uninsured youth in the Child Medical Security Plan by working with partners in the Community Health Network.
2. To implement the annual bicycle safety educational campaign in the elementary schools in conjunction with the Police, School Department, and the Rotary.
3. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including the Dating Violence Intervention Program, the program to counter bullying, and expand parents education groups by 25%.
4. To maintain a biweekly immunization clinic for the uninsured and underinsured and immunize 200 youngsters; encourage the use of private providers for immunizations; and serve as a focal point for outreach for pediatric health issues and information and referral. Also, plan to expand current programs to include Hepatitis A and varicella immunizations.
5. To maintain an education campaign, in conjunction with the School Department, in order to ensure Hepatitis B immunization status for sixth graders during the Fall, 2000; in addition, to assure Hepatitis B immunization status and be the provider of last resort for youngsters and staff attending day care centers and Head Start Programs in Brookline.
6. To coordinate first aid and CPR programs for day care workers and others, and enhance linkages with Early Childhood staff in public schools.
7. To maintain monthly School Health Advisory meetings.
8. To continue a literacy program by providing books to children attending dental and immunization clinics, and seek additional funding.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	24,691	16,002	10,000		
Services	15,000	15,000	15,000		
Supplies	995	1,000	1,000		
Other	0	450	450		
Capital	0	0	0		
TOTAL	40,686	32,452	26,450		



FY2001 PROGRAM BUDGET

PROGRAM

HEALTH

SUB-PROGRAM SUMMARY

CODE

510

SUB-PROGRAM

CHILD HEALTH

CODE

5250

ACCOMPLISHMENTS

1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 170 children and youth.
2. Provided technical assistance to school nurses in the area of communicable disease investigation/surveillance and helped nurses in disease outbreak investigations.
3. Inspected, certified, and monitored 28 Day Care programs in Brookline.
4. Implemented two dozen educational programs on tobacco control, including activities associated with the Great American Smokeout and Brown Bag Opera in schools.
5. Assisted in securing funding of over \$18,000 for the Dating Violence Intervention Program in the High School, which reached several hundred students with counseling and education sessions.
6. Maintained the High School AIDS Peer Leadership Program for 15 students.
7. Recruited 40 youngsters to the Children's Medical Security Plan.
8. Completed a Hepatitis B Immunization Program for High School students in conjunction with School Health Services that reached 150 students.
9. Implemented the Bike Safety program in elementary schools in conjunction with the Police and School Departments.
10. Secured additional funding and assisted in promoting a program to counter bullying among elementary school youth.
11. Provided a dozen programs to children on the dangers of tobacco that reached over 500 students.
12. Offered educational programs on rabies, including video presentations, to all Day Care Centers in Brookline.
13. Published Volume 4 of Healthy Brookline, a study of health status and risk factors of students at Brookline High School.
14. Reinstated monthly School Health Advisory meetings.
15. Implemented a literacy program by providing books to children attending dental and immunization clinics.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
% Day Care Attendees with Complete Immunization Status	98%	98%	98%	98%	98%
<u>Workload:</u>					
Child Health Immunizations	299	300	228	230	230
Hepatitis B Immunizations (High School)	432	400	217	N/A	N/A
Group Day Care/Extended Care Inspections	175	175	175	175	175
Licenses Issued (2-yr avg)	18	20	18	18	18
Day Care Educational Programs	10	10	10	10	10



FY2001 PROGRAM BUDGET

PROGRAM
HEALTH

SUB-PROGRAM SUMMARY

CODE
510

SUB-PROGRAM
COMMUNITY HEALTH SERVICES

CODE
5260

SUB-PROGRAM DESCRIPTION

A significant component of the Department's mission is to address the broad array of infectious diseases, chronic illnesses, and lifestyle issues which challenge the health and well-being of members of the community.

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

The Public Health Nursing/Epidemiology Division tracks communicable disease outbreaks in order to control their spread and reduce risk to community residents. The Tobacco Control Program is charged with educating town residents regarding the health risks associated with tobacco use and with carrying out the mandate of Brookline's tobacco control ordinance.

The Tufts University Dental School conducts a dental clinic and program at the Brookline Health Center. The clinic serves income-eligible children and families with basic dental care and treatment.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$7,747 (5.6%) due to the re-allocation of Personnel between sub-programs and an increase of \$1,165 (2%) for an increase to the VNS.

FY2001 OBJECTIVES

1. To offer "A Matter of Balance" programs for 50 Brookline seniors.
2. To maintain breast health, influenza, and pneumonia programs.
3. To offer community health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.
4. To maintain the Health Department's weekly Dental Clinic, in conjunction with Tufts Dental School and linked with the School health program, and provide 700 patient visits.
5. To continue cooperative health education efforts with the Massachusetts Psychological Association and High School health education classes.
6. To continue partnerships related to the health of Russian and Chinese speakers, including the development of a health outreach campaign targeted to Chinese speakers.
7. To work collaboratively with the Council on Aging to promote health education for seniors, including the planning of a second Senior Health Fair reaching over 100 seniors.
8. To work with the public safety/emergency committee to develop a plan of action in the event of the threat of a bio-terrorist incident.
9. To work with the local media to provide pertinent public health alerts/education such as rabies alerts, heat alerts, etc.
10. To maintain tuberculosis control and rabies control activities.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	88,426	90,715	97,297		
Services	42,124	43,267	44,432		
Supplies	3,230	3,300	3,300		
Other	0	450	450		
Capital	0	0	0		
TOTAL	133,780	137,732	145,479		



FY2001 PROGRAM BUDGET

PROGRAM
HEALTH

SUB-PROGRAM SUMMARY

CODE 510	SUB-PROGRAM COMMUNITY HEALTH SERVICES	CODE 5260
--------------------	---	---------------------

ACCOMPLISHMENTS

1. Secured second-year funding to implement an outreach campaign for Town and dental health services to Chinese community.
2. Implemented Town-sponsored adult immunization clinics in conjunction with the VNA of Boston serving over 2,000 residents and recruiting 20 volunteers, while maintaining town employee coverage.
3. Refurbished and modernized the main lobby of the Health Department.
4. Continued the program providing free children's books for distribution to children attending dental and immunization clinics.
5. Continued for a second year the Community Balance Training Program for Seniors. Secured outside funding to support a consultant to train and administer the Balance program.
6. Co-sponsored programs related to men's and women's health with the Brookline Chamber of Commerce.
7. Continued for an additional year a program on Eating Disorders for high school freshmen working collaboratively with Massachusetts Psychological Association, Brookline High School Freshman Campus PTO, and the Health Department.
8. Offered a community forum in conjunction with Brookline High School on issues in adolescent boys' growth and development.
9. Completed a formal community health assessment of Brookline.
10. Maintained breast health and influenza and pneumonia immunization programs.
10. Conducted focus groups comprised of Brookline seniors to identify health issues of interest to that population. Arranged focus group trainings for staff and interns.
11. Planned and organized the first Senior Health Fair in Brookline. Twenty-five local health care providers were recruited to offer screenings at Fair.
12. In conjunction with Brookline Adult Education, offered on-going yoga class and CPR classes to town employees.
13. Tracked and controlled three communicable disease outbreaks involving 65 cases.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Town Employees Receiving					
Flu Shots	280	290	288	290	290
Disease Outbreaks Tracked	5	N/A	3	N/A	N/A
# Confirmed Cases:	7	N/A	10	N/A	N/A
Giardia	16	N/A	11	N/A	N/A
Pertussis	5	N/A	4	N/A	N/A
Shigella	14	N/A	16	N/A	N/A
Campylobacter	1	N/A	0	N/A	N/A
Ecoli 0157	12	N/A	14	N/A	N/A
Salmonella	0	N/A	0	N/A	N/A
Cyclospora	6	N/A	2	N/A	N/A
Hepatitis A	16	N/A	10	N/A	N/A
Hepatitis B	5	N/A	4	N/A	N/A
Hepatitis C	N/A	N/A	9	N/A	N/A
Animals Bites to Human	30	N/A	107	N/A	N/A
% Communicable Disease					
Investigations Initiated					
Measures Implemented					
within 24 Hours	80%	85%	85%	85%	85%
Workload:					
Flu Shots	2,088	2,100	2,092	2,100	2,100
Choke-Saver Certification	107	110	81	100	100
TB Screening (Mantoux)	135	100+	142	100+	100+
TB Infected Persons	120	N/A	75	N/A	N/A
Active TB Cases	3	N/A	4	N/A	N/A
New Arrivals with Refugees Visa/ Immigrant Class A/B TB	117	N/A	54	N/A	N/A
# Brookline Persons Exposed to Active Case	21	N/A	17	N/A	N/A
Blood Pressure Screening	577	500	453	500	500
Women Screened for Breast Cancer	52	52	52	55	55



FY2001 PROGRAM BUDGET

PROGRAM
HEALTH

SUB-PROGRAM SUMMARY

CODE
510

SUB-PROGRAM
MENTAL HEALTH

CODE
5230

SUB-PROGRAM DESCRIPTION

The Brookline Center, formerly the Brookline Community Mental Health Center, with financial support furnished by the Town through this budget sub-program, seeks to maintain and improve the mental health of Brookline residents through a range of psychiatric, social service, and educational interventions.

The program provides diagnostic and therapeutic services to 2,400 medically needy residents. The program also provides assistance and consultation to other town departments and agencies and community outreach to high risk children and youths, adolescents, families, adults, and seniors. The Center operates a residential facility for persons with long-term mental illness in order to prevent homelessness and an emergency foster care program for local teenagers.

The Metropolitan Mediation Services, a program of the Brookline Center, works in collaboration with the Brookline Court, the Police Department, merchants, landlords, and the Schools to help families, teens, and adults resolve disputes through non-violent conflict resolution methods.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$2,695 (2%) for an increase to the Boston Mental Health Center.

FY2001 OBJECTIVES

1. To deliver 25,000 hours of individual, family, and group counseling, mediation, and outreach services to 2,800 lower- and moderate-income Brookline residents.
2. To respond to requests from Brookline residents for crisis intervention, short-term emergency shelter, counseling, case management to high risk adolescents, mediation services, and consultation to schools, police, courts, and other community agencies.
3. To co-sponsor National Depression Day with the Health Department and evaluate 25 residents and educating the public.
4. To expand preventive services to Brookline children and families by working with School staff to provide friendship groups at elementary schools; crisis evaluations of youth and families in schools; consultation to School guidance, social work, substance abuse, and violence prevention staff; school-based individual, family, and group counseling; and crisis intervention as needed. Approximately 500 Brookline youths and families will be served.
5. To recruit and retain mental health professional personnel to serve rapidly growing population segments of Brookline including Russian, Asian, African-American, and Latino families, particularly those who are immigrants and refugees.
6. Using statistical outcome measures the Center will assure that:
 - 100% of children seen at the Center will have family evaluations;
 - 100% of all individuals evaluated at the Center will have goal oriented treatment plans;
 - 95% of all individuals needing routine appointments will receive an appointment within 10 days;
 - 80% of individuals receiving counseling report perceptions of improvement after six counseling sessions;
 - 90% of consumer satisfaction surveys indicate good-excellent outcomes for Center services.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	0	0	0		
Services	132,132	134,774	137,469		
Supplies	0	0	0		
Other	0	0	0		
Capital	0	0	0		
TOTAL	132,132	134,774	137,469		



FY2001 PROGRAM BUDGET

PROGRAM

HEALTH

SUB-PROGRAM SUMMARY

CODE

510

SUB-PROGRAM

MENTAL HEALTH

CODE

5230

ACCOMPLISHMENTS

1. Provided 23,000 hours of mental health services to 2,650 Brookline residents, one-third of which were delivered in the home or other community settings.
2. Provided a comprehensive program of community education and outreach to children, teens, families, adults, and seniors and provided consultation and assistance to town departments and agencies.
3. Provided 980 hours of community mediation services to assist residents in resolving family, neighbor, teen group, and landlord/tenant disputes to avoid violence and remain outside the court system.
4. Co-sponsored National Depression Screening Day with the Health Department and other health facilities, resulting in the education and evaluation of town residents.
5. Completed construction of a ramp and parking space to provide access to those with physical disabilities at 43 Garrison Road, funded through Community Development Block Grant funds.
6. Continued to evaluate counseling services through the use of standardized clinical outcomes measures such as the BASIS 32 and Beck Depression Inventory. Based on statistical analysis, these measures demonstrate significant positive changes for clients including decreases in depression and anxiety, improvements in relationships, and improved functioning at home and work.
7. Initiated a Transition to Independent Living Program for four Brookline youth ages 16-22 funded through a McKinney Act Continuum of Care Grant (\$250,000 for two years).
8. Expanded the Center's Diversity Initiatives Program through a \$8,000 grant from the Hyams Foundation. This will result in the Center's increased capacity to provide linguistically and culturally competent services to populations such as Russians, Asians, Latinos, African-Americans, gays/lesbians, and those with physical disabilities.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Workload:</u>					
Residents Served	2,600	2,600	2,650	2,750	2,800
Counseling Services	20,800	21,500	23,000	24,500	25,000
<u>Performance</u>					
Routine Appointments Scheduled in 10 days	N/A	N/A	0.95	0.95	0.95
Client Reports of Improvement by Six Visits	N/A	N/A	80%	82%	82%



FY2001 PROGRAM BUDGET

PROGRAM
HEALTH

SUB-PROGRAM SUMMARY

CODE
510

SUB-PROGRAM
SUBSTANCE ABUSE

CODE
5270

SUB-PROGRAM DESCRIPTION

The Substance Abuse Prevention and Services Sub-program consists of community-based and school-based components. The former provides prevention and intervention activities serving town employees and others in both individual and group settings.

The school-based program was established in response to a 1985 survey which indicated that 74% of Brookline High School students and 54% of sixth to eighth graders had used alcohol and other drugs. The program is jointly supported by the Town and Schools, and this sub-program provides the Town's share of the program's cost.

The Sub-program provides counseling to Brookline youths and their families with substance abuse problems, prevention education, peer leadership training for the high school and elementary schools, consultation, trainings and presentations to community members and community service providers, and updated materials, information, and resources.

BUDGET STATEMENT

The FY01 is level-funded.

FY2001 OBJECTIVES

1. To continue to provide individual, family, and group counseling including assessment, referral, and after care.
2. To track a set of measurable performance-based objectives based on the Youth Behavioral Risk survey over time. Examples include:
 - a) To reduce the number of freshmen who binge drink by 3% by FY 2003;
 - b) To reduce the number of students who have used drugs or alcohol by age 14 by 5% by FY2001; and
 - c) To reduce the number of students by 2% who report not going to school because they felt unsafe.
3. To continue to support and administer the No Smoking mandated education group at the High School.
4. To continue to chair the Substance Abuse Prevention subcommittee and to co-chair the Joint Health Advisory Committee.
5. To monitor the effectiveness of the Town's bartender trainer program with the Police.
6. To continue to support youth diversionary programs in cooperation with the Police.
7. To maintain and enhance a collaborative initiative with the Police and the Courts to support community youth needs for substance abuse and dating violence prevention and treatment.
8. To continue the planning and development of community outreach efforts promoting substance abuse prevention and intervention, including a town-wide parent survey on teen alcohol abuse.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	47,891	50,419	50,888		
Services	0	0	0		
Supplies	391	500	500		
Other	0	450	450		
Capital	0	0	0		
TOTAL	48,282	51,369	51,838		



FY2001 PROGRAM BUDGET

PROGRAM

HEALTH

SUB-PROGRAM SUMMARY

CODE

510

SUB-PROGRAM

SUBSTANCE ABUSE

CODE

5270

ACCOMPLISHMENTS

1. Provided assessment, 1,500 counseling sessions, referrals, and monitored the progress of 139 individuals, including 30 town employees.
2. Chaired a town-wide task force on Teen Substance Abuse Prevention and presented recommendations to the School Committee.
3. Provided support to the Personnel Department in implementing a Unified Employee Assistance Program (EAP).
4. Working with the Planning Departments in Brookline and Newton and the Brookline Center, received \$1 million in funding from HUD to serve youth at risk for homelessness.
5. Fielded two dozen presentations and community smoking cessation programs (including a hypnosis series) under the auspices of Smoke Free Brookline.
6. Continued a uniform certification program for bartenders, working with the Police, Town Counsel, and private sector bartender training programs.
7. Maintained a town-wide youth diversionary program in corporation with the Police that served 38 youths in FY2000.
8. Conducted 50 class presentations and over 2,000 counseling sessions, including assessment, referral, and aftercare for students, parents, staff, and others.
9. Provided 88 hours of training to high school peer leaders and Students Against Destructive Decisions (SADD), and worked with DARE officers and health teachers to facilitate substance abuse presentations to 6th and 8th grade students.
10. Continued a revised No Smoking policy at the High School, including a mandated educational component in cooperation with high school personnel, parents, and staff.
11. Offered a smoking cessation group to students at the High School.
12. Wrote and administered the Safe and Drug-Free School and Committees Act grant, the Dating Violence grant, and solicited additional funding for a training and referral process for offenders.
13. Implemented a School-Based Partnership grant with the Police Department to study the relationship between teens, substance abuse, and delinquent behavior.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Workload:					
Counseling Sessions	2,000	2,100	3,500*	3,500*	3,500
Class Presentations	65	65	213	215	215
Staff Consultations/Training Presentation	235	300	436	430	430
Parent and Community Presentations	30	40	87	90	90
Police/Youth Diversion Referrals	50	55	38	40	40
Students Served	195	280	290	300	300
Services-Provider Presentation	38	40	40	40	40

*Includes both school and community-based counseling sessions.



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE
543

PROGRAM
VETERANS' SERVICES

CODE
5430

PROGRAM DESCRIPTION

The Department of Veterans' Services, as mandated by M.G.L. 115, assists eligible Veterans and/or their dependents. The Department provides direct financial aid as well as assistance in paying medical bills to those who meet specific eligibility requirements. The Department receives state reimbursement for 75% of benefit expenditures and assists Veterans in obtaining benefits from the Veterans' Administration and from other programs funded 100% by the federal government.

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

FY2001 OBJECTIVES

1. To work closely with Veterans' organizations to hold Memorial Day and Veterans' Day ceremonies.
2. To continue outreach efforts to locate Veterans in need of assistance and find eligible Veterans and/or their families who are eligible for annuities recently approved by the State.
3. To obtain placement in Brookline Housing for 100% of the veterans that apply for housing.
4. To pursue Operation Recognition for WW II Veterans, a program that awards honorary diplomas to men and women who left high school to serve their country.
5. To pursue the repair and restoration of the Soldiers Monument and Civil War Monuments to prevent further deterioration.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$8,930 due to a \$10,000 savings in Veterans Benefits.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	65,171	66,203	67,273		
Services	0	0	0		
Supplies	447	450	450		
Other	94,355	99,850	89,850		
Capital	0	0	0		
TOTAL	159,973	166,503	157,573		
BENEFITS	0	0	30,009		
REVENUE	0	0			



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE 543	PROGRAM VETERANS' SERVICES	CODE 5430
---------------------------	---	----------------------------

ACCOMPLISHMENTS

1. Assisted Veterans and widows in filing for local tax abatements, VA Pensions, VA Compensation, unemployment, SS, SSI, SSDI, housing, medical assistance, grave markers, educational programs, and alcohol and drug programs.
2. Continued the Adopt-A-Pole program which has established an Avenue of Flags that are on display from May through July.
3. Coordinated the Veterans Day, Memorial Day, and Flag Day Celebrations with the assistance of the VFW/Legion and Flag Day Committee.
4. Dedicated a Memorial Square for Dennis Conry, a Brookline resident killed in the Vietnam War.
5. Covered 85% of the Flag Day expenses with private funds.
6. Worked closely with the Veterans Hospital to insure medical care for eligible Veterans.
7. Assisted Veterans in seeking employment and alternative sources of income resulting in a 10% reduction in the Veterans Benefit budget.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
% of Claims Approved by the State	100%	100%	100%	100%	100%
Funds Raised for Flag Day	\$17,168	\$19,000	\$22,020	\$19,000	\$19,000
<u>Workload:</u>					
Recipients of Benefits (Monthly Average)	23	23	14	17	17
Service Recipients	550	555	555	560	560
Information Requests	775	780	780	790	790



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP HUMAN SERVICES

CODE
543

PROGRAM
VETERANS' SERVICES

CODE
5430

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Veterans' Services (1)	M-1	0	1	47,285	54,065	1	28,152	1	28,863
	Head Clerk	C-9	1	1	34,506	35,960	1	35,601	1	35,960
	Subtotal		1	2			2	63,753	2	64,823
510102	Permanent Part Time Salaries									
	Director of Veterans' Services	M-2	0.5	0.0	52,014	59,472	0.0	0	0.0	0
	Subtotal		0.5	0.0			0.0	0	0.0	0
	Other									
510300	Overtime							600		600
513044	Longevity Pay							1,850		1,850
	Subtotal		0	0			0	2,450	0	2,450
	Total		1.5	2.0			2.0	66,203	2.0	67,273

(1) New Director appointed 10/1/97 also serves as Sealer of Weights and Measures; 1/2 of salary is included under Health Department.



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE 541	PROGRAM COUNCIL ON AGING	CODE 5410
---------------------------	---	----------------------------

PROGRAM DESCRIPTION

The Council on Aging enhances the quality of life for Brookline's senior citizens by developing comprehensive services. This is accomplished through service coordination, planning, and town resources.

Membership on the Council on Aging board includes representatives of six town departments as well as 11 citizens and 15 associate members. Five multi-service senior center sites are located in two public schools and three Brookline Housing Authority elderly buildings. Town-funded staff includes six full-time workers and seven part-time employees. Grant and state-funded staff currently includes two full-time workers and six part-time positions.

FY2001 OBJECTIVES

1. To open and operate the Brookline Senior Center, establishing it as a senior community focal point.
2. To continue public-private partnership efforts with assistance to the non-profit corporation regarding their \$300,000 commitment for equipment and furnishings for the Senior Center.
3. To develop innovative programming for the Senior Center based on elderly interest and needs.
4. To continue to seek private contributions for the Elderbus federal grant deficit and avoid any disruptions in service.
5. To continue on-going needs assessment, coordination, and program planning with other town departments and community agencies.
6. To assist the day care provider in facilitating this service at the Senior Center.
7. To work with the Transportation Board on traffic calming measures around the Senior Center.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$158,699 (41%), all but \$6,525 (Steps/1% Carry-forward) due to operating costs for the Senior Center. To maintain the facility, a Custodian (\$33,458) and a Part-time Houseworker (\$12,792) are included, as is a Group Worker (\$19,424) to run programs. In Services, \$53,000 is included for utilities (\$27,000 for Electricity and \$26,000 for Natural Gas), \$4,500 is included for Parking Rentals/Leases, and \$8,000 is included for Rubbish Removal. In Supplies, \$4,000 is included for Custodial Supplies and \$17,000 is included for Building Maintenance Supplies.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	354,025	361,110	433,309		
Services	20,698	21,376	86,876		
Supplies	2,332	3,000	24,000		
Other	1,594	2,050	2,050		
Capital	711	0	0		
TOTAL	379,360	387,536	546,235		
BENEFITS	0	0	131,261		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE
541

PROGRAM
COUNCIL ON AGING

CODE
5410

ACCOMPLISHMENTS

1. Began program development for the Senior Center.
2. Continued fund raising efforts, obtaining a public-private pledge of \$500,000 from the Bay State Federal Charitable Foundation and a smaller contribution from the Brookline Savings Bank and Brookline Rotary.
3. Hosted new Programs with other town departments and community agencies on various topics including Y2K Updates, File of Life, 55 Alive, and a Matter of Balance.
4. Generated sufficient private funds to meet the Elderbus deficit and prevented service disruption.
5. Conducted an outreach questionnaire, contacting 291 elderly 85 years and older.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Elderbus Contributions Donated	\$5,000	\$5,000	\$5,000	\$5,000	\$5,500
Volunteers	195	220	240	240	250
Job Placements	41	40	36	42	42
Social Work (new referrals)	133	130	131	130	130
HELP Program (new referrals)	86	90	100	100	100
BETS Participants	1,100	1,150	1,055	1,150	1,200



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP HUMAN SERVICES

CODE
541

PROGRAM
COUNCIL ON AGING

CODE
5410

ACCT #	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	M-4	1	1	62,936	71,961	1	66,131	1	67,800
	Staff and Volunteer Coordinator	G-16	1	1	49,105	49,888	1	49,389	1	51,448
	Senior Counselor	G-14	1	1	42,670	43,296	1	42,863	1	43,296
	Counselor II	G-10	1	1	37,791	38,418	1	37,603	1	38,209
	Counselor I	G-7	1	1	32,112	32,582	1	32,255	1	32,582
	Senior Clerk Typist	C-4	1	1	28,585	29,982	1	28,905	1	29,528
	Junior Building Custodian	G-8	0	0	33,458	33,927	0	0	1	33,458
	Subtotal		6	6			6	257,147	7	296,321
510102	Permanent Part Time Salaries									
	Houseworker	G-1	0	0	23,985	24,455	0	0	0.5	12,792
	Group Leader		1	1		12.21/Hour	1	18,937	1	19,126
	Community Aide		4	4	8.42/Hour	9.70/Hour	4	26,770	4	27,037
	Group Worker	G-10	0.5	0.5	37,791	38,418	0.5	19,017	1.0	38,441
	Counselor II	G-10	1	1	37,791	38,418	0.5	19,017	0.5	19,207
	Counselor I	G-7	0	0	32,112	32,582	0.5	16,128	0.5	16,289
	Subtotal		6.5	6.5			6.5	99,868	7.5	132,893
510201	Temporary Full Time Salaries									
	Counselor	G-7	0.5	0	32,112	32,582	0	0	0	0
	Subtotal		0.5	0			0	0	0	0
	Full Time/Part Time Salaries-Grants									
	HELP Program Counselor	G-7	1	1	32,112	32,582	1	32,255	1	32,582
	JOBS Program Coordinator		0.45	0.45		15.00/Hour	0.45	13,658	0.45	13,794
	Elderbus Driver		1	1		11.40/Hour	1	22,085	1	22,306
	BETS Administrator		0.33	0.33		9.09/Hour	0.33	5,877	0.33	5,936
	Community Aides		2	2	8.42/Hour	9.70/Hour	1	20,600	1	20,806
			4.78	4.78			3.78	94,476	3.78	95,424
	Grants							94,476		95,424
	Net Total		4.78	4.78			3.78	0	3.78	0
	Other									
513044	Longevity Pay							4,095		4,095
	Subtotal		0	0			0	4,095	0	4,095
	Total		17.78	17.28			16.28	361,110	18.28	433,309



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE
590

PROGRAM
HUMAN RELATIONS - YOUTH SERVICES

CODE
5900

PROGRAM DESCRIPTION

The general goals of the Human Relations-Youth Resources Department are to develop opportunities within Brookline for those who are discriminated against, eliminating barriers to their choice of jobs, education, and housing; increase communication to destroy stereotypes, halt polarization, end distrust and hostility, and create common ground for efforts toward public order and social justice; and increase the capacity of public and private institutions to respond to the problems of the disadvantaged so as to augment their power to deal with the problems that affect their lives. The Department accomplishes these objectives by carrying out the directives of the Board of Selectmen and the Commission, assessing community needs, providing programs, providing information and referrals, and coordinating resources for conflict resolution and service-delivery.

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

BUDGET STATEMENT

The FY01 budget reflects an increase of \$12,862 (9.4%), due primarily to an increase of \$10,000 in Advertising. Other increases include \$500 for increased hours for the Events Coordinator, \$175 for Education/Training Services, \$100 for Office Supplies, and \$50 for Auto Reimbursement.

FY2001 OBJECTIVES

1. To conduct the annual Martin L. King Jr. Celebration, Asian-American Heritage Festival, Russian American Festival, and the Human Relations Youth Awards.
2. To have an event to celebrate the 30th anniversary of the creation of the Commission.
3. To sponsor a series of panel discussions on sexual harassment/teen issues.
4. To participate in the Anti-Defamation League's "No Place for Hate" campaign.
5. To staff the Community Partnership Committee, which is working with organizations in town.
6. To work with TCC in implementing their agreement on partnerships with the Town.
7. To work with the Underground Railroad Committee to recognize sites and educate the public about this important time in the Town's history.
8. To work with town departments in carrying out the mandate of Title II of the Americans with Disabilities Act (ADA).
9. To prepare the annual MCAD report on the municipal workforce.
10. To assume a leadership role in the production of the fifth season of the "Safety Net" CATV program on domestic violence.
11. To provide staff assistance to the Brookline Domestic Violence Roundtable.
12. To work with the Police Department in community efforts, including review of statistics.
13. To work with residents, businesses, town agencies, and organizations in their interactions with Cablevision and RCN.
14. To help plan the annual Massachusetts Violence Prevention Program conference.
15. To actively participate in the activities of the Massachusetts Association of HRC's.
16. To issue the 2000 Child Care Guide.
17. To sponsor a program examining the relationship between learning disabilities and juvenile delinquency with an eye toward creating innovative methods for working with such individuals within the juvenile justice system.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	103,385	106,338	108,875		
Services	42,653	27,525	37,700		
Supplies	2,696	3,300	3,400		
Other	401	450	500		
Capital	0	0	0		
TOTAL	149,135	137,613	150,475		
BENEFITS			32,164		
REVENUE	102	100	100		



FY2001 PROGRAM BUDGET

PROGRAM
GROUP HUMAN SERVICES

PROGRAM SUMMARY

CODE 590	PROGRAM HUMAN RELATIONS - YOUTH SERVICES	CODE 5900
---------------------------	---	----------------------------

ACCOMPLISHMENTS

1. Staffed the Community Partnership Committee in its successful efforts to work with The Country Club.
2. Assisted in the production of the fourth season of "The safety Net" CATV show on domestic violence, now expanded to one-hour and shown in approximately 40 communities in Massachusetts.
3. Presented the 2nd annual Russian American Festival in cooperation with the Russian Community Association, the Health Department, St. Elizabeth's Medical Center, Jewish Family & Children's Service, Jewish Vocational Service, Jewish Community Center, and Norfolk District Attorney's Office.
4. Worked on the CATV Coordinating Committee and with the CATV Monitoring Committee to safeguard the interest of the Town in its dealings with Cablevision of Brookline and RCN.
5. Presented the annual Martin L. King Jr. Celebration, Asian-American Heritage Festival, and Human Relations Youth Awards.
6. Worked with the Police Department and the Board of Selectmen in reviewing the Town's progress in police-community relations.
7. Participated in a workshop on police-community relations at the annual Massachusetts Violence Prevention Conference at Holy Cross College, Worcester, with the Chief of Police, Community Services Division Commander, and a Commission Vice-Chair.
8. Participated on the New Americans Teen Task Force to assist in providing programs to ease the re-settlement of teenagers from the former Soviet Union.
9. Participated on the Diversity, Inclusion, and Participation Committee of the League of Women Voters-sponsored Future Search.
10. Attended training workshops on discrimination complaints sponsored by the MCAD.
11. Issued the 1999 Child Care Guide
12. Participated in the 1999 Flag Day Parade.
13. Provided support for the Sister City Committee and the Underground Railroad Committee.
14. Continued to update the Town's Americans with Disabilities Act (ADA) Transition Plan while assessing the Town's efforts to date.
15. Participated in the activities of the Massachusetts Association of Human Relations/Rights Commissions.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Full-time/Part-time Minorities Employed	65*	63	103**	105	105
Full-time/Part-time Women Employed	222*	222	290**	300	300
CATV Complaints/Inquires Processed	120	175	122	200	200
Advertisements	116	125	133	125	125

* Data are taken from MCAD 1998, MCAD Municipal Workforce Report, exclusive of School department personnel.

** Data are taken from 1999 EEOC EEO-4 Report, exclusive of School personnel.



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP HUMAN SERVICES

CODE
590

PROGRAM
HUMAN RELATIONS - YOUTH SERVICES

CODE
5900

ACCT.#	POSITION TITLE	GRADE	NUMBER OF		SALARY RANGE		FY2000		FY2001	
			POSITIONS FUNDED		AS OF		BUDGET		RECOMMENDATION	
			FY1998	FY1999	1/1/2000		NO.	AMOUNT	NO.	AMOUNT
				LOW	HIGH					
510101	Permanent Full Time Salaries									
	Director	M-4	1	1	62,936	71,961	1	68,129	1	69,850
	Senior Clerk Stenographer	C-5	1	1	30,212	31,625	1	31,309	1	31,625
	Subtotal		2	2			2	99,438	2	101,475
510901	Temporary Part-time Salaries									
	Events Coordinator		0	0			1	5,500	1	6,000
	Subtotal		0	0	0	0	1	5,500	1	6,000
513044	Longevity Pay							1,400		1,400
	Subtotal		0	0			0	1,400		1,400
	Total		2	2	0	0	3	106,338	3	108,875



FY2001 PROGRAM BUDGET

PROGRAM
GROUP LEISURE SERVICES

PROGRAM SUMMARY

CODE 630	PROGRAM RECREATION	CODE 6300
---------------------------	-------------------------------------	----------------------------

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$15,510(1.4%), excluding the Golf Enterprise. The decrease is due to a net reduction of one FTE - a Recreation Leader (R-4) is added while a Recreation Leader/Aqua (R-3) and an Assistant Recreation Leader (R-2) are eliminated. These Personnel changes translate into a savings of \$23,925. This decrease is partially off-set by increases for Steps/1% Carry-forward (\$9,040), Part-time Recreation Leader/Gym (\$4,000), Overtime (\$3,298), Vacation Coverage (\$3,000), and Longevity Pay (\$500). Also, the \$8,000 for the Celebrations Coordinator is transferred to the Economic Development Office.

Services increase \$2,700 for Transportation Rentals/Leases (\$2,300), Telephone (\$2,400), and a transfer of \$2,000 (Other Rentals and Leases) to the Economic Development Office. Supplies decrease \$4,400, due mainly to the transfer of \$5,000 to the Economic Development Office for Special Program Supplies. Public Safety Supplies are increased \$600. Capital increases \$2,000 and funds a Utility Van (\$23,000), four computers (\$10,000), and an Underwater Vacuum Cleaner (\$4,000).

The increase in the Golf Enterprise, explained fully in that Sub-program's Budget Statement, includes an increase of \$15,240 for the reimbursement to the General Fund.

FY2001 OBJECTIVES

1. To develop a comprehensive Master Plan for the Recreation Department.
2. To complete renovations at the golf course that were planned for after the Ryder Cup.
3. To adjust the scheduling of skate lessons in order to accommodate more patrons.
4. To institute two new offerings at the Larz Anderson Skating Rink: Adult Beginner Skate Lessons and Stick Hockey.
5. To improve the physical conditions of the Pro Shop at Putterham Meadows Golf Course by installing modern retail amenities.
6. To investigate an automated tee time system that can be accessed through the internet.
7. To continue to seek alternative field sites within the Town, both public and private.
8. To actively participate with the Information Services Division on the Town's newly enhanced website. Future plans include on-line registration of, and payment for, programs.
9. To investigate the feasibility of installing cellular towers on Putterham Meadows land.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	927,091	911,658	895,848		
Services	123,445	120,516	123,216		
Supplies	44,448	44,573	40,173		
Other	355	400	400		
Capital	12,505	35,000	37,000		
TOTAL	1,107,844	1,112,147	1,096,637		
BENEFITS	0	0	302,192		
REVENUE	392,212	400,000	406,000		
Golf Enterprise Fund	1,096,716	1,113,389	1,188,496		



FY2001 PROGRAM BUDGET

PROGRAM GROUP LEISURE SERVICES

PROGRAM SUMMARY

CODE 630	PROGRAM RECREATION	CODE 6300
--------------------	------------------------------	---------------------

ACCOMPLISHMENTS

1. Retained the services of the Northeast Golf Company to continue with the renovations at the Putterham Meadows Golf Course.
2. Increased the number of Park & Recreation Commission meetings to two per month.
3. Instituted a new "swim shop" which offers, for the convenience of our patrons, goggles, aqua belts, aqua shoes, and bathing caps.
4. Conducted monthly training for pool personnel in safety and lifeguard procedures.
5. Increased participation in department-offered C. P. R. and First Aid classes by 30%.
6. The Summer Concert Series was 90% supported by private business.
7. Continued staff training through attendance at the Massachusetts Recreation and Park Association annual conference.
8. Opened the golf course year-round.
9. Offered sixth grade students R.A.F.T. (Recreation Activities for Teens) Dances separately from seventh and eight grade students.
10. Awarded a contract for grounds maintenance to Sterling Management, resulting in improved maintenance.
11. Installed a new computerized cash register system at the golf course.
12. Assisted the Ryder Cup Committee with the implementation of the 1999 Ryder Cup plan.
13. Completed design review panels for projects approved in the FY2000 CIP.
14. Assisted the School Department with the re-location of the Winthrop House during the renovations of the Baker School.
15. Continued to seek alternative field sites within the Town.
16. Continued to participate in the School/Community Partnership and assisted that organization with "After Hours U" and "Kids Fair 99".

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
% of Employees Completing 6 Continuing Education Units	80%	100%	100%	100%	100%
Pool Accident Reports	52	49	44	44	40
<u>% of Concerts</u>					
Privately Sponsored	80%	100%	90%	100%	100%

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Administration	203,972	201,783	176,483		
Swimming Pool	248,515	239,659	260,499		
Summer Programs	401,299	392,211	385,247		
Winter Programs	254,058	278,493	274,408		
TOTAL	1,107,844	1,112,146	1,096,637		
Golf Enterprise Fund	1,096,716	1,113,389	1,188,496		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP LEISURE SERVICES

CODE
630

PROGRAM
RECREATION

CODE
6300

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Director	M-4	1	1	62,936	71,961	1	65,154	1	66,798
	Golf Director	G-19	0	1	56,180	56,963	1	55,856	1	56,702
	Golf Director	G-17	1	0	50,542	51,325	0	0	0	0
	Area Manager/Programs	G-14	1	1	42,670	43,296	1	42,863	1	43,296
	Junior Custodian	G-8	2	2	33,458	33,928	2	67,177	2	67,860
	Recreation Supervisor	R-8	2	2	48,844	49,888	2	98,777	2	99,254
	Area Manager/Swimming Pool	R-7	1	1	44,972	45,598	1	45,143	1	45,598
	Recreation Leader	R-4	4	4	37,720	38,347	4	151,855	5	190,541
	Assistant Recreation Leader/Aqua	R-3	2	2	31,201	31,671	2	64,251	1	31,672
	Assistant Rec. Leader	R-2	1	1		30,336	1	30,032	0	0
	Locker Attendant	R-1	1	1		28,989	1	28,700	1	28,989
	Head Clerk	C-9	1	1	34,506	35,960	1	35,601	1	35,960
	Senior Clerk Typist	C-4	1	1	28,585	29,982	1	29,683	1	29,982
										0
	Subtotal		18	18			18	715,091	17	696,652
	CD Reimbursement							(22,248)		(22,248)
	Net Total		18	18			18	692,843	17	674,404



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP LEISURE SERVICES

CODE
630

PROGRAM
RECREATION

CODE
6300

PROGRAM	GROUP	POSITIONS	RATE	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
510901	Temporary Part Time Salaries								
	Lifeguard/WSI Pool	5	5	11.46/Hour	5	30,330	5	30,633	
	Counselor/Day Camp	65	65	10.30/Hour	65	193,410	68	195,344	
	Buses/Camps & After School	7	7	12.36/Hour	7	23,762	7	24,000	
	Assistant Leader/Gym	3	3	291.39/Week	3	19,779	3	23,977	
	Assistant Leader/Rink Guard	2	2	291.39/Week	2	4,140	2	4,181	
	Cashier/Golf	1	1		1	42,863	1	43,292	
	Vacation Coverage/Co-op Students	1	1		1	18,107	1	21,107	
	Junior Clerk Typist	G-2	0.6	24,568	25,038	0.6	14,872	0.6	15,022
	Cashier		1			1	26,181	1	26,443
	Celebrations Coordinator		1			1	8,000	0	0
	Subtotal		86.6			86.6	381,445	88.6	383,999
	Other								
510140	Shift Differential						13,550		13,550
510300	Regular Overtime						9,842		13,140
513044	Longevity Pay						12,950		13,450
	Subtotal		0			0	36,342	0	40,140
	Salary Adjustment						7,500		6,250
	Total		104.6	104.6		104.6	1,118,130	105.6	1,104,793
	Golf Enterprise Fund						206,472		208,945
	Net Total		104.6	104.6		104.6	911,658	105.6	895,848



FY2001 PROGRAM BUDGET

PROGRAM

RECREATION

SUB-PROGRAM SUMMARY

CODE

630

SUB-PROGRAM

ADMINISTRATION

CODE

6300

SUB-PROGRAM DESCRIPTION

The Recreation Department's administrative and supervisory personnel are responsible for the overall work of the Department in accordance with the policies established by the Park and Recreation Commission. Staff organize, maintain, and control all recreation programs activities, either as direct departmental functions or in cooperation with other municipal agencies or volunteer groups. These individuals recruit, select, assign, supervise, and evaluate personnel, conduct in-service training sessions, and recommend new programs. The management team monitors the expenditure of department funds, prepares annual estimates of financial need and master plans, and supervises the recording of receipts and expenditures. All major research reports are generated at the main office.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$25,300 (12.5%), \$7,000 of which is attributable to transferring Special Program Supplies funds (\$5,000) and Other Rentals and Leases funds (\$2,000) to the Economic Development Office. Personnel is reduced by \$21,364 due to the re-allocation of staff that occurs as a result of the net reduction of one FTE. Telephone is increased \$564.

FY2001 OBJECTIVES

1. To develop a comprehensive Master Plan for the Recreation Department.
2. To continue to participate in all town celebrations and assist organizations, both public and private, in organizing various events throughout the year.
3. To complete the renovations at Putterham Meadows Golf Course that were planned in conjunction with the 1999 Ryder Cup.
4. To refine the Park and Recreation Commission's policies for Parks, Playgrounds, and Open Space.
5. To actively participate with the Information Services Division on the Town's newly enhanced website. Future plans include live on-line registration of, and payment for, programs.
6. To continue to offer educational courses to all staff members.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	171,344	175,757	154,393		
Services	10,561	14,912	13,476		
Supplies	9,207	10,714	5,714		
Other	355	400	400		
Capital	12,505	0	2,500		
TOTAL	203,972	201,783	176,483		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

RECREATION

630

ADMINISTRATION

6300

ACCOMPLISHMENTS

1. Retained the services of the Northeast Golf Company to continue with the renovations at the Putterham Meadows Golf Course.
2. Offered classes in C.P.R. and First Aid to all summer day camp staff. Increased participation by 30%.
3. Completed R.F.P.'s and awarded contracts for food and beverage service at the golf course, summer busses, and for grounds maintenance at the golf course.
4. Assisted the Brookline Ryder Cup Committee with the implementation of the 1999 Ryder Cup plan.
5. Instituted the use of the Town's financial system for direct entry of payroll.
6. Increased the number of Park and Recreation Commission meetings to two per month.
7. Completed design review panels for projects approved in the FY 2000 CIP.
8. Assisted the School Department with the re-location of the Winthrop House during the renovations at the Baker School.
9. Completed CORI and SORI checks on all employees.
10. Worked with the Information Services Division on the Town's revamped website.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Registration by Telephone	3,980	3,600	3,300	3,100	2,900
Larz Anderson Picnic Permits	860	860	860	500	860
Playing Field Permits	3,900	4,000	4,000	4,000	4,000
Skating Rink Rentals	50	50	50	50	50
Requisitions	220	225	225	225	225
Payrolls	109	109	109	109	109
Telephone Inquiries	2,200	2,300	2,300	2,400	2,200
Commission Projects	24	24	24	24	24
Contracts	12	14	14	14	14
Miscellaneous Reports	210	210	242	210	210



FY2001 PROGRAM BUDGET

PROGRAM

RECREATION

SUB-PROGRAM SUMMARY

CODE

630

SUB-PROGRAM

SWIMMING POOL

CODE

6310

SUB-PROGRAM DESCRIPTION

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

FY2001 OBJECTIVES

1. To continue to offer, and improve, the monthly lifeguard and safety training to all staff.
2. To allow the older swim team participants to practice with the High School Team through the cooperation of the High School's Athletic Department.
3. To continue to make improvements to the Pool infrastructure with the assistance of the Building Department

BUDGET STATEMENT

The FY01 budget reflects an increase of \$20,840 (8.7%), due mainly to the re-allocation of Capital between sub-programs. Services increase \$612 for Telephone/telegraph while Supplies increase \$208 for Public Safety Supplies.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	234,287	228,070	233,923		
Services	4,721	5,136	5,748		
Supplies	9,507	6,453	6,661		
Other	0	0	0		
Capital	0	0	14,167		
TOTAL	248,515	239,659	260,499		



FY2001 PROGRAM BUDGET

PROGRAM

RECREATION

SUB-PROGRAM SUMMARY

CODE

630

SUB-PROGRAM

SWIMMING POOL

CODE

6310

ACCOMPLISHMENTS

1. Increased the number of classes in Aqua-Aerobics and Aqua-Jogging.
2. Developed a therapeutic swimming program through a private vendor.
3. Offered swim lessons to every child in the Summer Day Camp program.
4. Conducted monthly training for all pool personnel in safety and lifeguard procedures.
5. Conducted "water safety" classes for all summer seasonal staff.
6. Instituted a new "Swim Shop" which offers, for the convenience of our patrons, goggles, aqua belts, aqua shoes, swim diapers, and bathing caps.
7. Had four members of the Recreation Department staff become Certified Pool Operators.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
General Public	75,600*	89,700	74,000	74,000	74,000
Adult Swim Lessons	160*	180	200	180	180
Adult Swim Lessons (Spec.)	30	30	30	30	30
Life Saving & C.P.R.	18	18	20	20	20
Children Swim Lessons	850*	950	980	980	980
Recreation Swim Team	224	225	242	250	260
Brookline High Swim Team	70	70	70	70	70
Pool Rental (hours)	1,540*	1,600	1,580	1,600	1,600
Brookline Public Schools (Grammar)	7,400	7,400	7,300	7,300	7,300
Scuba Diving Lessons	25*	30	30	30	30
Aqua Babies	40	40	50	50	50

*Pool closed May and June for renovations.



FY2001 PROGRAM BUDGET

PROGRAM

RECREATION

SUB-PROGRAM SUMMARY

CODE

630

SUB-PROGRAM

SUMMER PROGRAMS

CODE

6330

SUB-PROGRAM DESCRIPTION

Brookline's 26 playgrounds are open to all local residents for leisure time self-directed activities. Summer Day Camps are conducted for children ages four to six at the Main Facility and the Soule Recreation Center and ages seven to 12 at the Pierce School and Larz Anderson Park. Each day includes varied activities and special events. These camps are in operation from 8:30 a.m. to 4:00 p.m., Monday through Friday. Twilight softball leagues are conducted for men and women of all ages. There are 11 areas where tennis may be played. A qualified company that provides professional tennis instructors is contracted to teach individual and class lessons. Soccer leagues and instruction are held during the Spring and Fall in addition to special camp in the summer. Gardening is conducted in 72 plots at Larz Anderson Park. Youth Workers are an integral part of staffing for all town departments and the administration of this program is coordinated by the Recreation Office. This portion of the budget also supports the Brookline Golden Age Club, including their regular meetings, special events, all day field trips, the Senior Scene newspaper, refreshments, and a portion of the annual holiday party. Moreover, four summer concerts are planned as several one day special events for families throughout the Town along with various offerings for teenagers.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$6,964 (1.8%), due to the re-allocation of staff that occurs as a result of the net reduction of one FTE and the re-allocation of Capital between sub-programs. Services increase \$1,762 for Transportation Rentals/Leases (\$1,150) and Telephone (\$612). Supplies increase \$208 for Public Safety Supplies.

FY2001 OBJECTIVES

1. To enhance the Summer Concert Series through adjustments in the nightly offerings.
2. To remove the old, unused, outdoor lighting at the Amory Clay Tennis Courts.
3. To continue to supply part-time monitors at the Waldstein Tennis Courts.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	357,404	330,446	328,846		
Services	29,939	28,124	29,886		
Supplies	13,956	16,141	16,349		
Other	0	0	0		
Capital	0	17,500	10,166		
TOTAL	401,299	392,211	385,247		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

RECREATION

630

SUMMER PROGRAMS

6330

ACCOMPLISHMENTS

1. Increased participation in department offered C.P.R and First Aid classes by 30%.
2. Had the Summer Concert Series sponsored 90% by private business.
3. Increased Summer Day Trips attendance by 20% for the Brookline Golden Age Club Members.
4. "Extended Day Camp Program" (until 6:00 p.m.) increased by 12%.
5. Conducted CORI and SORI checks on all summer employees.
6. Extended the length of the season at the Amory Clay tennis courts by two weeks.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Community Gardens	72	72	72	72	72
Larz Anderson Picnic Attendees	4,900	4,900	4,750	2,850	4,800
Outdoor Tennis	1,572	1,600	1,700	1,700	1,800
Men's Softball	228	228	230	230	230
Women's Softball	110	110	130	130	130
Day Camps	3,350	3,350	3,350	3,350	3,350
Special Events	1,625	1,625	1,700	1,700	1,700
Girl's Softball	200	230	232	230	230
% of Concerts Privately Sponsored	80%	100%	90%	100%	100%



FY2001 PROGRAM BUDGET

PROGRAM

RECREATION

SUB-PROGRAM SUMMARY

CODE

630

SUB-PROGRAM

FALL, WINTER, SPRING PROGRAMS

CODE

6340

SUB-PROGRAM DESCRIPTION

This Sub-program includes all Fall, Winter, and Spring programs. Several new regular offerings have been added since the previous fiscal year, each a self-supporting activity unto itself. These activities are available to all age groups throughout Brookline and include both passive and active leisure time offerings. Corresponding fees and charges that support these activities are fixed at levels that provide access to residents from all socio-economic backgrounds. Provisions for scholarships, as required, are addressed on a case by case basis.

FY2001 OBJECTIVES

1. To offer the citizens of Brookline a first-rate Fitness Facility at the Main Gymnasium.
2. To adjust the skate lesson hours in order to accommodate more patrons.
3. To institute two new offerings at the Larz Anderson Skating Rink: Adult Beginner Skate Lessons and Stick Hockey.
4. To increase participation in the Youth Basketball league by 10%.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$4,085 (1.5%), due to the re-allocation of staff that occurs as a result of the net reduction of one FTE and the re-allocation of Capital between sub-programs. Services increase \$1,762 for Transportation Rentals/Leases (\$1,150) and Telephone (\$612). Supplies increase \$184 for Public Safety Supplies.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	164,057	177,384	178,686		
Services	78,224	72,344	74,106		
Supplies	11,777	11,265	11,449		
Other	0	0	0		
Capital	0	17,500	10,167		
TOTAL	254,058	278,493	274,408		



FY2001 PROGRAM BUDGET

PROGRAM
RECREATION

SUB-PROGRAM SUMMARY

CODE 630	SUB-PROGRAM FALL, WINTER, SPRING PROGRAMS	CODE 6340
--------------------	---	---------------------

ACCOMPLISHMENTS

1. Increased participation in the children's Ski Lesson program by 10%.
2. Increased participation in the Skate Lesson program by 22%.
3. Offered sixth grade students R.A.F.T. (Recreation Activities for Teens) Dances separately from seventh and eight grade students.
4. Increased participation in the Tap and Ballet program by 15%.
5. Continued staff training through participation at the Massachusetts Recreation and Park Association annual conference.
6. Opened Putterham Meadows Golf Course year-round.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Larz Anderson Skating Rink:					
General Public	18,900	20,100	20,320	20,300	20,300
Senior Hockey League	90	90	90	90	90
Youth Hockey League	210	210	220	220	220
Brookline High Hockey	90	90	110	110	110
Rink Rentals	450	450	450	450	450
Skate Rally & Carnival	350	350	280	275	275
After School Enrichment	44	45	45	45	45
Main Gym	800	1,000	700	700	700
Ballet	36	36	42	40	40
Tap Dance	34	35	40	40	40
Youth Basketball	312	312	300	300	300
Easyrobics	23	24	23	24	24
Indoor Tennis Open Play	425	425	400	400	400
Youth Soccer	1,850	1,850	1,920	1,900	1,900
Indoor Tennis (Lessons)	350	350	350	350	350
After School Ski Lesson	350	350	387	380	380
After School Snowboarding	0	240	239	260	240



FY2001 PROGRAM BUDGET

PROGRAM

RECREATION

SUB-PROGRAM SUMMARY

CODE

630

SUB-PROGRAM

GOLF ENTERPRISE FUND

CODE

6380

SUB-PROGRAM DESCRIPTION

Putterham Meadows is an 18-hole course with a practice putting green, practice chipping green, teaching areas, and an irrigation system. The clubhouse adjacent to the course houses an administrative office, a large foyer with tables and chairs, a complete sandwich bar with kitchen, and 350 lockers in rooms for men and women. A completely equipped pro-shop is also maintained. All players must register as members or daily (cash) golfers at the office. The food concessionaire operates under a contract and generates annual revenue for the Town.

FY2001 OBJECTIVES

1. To continue to improve the golf course through renovations of the grounds and the clubhouse.
2. To conduct a "Francis Ouimet" Golf Tournament, with all proceeds going to the Ouimet Scholarship Fund, which has benefited many Brookline residents.
3. To improve the amount and quality of merchandise offered in the Pro Shop and to enhance the physical conditions of the Pro Shop.
4. To investigate the feasibility of installing cellular towers on Putterham Meadows land.
5. To investigate an automated "tee time" system that can be used through the internet.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$75,107 (6.7%), due to a \$30,000 increase in Recreation Supplies (primarily for the Pro Shop) and a \$21,394 increase in the Landscape Services contract. Other increases include \$2,000 for Other Rentals/Leases, \$2,000 for Print Service, \$2,000 for Banking Services, and \$15,240 for the reimbursement to the General Fund.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	186,035	206,472	208,945		
Services	433,422	457,415	484,809		
Supplies	37,903	37,489	67,489		
Other	0	0	0		
Capital	12,505	0	0		
Intragovernmental	426,851	412,013	427,253		
TOTAL	1,096,716	1,113,389	1,188,496		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

RECREATION

630

GOLF ENTERPRISE FUND

6380

ACCOMPLISHMENTS

1. Started renovations following the 1999 Ryder Cup tournament.
2. Awarded a contract to a new grounds maintenance company, Sterling Management. Improvement in the condition of grounds was evident during the first month of the contract.
3. Closed the golf course for only 10 days during the 1999 Ryder Cup.
4. Installed new partial cart paths on the 2nd, 3rd, 5th, 6th, and 7th holes.
5. Installed a new computerized cash register system.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Open Plays	41,600	42,800	42,911	43,200	43,800
Oakes Tourney	75	80	72	80	80
William F. Sullivan Tourney	160	170	154	160	160
Steeple Chase Tourney	110	110	115	110	110
Spring Scramble	78	78	88	80	80
Youth Sports Tourney	148	150	142	150	150
School Boy Tourney	200	200	200	200	200
Girls State H.S. Tourney	200	200	200	200	200
State Qualifying Tourney	144	144	144	144	144
Junior Golf	75	75	92	85	85
Golf Teams (BU, NU, BEAVER)	60	60	60	60	60
Junior Golf Camp	0	90	96	90	96



FY2001 PROGRAM BUDGET

PROGRAM GROUP NON-DEPARTMENTAL

PROGRAM SUMMARY

CODE
159

PROGRAM
GENERAL SERVICES

CODE
1590

PROGRAM DESCRIPTION

The General Services Program provides centralized printing, duplicating, and communications services to all departments, including the School Department, in the most economical manner possible. The print shop and mail room, staffed by two individuals, provide quality offset printing, mail pick-up, and delivery services on a timely and cost-effective basis. Central telephone service is provided in Town Hall and is staffed by two telephone operator/receptionists. This program also finances the operation of the central copy machines and facsimile machine used by most departments in Town Hall.

FY2001 OBJECTIVES

1. To increase the usage of the Digital Press, thereby further reducing outside print costs.
2. To increase the internal use of two sided printing, thereby reducing paper consumption and storage space.
3. To review the potential postage savings of an internal mail system.
4. To promote better use of Zip + 4 to reduce postal costs.
5. To attend postal seminars on better mail processing.
6. To design a system to accurately separate Town Departments' expenses from School Department expenses.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$90,978 (12%), due to a savings in the Telephone budget (\$134,654). A new line-item, Other Rentals and Leases, is added (\$34,800) for the lease costs associated with the telephone system at the Municipal Service Center. These funds have been transferred out of the DPW budget. Postage is increased \$15,000, Printing Services is increased \$8,000, and Capital is decreased \$15,000.

New this year is the creation of two sub-programs (Town and School). This will allow for proper accounting of General Service spending between the two and make the General Services increase/decrease in the Town/School Allocation more accurate.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	80,699	84,032	84,907		
Services	550,000	650,000	573,147		
Supplies	4,714	5,000	5,000		
Other	0	0	0		
Capital	19,996	20,000	5,000		
TOTAL	655,409	759,032	668,054		
BENEFITS	0	0	31,689		
REVENUE	0	0	0		



FY2001 PROGRAM BUDGET

PROGRAM GROUP NON-DEPARTMENTAL

PROGRAM SUMMARY

CODE
159

PROGRAM
GENERAL SERVICES

CODE
1590

ACCOMPLISHMENTS

1. Prepared an RFP and participated in the selection of a Telephone Service Provider.
2. Prepared an overall plan for upgrading phone services, which will take advantage of RCN fiber connections when they are available.
3. Prepared specifications for and installed a new phone switch with voice mail capabilities.
4. Installed a digital offset press/copier in the print room.
5. Accomplished major reductions in overtime and reduced outside printing costs by utilizing the capacity of the digital press.
6. Made better use of postage budgets and reduced in house clerical efforts by outsourcing utility bills.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Percent of time spent					
Printing	0.7	0.7	0.7	0.7	0.8
Mailing	0.3	0.3	0.3	0.3	0.2
New Print Runs	7,000	7,000	7,000	7,000	7,500
Bulk Mailings	200	210	210	210	200
Total Pieces Mailed	510,000	510,000	510,000	510,000	450,000

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Town	na	na	490,924		
School	na	na	177,130		
TOTAL	na	na	668,054		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP NON-DEPARTMENTAL

CODE
159

PROGRAM
GENERAL SERVICES

CODE
1590

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			510101	Permanent Full Time Salaries						
	Supervisor of Mailing/Printing	G-9	1	1	34,506	34,976	1	34,626	1	34,976
	Telephone Operator/Receptionist	C-4	1.25	1.25	28,585	29,982	1.25	37,104	1.25	37,478
	Subtotal		2.25	2.25			2.25	71,729	2.25	72,454
510901	Temporary Part Time Salaries									
	Mail Clerks		0.6	0.6		\$8.32/Hour	0.6	10,753	0.6	10,753
	Subtotal		0.6	1			0.6	10,753	0.6	10,753
	Other									
513044	Longevity Pay							1,550		1,700
	Subtotal		0	0			0	1,550	0	1,700
	Total		2.85	2.85			2.85	84,032	2.85	84,907



FY2001 PROGRAM BUDGET

PROGRAM

GENERAL SERVICES

SUB- PROGRAM SUMMARY

CODE

159

SUB-PROGRAM

TOWN

CODE

1591

SUB-PROGRAM DESCRIPTION

The Town Sub-program provides centralized printing, duplicating, and communications services to all departments in the most economical manner possible. The print shop and mail room, staffed by two individuals, provide quality offset printing, mail pick-up, and delivery services on a timely and cost-effective basis. Central telephone service is provided in Town Hall and is staffed by two telephone operator/receptionists. This program also finances the operation of the central copy machines and facsimile machine used by most departments in Town Hall.

FY2001 OBJECTIVES

1. To increase the usage of the Digital Press, thereby further reducing outside print costs.
2. To increase the internal use of two sided printing, thereby reducing paper consumption and storage space.
3. To review the potential postage savings of an internal mail system.
4. To promote better use of Zip + 4 to reduce postal costs.
5. To attend postal seminars on better mail processing.

BUDGET STATEMENT

New this year, the Town Sub-program reflects the General Services spending on behalf of Town departments. The manner in which the Town and School breakout is calculated is as follows:

- Personnel: 83.3% Town / 16.7% School
- Other Rentals/Leases: 100% Town / 0% School
- Telephone: 60.3% Town / 39.7% School
- Postage: 83.3% Town / 16.7% School
- Printing Maintenance Supplies: 83.3% Town / 16.7% School
- Capital: 83.3% Town / 16.7% School

These percentages will be reviewed each year and adjusted as needed.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	na	na	70,728		
Services	na	na	411,867		
Supplies	na	na	4,165		
Other	na	na	0		
Capital	na	na	4,165		
TOTAL	na	na	490,924		



FY2001 PROGRAM BUDGET

SUB- PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

GENERAL SERVICES

159

TOWN

1591

ACCOMPLISHMENTS

1. Prepared an RFP and participated in the selection of a Telephone Service Provider.
2. Prepared an overall plan for upgrading phone services, which will take advantage of RCN fiber connections when they are available.
3. Prepared specifications for and installed a new phone switch with voice mail capabilities.
4. Installed a digital offset press/copier in the print room.
5. Accomplished major reductions in overtime and reduced outside printing costs by utilizing the capacity of the digital press.
6. Made better use of postage budgets and reduced in house clerical efforts by outsourcing utility bills.

PERFORMANCE / WORKLOAD INDICATORS

ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
------------------	--------------------	------------------	--------------------	--------------------

--	--	--	--	--



FY2001 PROGRAM BUDGET

SUB- PROGRAM SUMMARY

PROGRAM

GENERAL SERVICES

CODE

159

SUB-PROGRAM

SCHOOL

CODE

1592

SUB-PROGRAM DESCRIPTION

The School Sub-program provides centralized printing, duplicating, and communications services to the School Department in the most economical manner possible. The print shop and mail room, staffed by two individuals, provide quality offset printing, mail pick-up, and delivery services on a timely and cost-effective basis. Central telephone service is provided in Town Hall and is staffed by two telephone operator/receptionists.

FY2001 OBJECTIVES

1. To increase the usage of the Digital Press, thereby further reducing outside print costs.
2. To increase the internal use of two sided printing, thereby reducing paper consumption and storage space.
3. To review the potential postage savings of an internal mail system.
4. To promote better use of Zip + 4 to reduce postal costs.
5. To attend postal seminars on better mail processing.

BUDGET STATEMENT

New this year, the School Sub-program reflects the General Services spending on behalf of the School Department. The manner in which the Town and School breakout is calculated is as follows:

- Personnel: 83.3% Town / 16.7% School
- Other Rentals/Leases: 100% Town / 0% School
- Telephone: 60.3% Town / 39.7% School
- Postage: 83.3% Town / 16.7% School
- Printing Maintenance Supplies: 83.3% Town / 16.7% School
- Capital: 83.3% Town / 16.7% School

These percentages will be reviewed each year and adjusted as needed.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	na	na	14,179		
Services	na	na	161,280		
Supplies	na	na	835		
Other	na	na	0		
Capital	na	na	835		
TOTAL	na	na	177,130		



FY2001 PROGRAM BUDGET

SUB- PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

GENERAL SERVICES

159

SCHOOL

1592

ACCOMPLISHMENTS

1. Prepared an RFP and participated in the selection of a Telephone Service Provider.
2. Prepared an overall plan for upgrading phone services, which will take advantage of RCN fiber connections when they are available.
3. Prepared specifications for and installed a new phone switch with voice mail capabilities.
4. Installed a digital offset press/copier in the print room.
5. Accomplished major reductions in overtime and reduced outside printing costs by utilizing the capacity of the digital press.
6. Made better use of postage budgets and reduced in house clerical efforts by outsourcing utility bills.

PERFORMANCE / WORKLOAD INDICATORS

ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM

PROGRAM

GROUP NON-DEPARTMENTAL

PERSONNEL BENEFITS

PENSIONS-CONTRIBUTORY

This account covers the pension benefit cost for town employees who are part of the Town's retirement system. There are approximately 1,263 active employees, 318 inactive employees, and 837 retired employees who are part of the system. In accordance with the Town's funding schedule approved by PERAC, the appropriation for FY01 is \$8,092,739 which is an increase of 2% (\$168,429) over FY00.

In 1989, the Town accepted the optional provision of the State Pension Reform law which commits the Town to funding its pension system in full over 40 years. The Town also had home rule legislation passed in 1992 which eliminated the requirement to appropriate more funds than a full funding payment schedule would dictate. In May, 1997, Town Meeting accepted Chapter 71 of the Acts of 1996 which provided for up to four additional years of creditable service for qualified veterans for retirement purposes. At the same Town Meeting, the provisions of Chapter 32, Sections 90A, 90C, and 90D were accepted which increased the pensions of current disabled retirees to a level between 30% and 35% of the current pay of the position from which they retired.

Also in September, 1998, Town Meeting voted to accept the provisions of Chapter 32, Section 103, which provides a limited cost-of-living adjustment for retirees. Retirees will receive up to a 3% adjustment on the first \$12,000 of pension benefits (maximum of \$360). The past service accrued liability for this COLA benefit is approximately \$18 million, which will be paid off over the next 30 years.

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 30 retirees receiving such pensions. Total FY01 expenditures are projected at \$400,000, a decrease of \$25,000 (5.9%).

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Pensions - Contributory	7,782,602	7,924,310	8,092,739		
Pensions - Non-Contributory	450,651	425,000	400,000		
Group Health Program	8,675,000	8,700,000	9,950,000		
Retiree Group Health Fund	0	35,000	60,000		
Employee Assistance Program	0	20,000	20,000		
Group Life Insurance	68,178	73,000	87,500		
Worker's Compensation	775,000	800,000	800,000		
Unemployment Compensation	63,842	110,000	100,000		
Medical Disability Fund	99,040	135,000	135,000		
Medicare Payroll Tax	515,021	630,000	725,000		
TOTAL EXPENDITURE	18,429,334	18,852,310	20,370,239		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP NON-DEPARTMENTAL

CODE

PROGRAM

PERSONNEL BENEFITS

CODE

GROUP HEALTH PROGRAM

The current group health plan for the Town of Brookline, consisting of Blue Choice, HMO Blue, and the Harvard Community Health Plan, along with Medicare and various supplemental programs for eligible retirees, became effective July 1, 1995. All of these plans provide managed care. Blue Choice offers an out-of-network option with higher deductibles and co-payments. Current data indicates that Blue Choice out-of-network utilization is negligible. Stop Loss insurance was increased from \$75,000 to \$100,000 for FY96. Although plan satisfaction seems to be high, so is plan utilization. As a result of the high utilization and increased costs, plan expenses have been greater than the amount budgeted for FY2000. In FY98 higher costs led to a rate increase after a two year period in which rates had held steady and the health insurance budget had been level-funded. The FY99 rates were not increased because the Group Health Reserve was sound and expenses had been within the range predicted. Unfortunately, utilization continues to be high and medical costs, which had been moderate for the past few years, have experienced a steep increase. The Plan is still sound because the Reserve was funded to cover this type of situation, but this upward trend in healthcare costs is predicted to continue. It is expected that the Harvard Pilgrim Health Plan, which the Town carries on a premium basis, will also increase rates significantly. They have indicated to the Town to anticipate a 13.4% increase. However, HPHC is now under State receivership and its future is uncertain. The proposed FY01 Group Health budget represents a 14% increase.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Town implemented an Employee Assistance Program on May 1, 1999 to provide short-term counseling or referral services to Town employees and their families who may be experiencing personal or family problems. The use of this program is voluntary and confidential. The budget is level-funded at \$20,000.

RETIREE GROUP HEALTH FUND

At the Town's request, the Legislature enacted Chapter 472 of the Acts of 1998, a Home Rule petition that establishes a Retiree Healthcare Liability Trust Fund to be used to offset or defray future costs of retiree healthcare. Appropriations into and out of this fund require Town Meeting approval. The primary objective of this fund is to begin to accumulate funds to meet the actuarially determined past service unfunded accrued healthcare liability of the Town. Retiree healthcare benefits have become a growing concern to both public- and private-sector employers. The aging of the workforce, combined with escalating healthcare costs, raises serious concerns about how these benefits will be financed. Between 1970 and 1995, the medical cost index increased 459%, compared with a 293% increase in the general Consumer Price Index (CPI).

Currently, Brookline is providing healthcare coverage to 1,229 retirees (nearly half of the total group health enrollment) at an annual cost of over \$2.6 million. In the private sector, the Financial Accounting Standards Board (FASB), under the provisions of FASB Statement No. 106, requires employers to accrue the expenses of all post-employment health insurance benefits as they are earned by employees. While there are less stringent requirements, at this time, for Government-sector employers, the Governmental Accounting Standards Board (GASB) is reevaluating this issue and is expected to make some changes. In the meantime, GASB Statement No. 29 requires financial recognition of this obligation.

If we are to effectively control future healthcare costs, it is important that we recognize and fund the liability for healthcare benefits as the benefits are earned by our employees. To defer the funding of this liability is not a prudent course and will impose an inequitable burden on future generations of taxpayers. As a first step, it is recommended that the year-to-year reductions in the non-contributory pension appropriation be directed to this fund. The FY00 non-contributory pension appropriation was \$425,000 and is proposed to be reduced to \$400,000 in FY01 for a reduction of \$25,000. This \$25,000, added to the existing budget of \$35,000, is recommended to be appropriated to the Retiree Healthcare Liability Trust Fund. Over the next decade, the non-contributory pension is expected to drop to zero, so eventually \$460,000 a year will be directed annually to the Trust Fund.



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM
GROUP NON-DEPARTMENTAL

CODE

PROGRAM
PERSONNEL BENEFITS

CODE

GROUP LIFE INSURANCE

The Town provides a group life insurance program for employees and retirees. All active and retired employees are insured at \$5,000. There are currently 1,432 active employees and 806 retirees enrolled in the program. A three-year contract with Aetna US Healthcare was executed effective December 1, 1998. The FY01 budget of \$87,500, which is an increase of \$14,500 over the amount budgeted in FY00, is based upon the price fixed in Aetna's contract.

WORKERS' COMPENSATION

The Town provides workers' compensation on a self-insured basis with an insured stop loss limit of \$300,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. The FY01 requested budget has been level-funded at \$800,000. Approximately \$300,000 of the requested budget is for retired employees whose compensation is continued by law but, in almost all cases, is offset by a reduction in their pension. The balance provides for active employees, most of whom are in the Department of Public Works and the School Department.

UNEMPLOYMENT COMPENSATION

Unemployment benefits paid out by the state to former employees of the town are charged back to the town. Employees are eligible to receive 50 percent of their weekly wage up to 57.5 percent of the statewide weekly wage, or \$431 per week. Claimants may draw only the lesser of 30 times their weekly benefit rate, or 36 percent 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. The majority of the claims are for temporary employees of the School Department, such as substitute teachers, and Public Works employees. The FY00 appropriation was \$110,000. The FY01 budget request is \$100,000, \$10,000 less than the FY00 appropriation. This amount will be sufficient to cover the normal yearly unemployment expenses arising from terminations of temporary, seasonal or other employees along with a modest reserve.

MEDICAL DISABILITY FUND

General Laws Chapter 41, Section 111F requires the town to pay for the medical expenses of any police officer or firefighter injured in the line of duty. Chapter 41, Section 100B requires the town to continue to pay such medical expenses after an employee's retirement. This account is used to pay for extraordinary 111F related medical expenses and 100B related medical payments and associated expenses for retired public safety employees.

For the past several years, the Town has been making extraordinary medical payments for a firefighter injured in the line of duty. As a result of a court settlement, the family of the injured firefighter is responsible for payment of the first \$140,000 of medical expenses per year. The Town is responsible for any costs above this amount each year. This was a flat amount set in FY86 which covered the costs at that time. The FY01 requested amount of \$135,000 is the same amount budgeted since FY99. The budget request also includes \$15,000 for the medical expenses of any and all other retired employees injured in the line of duty.

MEDICARE PAYROLL TAX

As a result of federal legislation, all local government employees hired after March 1, 1987, are required to be covered under the Medicare program. The Town is responsible for a payroll tax of 1.45% on all these employees. As more and more positions turnover, or are added, this tax will increase. It also increases with wages as it is based upon a percentage of wages. The FY01 requested amount is \$725,000 which is an increase of \$95,000 (15%) over the amount budgeted in FY00.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM
GROUP NON-DEPARTMENTAL

PROGRAM
DEBT AND INTEREST

LONG-TERM DEBT

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, approximately 4%-5% of the Town's net operating revenues are allocated to service the debt of the CIP. The Board's policies were designed to boost the commitment to the CIP to address the backlog of much needed capital projects. In just the last five years, over \$95 million in bond authorizations have been voted by Town Meeting, including \$43.8 million for the High School renovation project. Inclusive of the High School, outstanding debt will have gone from \$18 million in FY92 to over \$128 million in FY03. For this same time period, annual debt service will have gone from \$3.8 million to a projected \$14.6 million. For FY01, long-term debt service is projected to total \$12,747,462, an increase of \$4.5M (55%) from FY00. The large increase is due to the anticipated issuance of bonds for the High School renovation project. This was a Proposition 2 1/2 Debt Exclusion project, so the debt service amount, less the anticipated state reimbursement of \$2.2 million per year (resulting in a net of \$1.5 million), is added to the tax levy. Through the construction period and up to this point, the High School project has been financed with temporary Bond Anticipation Notes (BAN's). In FY00, the BAN cost was \$1.6 million, so the actual amount added to the tax levy in FY01 is slightly lower than in FY00.

BOND ANTICIPATION NOTES

Bond Anticipation Notes (BANs) are temporary borrowings made by the Treasurer in anticipation of a long-term bond issue. If funds for a project are needed quickly, or only a portion of the funds are needed right away, or if a majority of the funds will be reimbursed by another governmental agency, the Treasurer will issue BANs. Also, for large school projects approved for SBAB funding, because SBAB funding usually takes four or five years to commence, communities are allowed to issue BANs for up to five years. This allows for the timing of principal repayment obligations to commence when state reimbursements commence. BANs interest costs for FY01 are projected at \$510,000, a decrease of \$2.05M. The High School BAN cost, which was budgeted at \$1,972,000 in FY00 (the actual cost ended up being \$1.64 million), will not be required in FY01. The FY01 amount includes \$420,000 for the Baker School renovation project and \$90,000 for other significant capital projects.

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 remains level-funded at \$160,000 in FY01.

PROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Long-Term Debt - Principal	6,163,260	5,714,890	7,468,958		
Long-Term Debt - Interest	2,653,001	2,487,651	5,278,504		
Total Long-Term Debt	8,816,261	8,202,541	12,747,462		
Bond Anticipation Notes	1,401,058	2,557,000	510,000		
Abatement Interest and Refunds	60,448	160,000	160,000		
TOTAL EXPENDITURE	10,277,767	10,919,541	13,417,462		



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM
GROUP NON-DEPARTMENTAL

PROGRAM
UNCLASSIFIED

OUT OF STATE TRAVEL

This budget covers the costs of out of state conferences, workshops, and training seminars for department heads. It also includes costs for technical training classes for department heads and other management personnel related to the management of the Town's computer and telecommunications systems. This minimal level of funding of \$3,000 allows for only one or two conferences and a few technical workshops.

PRINTING OF WARRANTS AND REPORTS

This budget is for costs associated with advertising and printing Town Meeting warrants, for the printing and/or production costs of the Town's Annual Report, and the Annual Financial Plan. The budget has been level-funded at \$20,000 for FY01.

MMA DUES

The Massachusetts Municipal Association is an umbrella organization representing various municipal organizations. One of its most important functions is to serve as a lobbyist on behalf of member cities and towns. The dues for FY01 are estimated to be \$10,700, an increase of \$700.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Out of State Travel	1,190	3,000	3,000		
Printing Warrants and Reports	20,000	20,000	20,000		
Mass. Municipal Association Dues	9,700	10,000	10,700		
General Insurance	90,000	100,000	110,000		
Audit and Professional Services	82,456	95,000	100,000		
Contingency Fund	19,239	20,000	20,000		
Reserve Fund	717,287	834,276	875,000		
TOTAL EXPENDITURE	939,872	1,082,276	1,138,700		

**FY2001 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM**
GROUP NON-DEPARTMENTAL**PROGRAM**
UNCLASSIFIED**GENERAL INSURANCE**

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for over one-half of all the general insurance costs. The total amount requested for FY01 is \$110,000, a \$10,000 increase. The increase is necessary to cover the cost of adding the Senior Center and the renovated Baker School to the Town's insurance policy.

AUDIT AND PROFESSIONAL SERVICES

In accordance with state law, the Town contracts for an annual independent audit of its accounts. The cost for FY01 is level-funded at \$67,000. The remaining \$33,000, for outside professional consulting services, which may be necessary to review organizational management issues and management training costs, represents a \$5,000 increase.

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.

RESERVE FUND

This reserve fund is administered by the Advisory Committee and is used to fund extraordinary and unforeseen expenses. The requested amount of \$875,000 meets the Selectmen's policy guideline of appropriating at least 0.75% of the prior year's operating budget.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM
GROUP**

PROGRAM

RESERVED FOR NOTES



FY2001 PROGRAM BUDGET

PROGRAM GROUP PUBLIC FACILITIES

PROGRAM SUMMARY

CODE 400 **PROGRAM** PUBLIC WORKS **CODE 4000**

PROGRAM DESCRIPTION

The Public Works Department consists of the following sub-programs: Administration, Engineering, Transportation, Highway, Sanitation, Water, Sewer, Parks and Open Space, Forestry, and Cemetery. The Department is responsible for all endeavors relating to planning, designing, operating, maintaining, and managing public ways, park lands, open space, public grounds, town cemeteries, water distribution systems, sewer collection systems, and the collection and disposal of solid waste. The Department also provides engineering support services and motor equipment maintenance services to all town departments. The goal of the Department is to provide efficient, effective, and economical services to the citizens at the desired level and in compliance with all applicable laws and regulations.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$892,298 (3.8%). Without Water&Sewer, the increase is \$391,442 (3.8%). Personnel increases \$235,122 for Steps/1% Carry-forward (\$71,478), Overtime (\$70,338), Working -out-of Classification Pay (\$33,000), a decrease in the CD Reimbursement (\$20,000), the elimination of five Laborers for two new Motor Equipment Operator (MEO) #2's and three MEO #1's (\$16,376), an increase in the wage for Part-time Laborers (\$11,317), an upgrade of the Director of Water&Sewer to Deputy Commissioner (\$5,425), the elimination of a Motor Equipment Repairman (MER) for a MER Foreman (\$2,588), Longevity Pay (\$2,350), Uniforms/Clothing Allowance (\$800), the elimination of a Waterpipe Layer Laborer for MEO #2 in Sewer (\$1,344), the elimination of a Foreman position in Sanitation for an Environmental Health Supervisor (\$2,200), and increases in charge-offs to Park Projects (\$1,494) and Cleaning/Lining (\$600).

Services are increased \$182,580, the largest item being the Solid Waste Disposal contract (\$250,000). That increase is partially off-set by decreases in Electricity (\$41,730), the result of replacing old traffic signal light bulbs with new energy-efficient bulbs, and Traffic Signal Repair and Maintenance (\$63,555), services that can be decreased because of the re-organization that increased the in-house traffic signal unit. Other increases in Services include \$20,000 for Landscape Services (\$15,000 for Turf Maintenance, \$5,000 for Watering), \$5,000 for Communications Equipment Repair, \$3,000 for Public Building Repair/Maintenance, \$2,000 for Street Lighting Repair and Maintenance, \$4,500 for Motor Vehicle Equipment Repair, \$2,665 for Traffic Control Painting, \$2,000 for Education/Training Services, \$2,000 for General Consulting, \$100 for Printing Services, and \$200 for Licenses, and Pest Control (\$10,000). Partially off-setting these increases are decreases in Other Leases/Rentals (\$3,800) and Telephone/Telegraph (\$9,800).

BUDGET STATEMENT (con't.)

Supplies are increased \$20,417 for Construction Supplies (\$10,000), Motor Vehicle Supplies (\$10,228), Tires (\$500), Agricultural Supplies (\$3,000), Protective Clothing (\$1,209), Office Supplies (\$1,780), and Custodial Supplies (\$6,100), off-set by a decrease in Oil/Lubricants (\$12,400). Other increases \$1,500 for Dues/Memberships (\$1,300) and Auto Reimbursement (\$200). Intergovernmental increases \$472,916 for the MWRA Assessment. Capital decreases \$20,237. The \$965,100 funds, among smaller items, the lease payments for five Packer Trucks (\$270,000), a Catch Basin Cleaner (\$135,000), and a Three-Wheel Street Sweeper (\$80,000).

FY2001 OBJECTIVES

1. To complete the reorganization of the Parks and Open Space Division with the selection of qualified candidates for all positions approved in the FY00 budget.
2. To complete and submit the 25% design plans to the Massachusetts Highway Department for approval with the 75% submission for Beacon Street.
3. To complete the first phase of Sewer/Drain Separation Construction Projects as specified and prioritized in the Wastewater Master Plan in the Pill Hill area.
4. To continue performing an active roll in the decision-making process relative to the Memorandum of Understanding for Flood Mitigation and Restoration of the Muddy River.
5. To represent the Town as a member of the Muddy River Citizen Advisory Committee and the Emerald Necklace Conservancy Executive Board at monthly meetings.
6. To represent and update the Board of Selectmen as Chair of the Boston Edison Review Committee on service upgrades and street lighting outages.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Perm FT Salaries	6,394,194	6,688,462	6,805,778		
Temp/Seasonal	152,077	181,725	193,042		
Overtime	592,862	184,009	254,347		
Other	186,452	190,521	226,671		
Subtotal	7,325,585	7,244,716	7,479,838		
Services	3,283,723	3,371,920	3,554,500		
Supplies	866,073	841,892	862,309		
Other	7,409	8,789	10,289		
Capital	1,089,109	991,837	971,600		
Intergovernmental	10,374,066	11,097,228	11,570,144		
TOTAL	22,945,965	23,556,382	24,448,680		
BENEFITS	0	0	3,517,816		
REVENUE	19,324,452	19,738,036	21,184,774		



FY2001 PROGRAM BUDGET

PROGRAM GROUP PUBLIC FACILITIES

PROGRAM SUMMARY

CODE PROGRAM CODE
400 PUBLIC WORKS 1220

FY2001 OBJECTIVES (con't.)

- 7. To take an active role in the recommendation and review of the possible purchase of Edison-owned street lights.
- 8. To oversee and complete the Phase I Restoration of Hall's Pond.
- 9. To enhance the image of the Department's management by being active on local and national boards associated with the American Public Works Association.
- 10. To provide staff to the Transportation Board to enable them to develop clear and appropriate transportation plans, especially for the approved hotel project.
- 11. To complete the final phase of the Water Main Rehabilitation project.
- 12. To develop a sidewalk management plan and submit to the Board of Selectmen a policy recommendation for sidewalk replacement.
- 13. To implement a Department of Public Works work order system.
- 14. To implement a series of maintenance and personnel procedures in the Parks and Open Space Division as specified in the Open Space Task Force Report.
- 15. To prepare plans and specifications for sewer improvements to the Wastewater System as recommended in the Wastewater Master Plan.
- 16. To implement a traffic signal maintenance program, thereby realizing energy cost savings and efficiency.
- 17. To re-advertise and implement contractual maintenance for all School Grounds.

ACCOMPLISHMENTS

- 1. Developed a School Grounds Maintenance Plan and presented it to the Board of Selectmen and Park and Recreation Commission.
- 2. Initiated the process of reorganizing the Parks and Open Space Division.
- 3. Developed and mailed to residents brochures explaining snow procedures, sidewalk shoveling, and rules and regulations for solid waste collection/disposal.
- 4. Began construction drawings for Traffic Calming designs.
- 5. Began the Newton Street Landfill Closure process with the hiring of a Consulting Engineering firm and the appointment of Citizens Advisory Committee (CAC).
- 6. Performed spraying in all sanctuaries to prevent the devastating Woolly Adelgid disease from spreading in town-owned hemlock trees.
- 7. Developed the Adopt-A-Space Program.
- 8. Signed the Memorandum of Understanding between Boston, Brookline, and MEMA for Restoration and Flood Mitigation of the Muddy River.
- 9. Started construction plans and projects as recommended in the completed Wastewater System Master Plan.
- 11. Developed and implemented the Ryder Cup Transportation Plan.
- 12. Started the reorganization process for the maintenance of town-owned street lights, traffic signals, pavement markings, parking meters, and sign installation.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
% of CDL Drivers Drug/ Alcohol tested	69	50	71	50	70
% of Solid Waste Diverted Due to Recyc./Compost	38%	36%	35%	36%	36%
% of Roadway Rehab.	10%	10%	10%	10%	10%
Water Demand (MGD)	7	7	7	7	6
Unaccounted Water %	17.6%	17.5%	17.0%	17.0%	16.5%
Cross Connection Rev.	47,285	48,000	49,000	49,000	50,000
Workload:					
Street Permits	451	500	576	575	500
Traffic Signal Repair Calls	320	260	270	260	150
Asphalt Installed (tons)	1,083	900	1,200	900	900
Street Cleaning (tons)	3,408	3,500	3,900	3,500	3,500
Solid Waste (tons)	13,654	15,000	13,782	15,000	15,000
Recycling (tons)	4,483	4,300	4,474	4,500	4,500
Composting (tons)	3,962	4,000	3,022	4,000	4,000

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Administration	511,547	606,996	652,967		
Engineering	601,669	571,998	615,819		
Transportation	46,028	53,809	52,449		
Highway	4,923,841	4,293,424	4,163,690		
Sanitation	2,393,594	2,565,648	2,961,510		
Water	4,295,607	4,570,280	4,658,172		
Sewer	8,223,480	8,683,165	9,096,129		
Parks and Open Space	1,679,752	1,880,234	1,926,072		
Forestry	118,363	135,695	168,295		
Cemetery	152,084	195,133	153,577		
TOTAL	22,945,966	23,556,383	24,448,680		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC FACILITIES

**CODE
400**

PROGRAM

PUBLIC WORKS

**CODE
1220**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION		
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
			ADMINISTRATION								
510101	Permanent Full Time Salaries										
	Commissioner	M-9	1	1	92,466	105,725	1	95,724	1	98,140	
	Deputy Commissioner/Director Water&Sewer	M-7	0	0	80,016	91,489	0	0	1	90,137	
	Director Water/Sewer	M-6	1	1	74,089	84,712	1	83,866	0	0	
	Director of Engineering/Transportation	M-6	1	1	74,089	84,712	1	77,849	1	76,328	
	Director Highway/Sanitation	M-5	1	1	68,601	78,437	1	72,082	1	73,902	
	Director of Parks and Open Space	TBD	1	1	62,936	71,961	1	67,123	1	68,817	
	Office Manager	G-16	1	1	49,105	49,888	1	49,389	1	49,888	
	Systems Administrator	G-16	0	1	49,105	49,888	1	48,851	1	49,627	
	Accounting/Systems Assistant	C-7	0	0	32,112	33,544	1	31,772	1	32,742	
	Senior Clerk Stenographer	C-5	1	1	30,212	31,625	1	31,309	1	31,625	
	Senior Clerk Typist	C-4	2	2	28,585	29,982	1	29,682	1	29,982	
		Subtotal	9	10			10	587,647	10	601,188	
	Other										
513044	Longevity Pay							4,550		5,700	
		Subtotal	0	0			0	4,550	0	5,700	
	Total		9	10			10	592,197	10	606,888	



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM

CODE

PROGRAM

CODE

GROUP

PUBLIC FACILITIES

400

PUBLIC WORKS

1220

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION		
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
510101	ENGINEERING										
	Permanent Full Time Salaries										
		Town Engineer	M-4	1	1	62,936	71,961	0	0	0	0
		Transportation Planner	TBD	0	0	62,936	71,961	1	62,319	1	62,396
		Transportation Engineer	E-5	0	1	50,912	51,694	1	50,572	1	51,303
		Senior Civil Engineer	E-6	2	2	56,273	57,056	2	112,770	2	113,524
		Project Coordinator	E-6	0	0	56,273	57,056	1	55,713	1	56,468
		Assistant Civil Engineer	E-5	3	3	50,912	51,694	3	152,927	3	154,691
		Junior Civil Engineer	E-4	3	3	44,551	45,178	4	177,790	4	180,080
		Permit Inspector	E-3	0	1	37,353	37,980	1	37,116	1	37,666
	Junior Engineering Aide	E-2	1	1	31,746	32,216	0	0	0	0	
		Subtotal	10	12			13	649,207	13	656,128	
								(44,578)		(45,178)	
								(60,000)		(40,000)	
								(37,116)		(37,666)	
		Net Total	10	12			13	507,513	13	533,284	
	Other										
510300	Overtime							2,785		2,785	
513044	Longevity Pay							6,900		4,000	
		Subtotal	0	0			0	9,685	0	6,785	
	Total		10	12			13	517,198	13	540,069	



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM

CODE

PROGRAM

CODE

GROUP

PUBLIC FACILITIES

400

PUBLIC WORKS

1220

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
			TRANSPORTATION							
510101	Permanent Full Time Salaries	C-7			32,112	33,544				
	Senior Clerk Secretary		1	1			1	33,209	1	32,899
	Subtotal		1	1			1	33,209	1	32,899
510901	Temporary Part Time Salaries									
	Co-op Student		0.5	0.5			0.5	11,000	0.5	11,000
	Subtotal		0.5	0.5			0.5	11,000	0.5	11,000
	Other									
510300	Overtime							2,500		2,500
513044	Longevity							550		0
	Subtotal		0	0			0	3,050	0	2,500
	Total		1.5	1.5			1.5	47,259	1.5	46,399



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC FACILITIES

**CODE
400**

PROGRAM

PUBLIC WORKS

**CODE
1220**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	G-19	0	0	56,180	56,963	1	55,621	1	56,441
	Operations Manager	G-18	0	0	52,733	53,516	1	52,209	1	52,994
	Motor Equipment Repair Foreman	G-15	1	1	45,063	45,690	1	45,232	1	45,690
	Traffic System Supervisor	G-13	0	0	41,147	41,773	1	40,711	1	41,355
	Traffic System Technician	G-10	1	1	37,791	38,418	2	74,776	2	76,000
	Custodian	G-8	0	1	33,458	33,928	1	33,266	1	33,615
	Head Clerk	C-9	1	1	34,506	35,960	1	35,601	1	35,960
	Asst. Garage Clerk	C-5	1	1	30,212	31,625	1	30,516	1	30,999
	Working Foreman Motor Equipment Repair	L-8	2	2		40,044	1	39,644	2	80,088
	Welder/Metal Fabricator	L-8	0	1		40,044	1	39,644	1	40,044
	Motor Equipment Repairman	L-7	8	7		37,856	7	262,343	6	227,136
	Working Foreman Carpenter	L-7	1	1		37,856	1	37,478	1	37,856
	Working Foreman Garage	L-7	1	1		37,856	1	37,478	1	37,856
	Working Foreman Roadways	L-7	2	2		37,856	2	74,955	2	75,712
	Storekeeper	L-7	0	1		37,856	1	37,478	1	37,856
	Working Foreman Painter	L-6	2	2		36,127	0	0	0	0
	Working Foreman Street Cleaning	L-6	4	4		36,127	3	107,306	3	108,381
	Mason	L-4	0	0		33,927	1	33,588	1	33,927
	Carpenter & Laborer	L-4	1	1		33,927	1	33,588	1	33,927
	DPW Maintenance & Laborer	L-4	1	0		33,927	0	0	0	0
	Motor Equipment Operator #2	L-4	17	16		33,927	15	503,825	17	576,759
	Painter and Laborer	L-3	2	2		32,583	2	64,515	2	65,166
	MEO #1	L-3	0	0		32,583	0	0	3	97,749
	Laborer	L-2	11	10		30,392	9	270,795	4	121,568
	Subtotal		56	55			54	1,910,568	54	1,947,079
	Other									
510140	Shift Differential							27,624		27,624
510143	Working-Out-of-Classification Pay							0		20,000
510300	Overtime									
	Snow							82,407		100,000
	Emergency							8,559		9,000
	Scheduled							7,305		8,000
	Special Events							0		5,000
	Taxi Cab Inspections							16,000		16,000
513044	Longevity Pay							36,850		37,700
515501	Uniform/Clothing Allowance							12,000		13,200
515505	Tool Allowance							2,000		2,000
	Subtotal		0	0			0	192,745	0	238,524
	Total		56	55			54	2,103,313	54	2,185,603



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC FACILITIES

CODE

400

PROGRAM

PUBLIC WORKS

CODE

1220

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION		
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
	SANITATION										
510101	Permanent Full Time Salaries										
	General Foreman	G-17	1	1	50,542	51,325	1	50,812	1	50,803	
	Foreman	G-14	1	1	42,670	43,296	1	42,863	0	0	
	Environmental Health Supervisor	G-15	0	0	45,063	45,690	0	0	1	45,063	
	Environmental Health Specialist	G-13	0	1	41,147	41,773	1	40,926	1	41,564	
	Environmental Health Specialist	G-10	1	0	37,791	38,418	0	0	0	0	
	Waste Collection Inspector	G-10	1	1	37,791	38,418	1	38,037	1	38,418	
	Motor Equipment Operator #3	L-6	0	5		36,127	5	178,844	5	180,635	
	Motor Equipment Operator #2	L-4	7	7		33,927	7	235,118	7	237,489	
	Laborer	L-2	13	4		30,392	4	120,353	4	121,568	
		Subtotal	24	20			20	706,954	20	715,540	
510901	Temporary Part Time Salaries										
	Laborer (18 weeks)		6	6		10.50/Hour	6	42,582	6	45,405	
	Subtotal		6	6			6	42,582	6	45,405	
	Other										
510143	Working-Out-of-Classification Pay							0		3,000	
510300	Overtime							16,710		20,000	
513044	Longevity Pay							9,900		11,800	
515501	Uniform/Clothing Allowance							5,700		5,700	
	Subtotal		0	0			0	32,310	0	40,500	
	Total		30	26			26	781,846	26	801,445	



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM GROUP

PUBLIC FACILITIES

CODE 400

PROGRAM

PUBLIC WORKS

CODE 1220

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	WATER									
510101	Permanent Full Time Salaries									
	Water Works Division Foreman	G-17	1	1	50,542	51,325	1	50,812	1	51,325
	Business Manager	G-14	0	0	42,670	43,296	1	42,219	1	42,879
	Water Works Foreman	G-14	1	1	42,670	43,296	1	42,863	1	43,296
	Water Works Inspector	G-14	1	1	42,670	43,296	1	42,648	1	42,879
	Backflow Preventer Technician	G-12	1	1	40,067	40,693	1	40,286	1	40,693
	Water Meter Foreman	G-10	1	1	37,791	38,418	1	38,037	1	38,418
	Water Meter Reader	G-8	2	2	33,458	33,928	2	67,177	2	67,856
	Principal Clerk	C-7	1	1	32,112	33,544	0	0	0	0
	Senior Clerk Typist	C-4	1	1	28,585	29,982	1	29,683	1	29,982
	Working Foreman Motor Eq. Repair	L-8	1	1		40,044	1	39,644	1	40,044
	Storekeeper	L-7	1	1		37,856	0	0	0	0
	Working Foreman Water Works	L-7	5	5		37,856	5	187,388	5	189,280
	Motor Equipment Repairman	L-7	1	1		37,856	1	37,478	1	37,856
	Motor Equipment Operator #3	L-6	2	2		36,127	2	71,538	2	72,254
	Motor Equipment Operator #2	L-4	3	3		33,927	3	100,765	3	101,781
	Water Meter Serviceman	L-4	3	3		33,927	3	100,765	3	101,781
	Water Works Serviceman	L-4	8	7		33,927	7	235,118	7	237,489
	Carpenter & Laborer	L-4	1	1		33,927	1	33,588	1	33,927
	Water Pipe Layer Laborer	L-3	7	8		32,583	8	258,060	7	228,081
	Subtotal		41	41			40	1,418,068	39	1,399,821
	Other									
510140	Shift Differential							13,812		13,812
510143	Working-Out-of-Classification Pay							0		5,000
510300	Overtime									
	Emergencies							8,034		25,000
	Scheduled							9,740		11,829
513044	Longevity Pay							24,150		26,800
515501	Uniform/Clothing Allowance							10,800		10,200
515505	Tool Allowance							400		400
	Subtotal		0	0			0	66,936	0	93,041
	Total		41	41			40	1,485,004	39	1,492,862



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC FACILITIES

**CODE
400**

PROGRAM

PUBLIC WORKS

**CODE
1220**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	SEWERS									
510101	Permanent Full Time Salaries									
	Working Foreman Sewers	L-7	2	2		37,856	2	74,955	2	75,712
	Working Foreman Sewers	L-6	0	0		36,127	0	0	0	0
	Motor Equipment Operator #3	L-6	1	1		36,127	1	35,769	1	36,127
	Motor Equipment Operator #2	L-4	1	1		33,927	1	33,588	2	67,854
	Subtotal		4	4			4	144,312	5	179,693
	Other									
510140	Shift Differential							1,200		1,200
510300	Overtime							2,228		10,000
513044	Longevity Pay							2,950		2,400
515501	Uniform/Clothing Allowance							1,200		1,200
	Subtotal		0	0			0	7,578	0	14,800
	Total		4	4			4	151,890	5	194,493



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC FACILITIES

**CODE
400**

PROGRAM

PUBLIC WORKS

**CODE
1220**

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION		
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
	PARKS AND OPEN SPACE										
510101	Permanent Full Time Salaries										
	Operations Manager	G-18	0	0	52,733	53,516	1	52,209	1	52,733	
	Conservation Administrator	G-18	1	1	52,733	53,516	1	52,443	1	52,255	
	Landscape Planner/Architect	G-18	0	0	52,733	53,516	1	52,209	1	52,994	
	General Foreman/Arborist	G-17	1	1	50,542	51,325	1	50,821	1	51,325	
	Landscape Designer	G-14	1	1	42,670	43,296	1	42,863	1	43,296	
	Foreman	G-14	1	1	42,670	43,296	1	42,863	1	43,296	
	Senior Garage Clerk	G-8	1	1	33,458	34,928	1	33,282	1	33,771	
	Conservation Assistant	C-5	0	1	30,212	31,625	1	30,535	1	30,999	
	Conservation Assistant	C-4	1	0	28,585	29,982	0	0	0	0	
	Working Foreman Carpenter	L-7	1	1	37,856	37,856	1	37,478	1	37,856	
	WF Athletic Fields	L-6	0	0	36,127	36,127	1	35,769	1	36,127	
	Working Foreman Parks	L-6	5	5	36,127	36,127	4	143,075	4	144,508	
	Motor Equipment Operator #3	L-6	0	0	36,127	36,127	1	35,769	1	36,127	
	Tree Climber Laborer	L-5	1	1	34,975	34,975	1	34,626	1	34,975	
	Motor Equipment Operator #2	L-4	8	8	33,927	33,927	7	235,118	7	237,489	
	Carpenter	L-4	0	0	33,927	33,927	0.3	10,076	0.3	11,298	
	Gardener Laborer	L-3	7	7	32,583	32,583	7	225,803	7	228,081	
	Motor Equipment Operator #1	L-3	1	1	32,583	32,583	1	32,258	1	32,583	
	Laborer	L-2	5	5	30,392	30,392	5	150,442	5	151,960	
	Subtotal		34	34			36.3	1,297,639	36.3	1,311,673	
	CD Reimbursement							(22,660)		(22,660)	
	Park Project Charge Off							(28,840)		(30,334)	
	Subtotal						36	1,246,139	36	1,258,679	
510901	Temporary Part Time Salaries										
	Laborer (25 weeks)		13	13		10.50/Hour	13	128,142	13	136,637	
	Subtotal		13	13			13	128,142	13	136,637	
	Other										
510140	Shift Differential							1,985		1,985	
510143	Working-Out-of-Classification Pay							23,508		35,000	
510300	Overtime									5,000	
	Special Events									5,000	
513044	Longevity Pay							13,100		13,100	
515501	Uniform/Clothing Allowance							11,100		11,100	
	Subtotal		0	0			0	49,693	0	71,185	
	Total		47	47			49.3	1,423,975	49.3	1,466,501	



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM GROUP

PUBLIC FACILITIES

CODE 400

PROGRAM PUBLIC WORKS

CODE 1220

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	CEMETERY									
	Permanent Full Time Salaries									
	Cemetery Supervisor	G-12	1	1	40,067	40,693	1	40,286	1	40,693
	Motor Equipment Operator #2	L-4	1	1		33,927	1	33,588	1	33,927
	Motor Equipment Operator #1	L-3				32,583	0	0	1	32,583
	Laborer	L-2	2	2		30,392	2	60,177	1	30,392
	Subtotal		4	4			4	134,051	4	137,595
	Other									
510300	Overtime							4,233		4,233
513044	Longevity Pay							2,550		2,550
515501	Uniform/Clothing Allowance							1,200		1,200
	Subtotal		0	0			0	7,983	0	7,983
	Total		4	4			4	142,034	4	145,578



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

ADMINISTRATION

CODE

4010

SUB-PROGRAM DESCRIPTION

The goals of the Administration Sub-program are to provide continuous coordination and control of all divisions through effective leadership to ensure that all functions of the Department are carried out completely and efficiently. These responsibilities are accomplished under the direction of the Commissioner of Public Works with the assistance of the Deputy Commissioner/Water/Sewer Director and the Highway/Sanitation, Park/Forestry/Cemetery, and Engineering/Transportation Directors, along with the Office Manager. The specific functions are budget preparation and internal expenditure control, clerical and accounting activities for the processing of payrolls, purchases, billings, utility invoices, and long-range planning. Staff ensures compliance with all federal, state, and local laws and regulations; trains, motivates, and directs personnel to perform all program activities; and interfaces with all boards, commissions, and departments as well as with municipal, utility, and regional authorities.

FY2001 OBJECTIVES

1. To establish a Department work order system for tracking costs for all aspects of Public Works responsibilities.
2. To re-organize office and floor space within the Engineering Division.
3. To enhance efficiencies of the Department's billing system.
4. To establish a permit process for sidewalk news vending machines as specified in the Town By Laws.
5. To complete the reorganization of the Parks and Open Space Division with the selection of qualified candidates for all positions approved in the FY2000 budget.
6. To continue performing an active roll in the decision-making process relative to the Memorandum of Understanding for Flood Mitigation and Restoration of the Muddy River.
7. To represent the Town as a member of the Muddy River Citizen Advisory Committee and the Emerald Necklace Conservancy Executive Board at monthly meetings.
8. To represent and update the Board of Selectmen as Chair of the Boston Edison Review Committee on service upgrades and street lighting outages.
9. To take an active role in the recommendation and review of the possible purchase of Edison-owned street lights.
10. To enhance the spectrum and image of the Department's management by taking an active role on local and national boards associated with the American Public Works Association.
12. To re-advertise and implement contractual maintenance service for all School Grounds.
13. To manage operations and remain within the appropriated Overtime budgets, exclusive of extraordinary emergencies.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$45,971 (7.6%), due primarily to an increase of \$30,000 in Capital for a Work Order System. Personnel includes \$9,266 for Steps/1% Carry-forward and \$5,425 for an upgrade of the Director of Water and Sewer to a Deputy Commissioner. Services increase \$100 for Printing while Office Supplies increase \$800 and Professional Dues/Memberships increase \$300.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	495,457	592,197	606,888		
Services	8,573	7,790	7,890		
Supplies	2,810	1,620	2,500		
Other	4,707	5,389	5,689		
Capital	0	0	30,000		
TOTAL	511,547	606,996	652,967		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

ADMINISTRATION

CODE

4010

ACCOMPLISHMENTS

1. Enhanced the Department's IT system through the new Systems Administrator position and staff.
2. Continued training of all clerical personnel, with the goal of everyone being capable of performing all aspects of clerical responsibilities.
3. Established the CAC, through the Board of Selectmen, to start the public process relative to the closure of the Newton Street Landfill.
4. Developed administrative procedures for the Parking Meter Program.
5. Began construction drawings for Traffic Calming designs.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
CDL Drivers Drug/ Alcohol Tested	69	45	71	45	70
Workload:					
Street Permits	451	500	576	575	500
Utility Bills	39,600	39,600	39,600	39,600	39,600
Residential Refuse (tons)	13,654	15,000	13,782	15,000	15,000
Commercial Refuse Establishments	68	70	68	70	70
Street Light Outages Reported	509	450	450	400	400



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

ENGINEERING

CODE

4100

SUB-PROGRAM DESCRIPTION

The responsibilities of the Engineering Division are centered on providing support to the construction and maintenance divisions of the Department. In addition, the Division prepares plans, specifications, and bidding documents for various construction projects involving public ways, utilities, parks, open space, and playgrounds, as well as the entire public infrastructure. Personnel prepare estimates and drawings, compile data, perform surveys, prepare sketches, and perform contract administration and construction inspections. Routine functions include maintaining detailed underground location, assessing, utility, and survey data. The Division approves contract estimates, receives payments, and responds to citizen complaints. Maintenance of the Town's traffic signal system and revisions to the street lighting system are supervised by staff engineers. Property boundary information is provided to the public. Plot plans for new buildings are reviewed and approved and all street opening requests by public utilities and contractors are reviewed and repairs are then supervised.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$43,821 (7.7%). \$22,871 comes from Personnel for Steps/1% Carry-forward, plus a decrease of \$40,000 in CD Reimbursement. The \$1,000 increase in Services is for Educational/Training Services. The increase in Capital is due to a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To complete the Comprehensive Site Assessment for the Newton Street landfill and submit it to the Department of Environmental Protection for approval.
2. To remove the sand bar from Leverett Pond.
3. To finish Phase II construction at Runkle School.
4. To finalize design plans for Beacon Street Improvements in anticipation of MHD issuing design waivers.
5. To continue the Carlton Street Footbridge Project into design development.
6. To reconstruct Boylston Playground and Addington Path.
7. To complete the final phase of Olmsted Park Restoration.
8. To separate the stormwater and wastewater systems in the Pill Hill area.
9. To re-bid and complete Phase I Restoration of Hall's Pond.
10. To oversee the completion and finalize the CATV utility work.
11. To review and approve all plans and specifications relative to the Muddy River Flood Mitigation and Restoration.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	568,023	517,198	540,069		
Services	7,495	27,300	28,300		
Supplies	8,044	13,500	13,500		
Other	0	0	0		
Capital	18,107	14,000	33,950		
TOTAL	601,669	571,998	615,819		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

PUBLIC WORKS

210

ENGINEERING

4100

ACCOMPLISHMENTS

1. Chose consultants for Project Management and Project Design as part of the Muddy River Restoration Project Selection Committee.
2. Completed remediation of the second fairway at Putterham Meadows Golf Course and filed a Response Action Outcome report with the Department of Environmental Protection for the site at 870 Hammond Street.
3. Completed construction of Devotion and Runkle playgrounds and Olmsted Phase II.
4. Completed a feasibility study for Carlton Street Footbridge.
5. Restored Larz Anderson Park after the Ryder Cup.
6. Completed review and acceptance of the Stormwater and Wastewater Master Plan.
7. Monitored the remediation of 40 Kendall Street and installed stormwater treatment system in the Chestnut Street drain.
8. Implemented minor flood control measures for the Muddy River.
9. Completed environmental sampling at landfill sites for the Comprehensive Site Assessment and started the process with the Citizen Advisory Committee for further use of landfill sites.
10. Completed the Traffic Signal Inventory for the GIS program.
11. Began the Newton Street Landfill Closure process with the hiring of a Consulting Engineering firm and the appointment of Citizens Advisory Committee (CAC) by the Board of Selectmen.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Percent of Roadway Rehabilitated	10%	10%	10%	10%	10%
Plot Plans Approvals/ Inspections	31	30	31	30	28
Traffic Signal Repair Calls	320	260	270	260	150
Contracts Administrated	32	35	34	35	35
Public Utility Construction Reviews	14	25	21	25	2
Street Light Change Orders	2	10	2	10	5
CATV Plan Review	0	300	23	300	180



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

TRANSPORTATION

CODE

4950

SUB-PROGRAM DESCRIPTION

The six-member Transportation Board, appointed by the Board of Selectmen, has authority to make rules and regulations relative to pedestrian, vehicle, and bicycle movement in the Town. The Board meets monthly and has a number of subcommittees that monitor the taxi industry, overnight parking, and bicycle use.

The Transportation Division provides staff support to the Board, preparing regulations, orders, traffic counts, small traffic studies, plans, and maps, as well as analyzing proposals. The Division also manages the overnight sticker and guest parking programs and the resident sticker parking program, which was adopted in 1993. Commercial stickers are also issued in the Brookline Village area. The Division oversees the taxi cab industry, bus lines, and limousine services, which are licensed annually. The Transportation Division and the Police and Planning Departments work closely to maintain and improve the Town's transportation system.

The Director of the Division serves as liaison to the MBTA and is the Chair of the MBTA Advisory Board's Service Committee. He also represents the Town on the Joint Regional Transportation Committee.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$1,360 (2.5%), due to a savings in Personnel of \$860 (\$550 from Longevity Pay and \$310 from having a new Senior Clerk Secretary at a lower step). Services decrease \$500 for Office Equipment Repair and Maintenance.

FY2001 OBJECTIVES

1. To implement Traffic Calming measures for Walnut, Reservoir, and Winchester Streets.
2. To work with the developer of the Webster Street hotel to insure proper transportation and parking measures are designed and constructed, particularly with respect to the community street.
3. To inventory traffic signal equipment and establish a replacement program with uniform/interchangeable equipment.
4. To work with the Selectmen's Commercial Areas Parking Committee to investigate options to improve the parking supply in commercial areas.
5. To work with the Transportation Board to implement the chosen traffic plan around the High School.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	40,198	47,259	46,399		
Services	2,176	1,350	850		
Supplies	3,654	5,200	5,200		
Other	0	0	0		
Capital	0	0	0		
TOTAL	46,028	53,809	52,449		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

TRANSPORTATION

CODE

4950

ACCOMPLISHMENTS

1. Implemented Ryder Cup Transportation Plan.
2. Continued work on getting 25% approval of the Beacon Street Improvement Project from MHD.
3. Selected a consultant for the Walnut Street Traffic Calming Project.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Traffic Counts	40	25	10	25	25
Sign Order Requests Completed	93	100	76	100	100
Taxi Cab Licenses	176	176	167	167	167
Overnight Parking Spaces	270	300	270	270	270



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

HIGHWAY

CODE

4200

SUB-PROGRAM DESCRIPTION

The Highway Division maintains a highly visible service to the community. The goal of the Division is to maintain the physical safety and appearance of all public ways. Maintenance on all Public Works vehicles and equipment, as well as vehicles of ten other departments, is accomplished through this Sub-program. The Sub-program consists of five elements:

1. Roadway Maintenance
2. Cleaning
3. Snow Removal
4. Traffic Control/Street Lighting
5. Motor Equipment Maintenance

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$129,734 (3%), due primarily to large savings in Services (\$99,490) and Capital (\$116,450). Personnel increases \$87,678 for Steps/1% Carry-forward (\$22,935), the elimination of five Laborers for the addition of two MEO #2's and three MEO #1's (\$16,376), the elimination of a MER for Working Foreman MER (\$2,588), Working-Out-of-Classification Pay (\$20,000), Overtime (\$23,729), Uniform/Clothing Allowance (\$1,200), and Longevity (\$850).

Services decrease \$99,490 due to a \$42,000 savings in Electricity (due to the changing-over of the current Traffic Signal light-bulbs to more efficient bulbs), a \$63,555 savings in Traffic Signal Repair and Maintenance (this contract can be reduced as a result of the augmented in-house Traffic Signal operation), a \$7,000 decrease in Telephones/Telegraph, and a \$2,600 decrease in Other Rentals/Leases. (These last two items are actually transferred to the General Services budget for Telephone-related expenses.) Partially off-setting these decreases are increases in Office Equipment Repair and Maintenance (\$500), Communication Equipment Repair and Maintenance (\$5,000), Public Building Repair and Maintenance (\$1,000), Street Light Repair and Maintenance (\$2,000), Motor Vehicle Equipment Repair and Maintenance (\$4,500), and Traffic Control Painting (\$2,665).

Supplies decrease \$1,472 due to savings in Oil/Lubricants (\$12,000) and Construction Supplies (\$6,600), partially off-set by increases in Motor Vehicle Supplies (\$10,228), Custodial Supplies (\$6,000), and Uniforms/Protective Clothing (\$900). Capital is reduced due to a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To provide information and staff assistance for the possible purchase of Boston Edison street lights.
2. To complete the purchase of remaining electronic parking meters.
3. To develop and implement a Department-wide work order management system.
4. To complete restructuring of traffic control staff and supervision.
5. To make a recommendation to the Board of Selectmen on an updated sidewalk replacement policy.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	2,359,163	2,097,925	2,185,603		
Services	1,309,771	1,279,046	1,179,556		
Supplies	639,313	560,453	558,981		
Other	1,302	2,000	2,000		
Capital	614,292	354,000	237,550		
TOTAL	4,923,841	4,293,424	4,163,690		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

HIGHWAY

CODE

4200

ACCOMPLISHMENTS

1. Organized traffic system maintenance within the Division under the direction of the newly created Traffic Systems Supervisor position.
2. Purchased an anti-icing system for use in the Winter of FY2000.
3. Developed a mid-management position and reorganized other positions within the Division to create more accountability and effectiveness.
4. Completed the purchase of equipment and set-up of the Municipal Service Center.
5. Worked with Ford Motor Company and the American Public Works Association to provide supervisory training programs for employees.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
<u>Roadway Maintenance</u>					
Concrete Installed (cc yds)	186	150	240	150	200
Asphalt Installed (tons)	1,083	900	1,200	900	900
<u>Cleaning</u>					
Litter Baskets Replaced	15%	20%	20%	20%	20%
<u>Peastone Sidewalks</u>					
Cleaned	40	30	38	30	30
Street Cleaning (tons)	3,408	3,500	3,900	3,900	3,900
<u>Traffic Control/Street Lighting</u>					
Signals Repaired	320	260	270	260	150
Sign Order Requests Completed	93	100	76	100	100
Pavement Marking Requests	10	15	8	15	10

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Road Maintenance	563,681	533,896	446,149		
Cleaning	790,243	523,725	648,168		
Snow Removal	707,289	697,320	702,385		
Traffic	1,237,588	1,427,509	1,185,422		
M.E. Maintenance	1,625,040	1,116,362	1,181,566		
TOTAL	4,923,841	4,298,812	4,163,690		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
ROADWAY MAINTENANCE

CODE
4220

ELEMENT DESCRIPTION

The Roadway Maintenance Element is 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.

FY2001 OBJECTIVES

1. To upgrade the Pavement Management Program to include sidewalk maintenance and a complete inventory and condition report of every walkway.
2. To develop a sidewalk replacement policy through Committee and present it to the Board of Selectmen for approval.
3. To compile roadway maintenance information in preparation for the implementation of work order system.
4. To expand the scope of work for the contractual patching program.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$87,747 (16.4%) due primarily to a re-allocation of Capital between elements. The increase in Personnel includes \$4,000 for Working-Out-of-Classification Pay. Supplies are increased \$5,900 for Construction Supplies (\$5,000) and Uniforms/Protective Clothing (\$900).

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	459,859	348,716	376,069		
Services	0	0	0		
Supplies	37,495	53,680	59,580		
Other	0	0	0		
Capital	66,327	131,500	10,500		
TOTAL	563,681	533,896	446,149		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
ROADWAY MAINTENANCE

CODE
4220

ACCOMPLISHMENTS

1. Systems Administrator worked with Information Services and Division Directors conducting interviews and collection of information for automated work order system.
2. Established a program to replace defective sidewalks with municipal employees and contractual service.
3. Implemented an aggressive, documented inspection program to oversee all utility excavation and trench restoration.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Concrete Installed (cubic yards)	186	200	240	240	240
Asphalt Installed (tons)	1,083	900	1,200	1,200	1,200



FY2001 PROGRAM BUDGET

SUB-PROGRAM

HIGHWAY

ELEMENT SUMMARY

CODE

400

ELEMENT

STREET CLEANING

CODE

4320

ELEMENT DESCRIPTION

The purpose of the Street Cleaning Element is to keep all public ways machine-swept and free of litter. To accomplish this year-round task, 125 litter baskets must be emptied daily. Mains are swept three times per week, residential streets are swept approximately every nine days, and leaves, grass, and common litter are removed on a daily basis.

FY2001 OBJECTIVES

1. To implement more sidewalk cleaning with the use of new mechanical scrubbing and litter control machines.
2. To create and implement a new litter control schedule to accommodate the use of an additional Park refuse packer.
3. To emphasize cleanliness in commercial areas, including graffiti removal.
4. To continue to purchase water tight litter baskets for commercial areas as specified in the Memorandum of Understanding with the EPA.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$124,443 (23.8%), due primarily to a re-allocation of Capital between elements. The increase in Personnel includes \$4,000 for Working-Out-of-Classification Pay and \$1,500 in Overtime for Special Events. Supplies are increased \$3,400 for Construction Supplies.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	711,404	474,725	523,368		
Services	0	0	0		
Supplies	25,834	13,500	16,900		
Other	0	0	0		
Capital	53,005	35,500	107,900		
TOTAL	790,243	523,725	648,168		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
STREET CLEANING

CODE
4320

ACCOMPLISHMENTS

1. Continued the litter basket replacement program with additional baskets being installed as a result of the Harvard Street project.
2. Maintained and increased the town-wide street cleaning program to control litter.
3. Implemented a partial sidewalk cleaning program with new sidewalk litter and collection vacuum scrubbing machines.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Street Cleaning (tons)	3,408	3,500	3,900	3,900	3,900
Peastone Sidewalks Cleaned	40	30	38	30	30
Tree Lawns Loamed and Seeded	100	50	87	90	90



FY2001 PROGRAM BUDGET

SUB-PROGRAM

HIGHWAY

ELEMENT SUMMARY

CODE

400

ELEMENT

SNOW AND ICE CONTROL

CODE

4230

ELEMENT DESCRIPTION

Under the Snow and Ice Control Element, the Department of Public Works plows and sands approximately 100 miles of street, 29 miles of sidewalk, and hand clears and sands handicap accessible ramps in business and commuter areas. Public ways near churches, temples, bus stops, elderly housing, schools, and residences of paraplegics are given precedence to ensure public safety. The Town plows 29 miles of sidewalks in order to provide access to the elderly and to children along school routes. The sidewalks were selected by a 1978 Snow Committee and were confirmed by a 1983 Moderator's Snow Committee.

FY2001 OBJECTIVES

1. To transfer all snow routing maps to GIS to accommodate the anticipated work order management program.
2. To adjust sidewalk plowing and sanding routes to accommodate new versatile trackless snow machines.
3. To investigate the possibility of implementing more contractual snow cleaning and removal around School Grounds.
4. To upgrade weather service monitoring equipment and eliminate relying on Weather Service reports.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$5,065 (0.7%). The increase in Personnel includes \$17,593 for Overtime and \$4,000 for Working-Out-of-Classification Pay. Services are increased \$2,500 for Motor Vehicle Equipment Repair while Supplies are decreased \$1,000 for Oil/Lubricants. Capital is reduced due to a re-allocation between elements.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	232,461	395,470	433,035		
Services	86,464	70,582	73,082		
Supplies	184,931	159,268	158,268		
Other	1,302	2,000	2,000		
Capital	202,131	70,000	36,000		
TOTAL	707,289	697,320	702,385		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
SNOW AND ICE CONTROL

CODE
4230

ACCOMPLISHMENTS

1. Installed new automated spreader dispensing systems on three sanding vehicles for better control of de-icing materials.
2. Implemented a per-storm cost accounting system.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Snow Storms	8	12	14	12	12
Snow Accumulation	30"	40"	35.7"	40"	40"



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
TRAFFIC CONTROL

CODE
4250

ELEMENT DESCRIPTION

The Traffic Control Element covers the placement, repair and manufacturing of street and traffic signs, the inspection of street lights and traffic signals, the installation of parking meters, and the lettering and painting of pavement, crosswalks, and center lines. The street lighting portion of this element funds the operation, maintenance, and energy costs of both town-owned street lights and Boston Edison lights.

FY2001 OBJECTIVES

1. To compile all traffic control related information concerning signs, parking meters, and pavement markings in preparation of the anticipated work order maintenance system.
2. To convert all traffic signal lighting to energy efficient bulbs.
3. To provide staff support and information for the possible purchase of Boston Edison street lights, resulting in substantial cost savings for the Town.
4. To implement a training program for employees relative to traffic signal maintenance in order to create a high and improved level of maintenance.
5. To complete the purchase and installation of remaining electronic parking meters.
6. To explore a cooperative maintenance program for street lighting with surrounding communities.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$242,087 (17%). Personnel includes \$4,000 for Working-Out-of-Classification Pay and \$3,500 in Overtime for Special Events. Services are decreased \$120,890 because of savings in Electricity (\$62,000) from the change-over of the current Traffic Signal light-bulbs to more efficient bulbs and Traffic Signal Maintenance (\$63,555), the result of an augmented in-house operation allowing for the reduction of the contract. Partially off-setting these decreases are increases in Street Light repair and Maintenance (\$2,000) and Traffic Control Painting (\$2,665). Supplies are increased \$5,400 for Construction Supplies (\$5,000) and Uniforms/Protective Clothing (\$400). The decrease in Capital is due to a re-allocation between elements.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	256,788	272,892	225,295		
Services	959,377	1,047,957	927,067		
Supplies	21,423	19,660	25,060		
Other	0	0	0		
Capital	0	87,000	8,000		
TOTAL	1,237,588	1,427,509	1,185,422		



FY2001 PROGRAM BUDGET

ELEMENT SUMMARY

SUB-PROGRAM

CODE

ELEMENT

CODE

HIGHWAY

400

TRAFFIC CONTROL

4250

ACCOMPLISHMENTS

1. Painted town-owned street lights and traffic signals.
2. Reorganized traffic control responsibilities under the supervision of the Traffic Systems Supervisor.
3. Continued to install electronic parking meters.
4. Evaluated street painting procedures and implemented a contractual service contract.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Traffic Signals Repaired	320	260	270	260	150
Sign Order Requests Completed	93	100	76	100	100
Pavement Marking Requests	10	15	8	15	10



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
MOTOR EQUIPMENT MAINTENANCE

CODE
4900

ELEMENT DESCRIPTION

Maintenance and repair of the bulk of the Town's fleet is accomplished through the Motor Equipment Maintenance Element. The Department of Public Works has centralized this maintenance operation so that repairs can be achieved in a productive and economical manner. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Purchase of service funds are used for major repair items, which cannot be serviced within the Municipal Service Center. The supply budget is used for the purchase of all maintenance repair parts to service 376 pieces of equipment for 10 departments.

FY2001 OBJECTIVES

1. To develop new automated work order and inventory control program.
2. To review all cost-effective measures to proceed with new State-mandated vehicle inspection system.
3. To institute a town-wide specification and procurement procedure to be overseen by the Fleet Supervisor at the direction of the Highway Director.
4. To institute a permanent second shift for the Motor Equipment Repairman for the purpose of implementing a comprehensive preventative maintenance program.
5. To inspect Brookline-licensed taxi cabs twice each year for their compliance with the standards established by the Division in conjunction with the Transportation Board. Vehicle inspection reports will be prepared and presented to the Transportation Board for their review and analysis.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$65,204 (5.8%), due primarily to a re-allocation of Capital between elements. The increase in Personnel includes \$4,000 for Working-Out-of-Classification Pay. Services are increased \$18,900 for Electricity (\$20,000), Communication Equipment (\$5,000), Motor Vehicle Equipment Repair (\$2,000), Public Building Repair and Maintenance (\$1,000), and Office Equipment Repair and Maintenance (\$500), partially off-set by decreases in Telephone/Telegraph (\$7,000) and Other Rentals/Leases (\$2,600), both of which are actually transferred to the General Services budget for telephone-related expenses. Supplies are decreased \$15,400 due to a reduction in Construction Supplies (\$20,000), Oil/Lubricants (\$11,000), and Uniforms/Protective Clothing (\$400), partially off-set by increases in Custodial Supplies (\$2,000), Tires (\$4,000), and Motor Vehicle Supplies (\$10,000).

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	698,651	611,510	627,836		
Services	263,930	160,507	179,407		
Supplies	369,630	314,345	299,173		
Other	0	0	0		
Capital	292,829	30,000	75,150		
TOTAL	1,625,040	1,116,362	1,181,566		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
HIGHWAY

ELEMENT SUMMARY

CODE
400

ELEMENT
MOTOR EQUIPMENT MAINTENANCE

CODE
4900

ACCOMPLISHMENTS

1. Outfitted the Municipal Service Center with state-of-the-art automated service equipment.
2. Implemented a Preventative Maintenance Program for all equipment under the direction of the Fleet Supervisor.
3. Completed the move to the Municipal Service Center.
4. Reviewed various types of maintenance cost accounting work order systems.
5. Worked with Ford Motor Company and APWA to provide supervisory training programs for motor equipment repairmen.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Scheduled Preventative Maintenance Work Orders	na	na	na	450	700
Warranty Repair Work Orders	na	na	na	15	50
Automotive Technician Training Session Hours	na	na	na	24	48
Statutory Inspections of Town-owned vehicles	na	na	na	165	200
Inspections of Town Licensed Taxi Cabs (2)	na	na	na	340	340



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

SANITATION

CODE

4300

SUB-PROGRAM DESCRIPTION

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

FY2001 OBJECTIVES

1. To evaluate the supervision structure of Division and recommend cost-effective changes.
2. To evaluate an acceptable program for leaf collection and composting in anticipation of landfill post closure and capping.
3. To develop and distribute more informational literature relative to recycling and composting.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$395,862 (15.4%), due primarily to an increase of \$250,000 in the Solid Waste Disposal and Recycling contracts. The increase in Personnel (\$19,599) includes \$3,000 for Working-Out-of-Classification Pay, \$3,290 for Overtime, \$6,386 for Steps/1% Carry-forward, \$2,200 for the elimination of a Foreman position for an Environmental Health Supervisor, \$2,823 for an increase in Part-time Laborers' pay, and \$1,900 for Longevity Pay. Aside from the \$250,000 increase in the Solid Waste Disposal contract, Services decrease \$3,000 (Electricity). Supplies are increased \$3,000 for Construction Supplies. The Capital increase is for the lease of two new Packer Trucks, bringing the total number of leased Packer Trucks to five.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	730,236	781,846	801,445		
Services	1,500,175	1,634,265	1,881,265		
Supplies	6,292	5,800	8,800		
Other	0	0	0		
Capital	156,891	143,737	270,000		
TOTAL	2,393,594	2,565,648	2,961,510		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

SANITATION

CODE

4300

ACCOMPLISHMENTS

1. Developed an automated citation tracking system and coordinated the effort with the Court system.
2. Increased public awareness of Sanitation and Health Department rules and regulations relative to solid waste handling and storage through increased mailing of informational literature.
3. Created an information brochure for a Spring mailing.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
% of Solid Waste Diverted Through Recycling/Composting	38%	36%	35%	36%	36%
Collection/Disposal (cost per ton)	\$123	\$125	\$127	\$127	\$128
Solid Waste (tons)	13,654	15,000	13,782	15,000	15,000
Recycling (tons)	4,483	4,300	4,474	4,500	4,500
Composting (tons)	3,962	4,000	3,022	4,000	4,000
Commercial Refuse Establishments	68	70	68	70	70



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

WATER

CODE

4500

SUB-PROGRAM DESCRIPTION

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 for protection while promoting the health, safety, and welfare of the community. The specific functions of the Sub-program are:

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

BUDGET STATEMENT

The FY01 budget reflects an increase of \$87,892 (1.9%), due to a \$103,655 increase in the water portion of the MWRA Assessment. Personnel increases \$7,858 for Working-Out-of-Classification Pay (\$5,000), Overtime (\$19,055), the reduction of a Waterpipe Layer Laborer (\$32,583), Steps/1% Carry-forward (\$14,336), Longevity Pay (\$650), and Uniforms/Clothing Allowance (-\$600). Services increase \$2,670 for Electricity (\$3,270), Public Building Repair and Maintenance (\$1,000), Education/Training Services (\$1,000), Subscriptions (\$200), partially off-set by a decrease in Telephone/Telegraph (\$2,800), which is actually transferred to the General Services budget for telephone-related expenses. Supplies increase \$609 for Tires (\$500), Uniforms/Protective Clothing (\$409), Custodial Supplies (\$100), and Oil/Lubricants (-\$400). Other increases \$200 for Auto Reimbursement. The increase in Capital is due to a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To complete the final phase of Contract PW/99-12 Water Main Rehabilitation begun by W. Walsh Co. in FY00 that completes the entire rehabilitation of the Town's water distribution system.
2. To prepare Request for Proposals for the replacement of the water metering system installed in 1985 with a state-of-the-art automated reading system.
3. To institute an enhanced main flushing program to meet the requirements of the Safe Drinking Water Act.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,573,130	1,485,004	1,492,862		
Services	113,483	47,902	50,572		
Supplies	62,710	87,606	88,215		
Other	1,400	1,400	1,600		
Capital	96,210	141,100	112,500		
Intergovernmental	2,448,674	2,807,268	2,912,423		
TOTAL	4,295,607	4,570,280	4,658,172		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

WATER

CODE

4500

ACCOMPLISHMENTS

1. Completed Phase 1 of Contract PW99-12 Water Main Rehabilitation for the final five miles of transmission and distribution mains.
2. Implemented a comprehensive valve-exercising program for all distribution system main valves to ensure operability during emergency shutdowns.
3. Completed renovations and improvements to the Water and Sewer Garage on Netherlands Road.
4. Implemented a new utility billing service for more efficient invoice generation.
5. Completed a system-wide leak detection survey of all mains, hydrants, valves, and service connections resulting in the repair of 22 leaks estimated at 81 million gallons per year.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Water Demand - MGD	6.58	6.75	6.32	6.5	6.4
Unaccounted Water - %	17.6%	17.5%	17.4%	17.0%	16.5%
Cross Connection Revenue	47,285	48,000	48,360	49,000	50,000
Workload:					
Complaint Responses	493	500	462	500	500
Service Responses	621	600	579	550	550
Service Pipes Replaced	231	200	250	250	275
Hydrants Repaired/ Replaced	136	150	112	100	75



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

400

SUB-PROGRAM

SEWER

CODE

4400

SUB-PROGRAM DESCRIPTION

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 Massachusetts Water Resources Authority (MWRA) regulations for the collection and discharge of wastewater. The specific functions of the sub-program are:

1. Maintain and repair 103 miles of sewer mains and 117 miles of surface water drains;
2. Clean and repair 2,344 catch basins and 1,675 manhole structures;
3. Remove snow from catch basins to provide for roadway drainage during storms; and
4. Investigate customer complaints for sewer backups and drainage problems.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$412,964 (4.8%), due to an increase of \$367,761 in the sewer portion of the MWRA Assessment. Personnel increases \$42,603 due to adding an additional MEO #2 (\$33,927), Steps/1% Carry-forward (\$1,454), Overtime (\$7,772), and a decrease in Longevity Pay (\$550). The increase in Capital is due to a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To prepare plans and specifications for improvements to the wastewater system as recommended by the Wastewater Master Plan and outlined in the Capital Improvements Program.
2. To implement a program of manhole sealing to reduce infiltration to the sewer system.
3. To further increase the productivity of the catch basin cleaning program begun in FY97 to 100% cleaned per year.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL			RECOMMENDED BY	
	FY1999	BUDGET FY2000	REQUEST FY2001	SELECTMEN	ADV COM
Personnel	80,241	151,890	194,493		
Services	75,401	85,000	85,000		
Supplies	238	6,315	6,315		
Other	0	0	0		
Capital	142,208	150,000	152,600		
Intergovernmental	7,925,392	8,289,960	8,657,721		
TOTAL	8,223,480	8,683,165	9,096,129		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

PUBLIC WORKS

400

SEWER

4400

ACCOMPLISHMENTS

1. Completed improvements to the Chapel Street and Monmouth Street sewers and prepared the first large-scale sewer rehabilitation project as outlined in the Wastewater Master Plan completed by BETA Engineering in 1999.
2. Increased the productivity of the catch basin cleaning program as mandated by the EPA.
3. Continued the pipeline inspection program using closed circuit TV cameras and videotaping to identify areas for repair and capital improvements.
4. Continued the sewer and drain cleaning program begun in 1999 to restore capacity to structurally sound wastewater mains.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Avg. Daily Sanitary Flow - MGD	11.64	10.5	10.59	10.5	10
Catch Basin Cleaning Total Cleaned	1,797	1,800	1,911	2,100	2,350
Units Per Day	11.23	11.25	11.94	13.13	14.68
Tons Per Day	7.86	7.8	8.4	9	10
Workload:					
Complaint Responses	280	275	233	200	175
Structures Repaired	131	130	125	140	150
Blockages Repaired	39	35	42	40	35



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

460

SUB-PROGRAM

PARKS AND OPEN SPACE

CODE

4600

SUB-PROGRAM DESCRIPTION

The Parks and Open Space Division maintains over 600 acres of town-owned park and recreation facilities. The goal is to provide adequate maintenance at all facilities with sufficient space for both active and passive activities. This objective is accomplished through the following goals of the three elements:

Conservation - To preserve and protect the Town's environment through the administration of mandated federal, state, and town laws and regulations;

Public Grounds - To maintain, for a wide variety of recreation purposes, 485 acres of town-owned land, including the Town's outdoor athletic facilities; and

School Grounds - To provide landscape maintenance for 32 acres surrounding ten public schools and to ensure the prompt removal of snow from all school and public building grounds.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$45,838 (2.4%). Personnel increases \$37,138 for Steps/1% Carry-forward (\$14,034), an increase in the pay for Part-time Laborers (\$8,495), Working-Out-of-Classification Pay (\$5,000), Overtime (\$16,492, \$5,000 of which is for Special Events), and an increase in the Park Projects Charge-off (\$1,494). Services increase \$31,800 for Landscape Services (\$20,000 - \$15,000 for Turf Maintenance and \$5,000 for Watering), General Consulting (\$2,000), Public Building Repair and Maintenance (\$1,000), and Pest Control (\$10,000).

Supplies increase \$16,900 for Construction Supplies (\$13,000), Agricultural Supplies (\$3,000), and Office Supplies (\$900). Other is increased by \$1,000 for Professional Dues/Memberships. The decrease in Capital is due to a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To coordinate the next phase of the Hall's Pond Project.
2. To oversee the reconstruction of Boylston Playground.
3. To continue the review of contracting maintenance services.
4. To implement the work order system throughout the Department with emphasis on Parks and Open Space.
5. To continue to work cooperatively with the City of Boston and Metropolitan District Commission to promote improved maintenance practices along the Emerald Necklace.
6. To continue to implement the reorganization plan for the Division.
7. To implement a series of new maintenance and personnel procedures within the Division as specified in the Open Space Task Force Report.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,333,783	1,429,363	1,466,501		
Services	155,505	156,173	187,973		
Supplies	129,064	150,698	167,598		
Other	0	0	1,000		
Capital	61,400	144,000	103,000		
TOTAL	1,679,752	1,880,234	1,926,072		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

460

SUB-PROGRAM

PARKS AND OPEN SPACE

CODE

4600

ACCOMPLISHMENTS

1. Developed a clear and precise grounds maintenance plan in conjunction with the Open Space Master Plan/Task Force. The possibility of contracting out some maintenance services will be explored.
2. Improved Parks and Open Space planning through the reorganized Division.
3. Coordinated Phase II Improvements to Olmsted Park.
4. Implemented additional recommendations of the Turf Management Report.
5. Designed and installed appropriate plantings for rotaries and traffic islands in preparation for the Ryder Cup.
6. Coordinated the first phase of the Hall's Pond Restoration Project.
7. Developed plans for a comprehensive work order system that will be implemented throughout the Department with priority given to Parks and Open Spaces.
8. Performed spraying in all sanctuaries to prevent the Woolly Adelgid from spreading in town-owned Hemlock trees.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Wetlands Permits and Certificates Issued	14	14	11	14	12
Requests from Citizens for Technical Information	252	260	247	260	260
Turf Grass Restoration Program in Acres (includes loam limestone, seed and aeration)					
Slice Seeding in lbs. per 1,000 s.f.	63	75	85	90	100
Graffiti Removed (# sites)	46	50	57	50	50
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	32	32	32	32	35
Vandalism Repairs	472	500	500	500	525
Public Shade Trees Removed	85	90	106	100	200
Dangerous Limbs and Hangers Removed	240	250	290	250	250
Citizen Requests for Pruning of Town-owned Trees	315	300	425	300	400

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Conservation	79,267	115,439	93,656		
Public Grounds	1,257,371	1,117,998	1,181,988		
School Grounds	343,114	646,797	650,427		
TOTAL	1,679,752	1,880,234	1,926,072		



FY2001 PROGRAM BUDGET

SUB-PROGRAM

PARKS AND OPEN SPACE

ELEMENT SUMMARY

CODE

460

ELEMENT

CONSERVATION

CODE

4601

ELEMENT DESCRIPTION

The seven volunteer member Conservation Commission and staff serve all citizens of the Town by protecting and preserving the environment. Functions and goals include the following statutory responsibilities:

1. Enforcing local, state, and federal environmental regulations to provide public safety and protect the environment;
2. Administering the Wetlands Protection Act and the United States Flood Insurance Program for the Town;
3. Developing and implementing the Five-Year Open Space Plan;
4. Administering conservation areas and easements;
5. Promoting appropriate use of natural resources;
6. Providing public open space, environmental protection, and information on environmental issues; and
7. Increasing public stewardship of town open space and natural resources through educational programs and events.

In addition, the Commission seeks and administers grant monies and coordinates volunteer activities and public-private partnerships for the environment.

The FY01 budget reflects a decrease of \$21,783 (18.9%), due mainly to a re-allocation of Personnel between elements. Services increase \$800 for General Consulting (\$2,000) and Other Rentals/Leases (-\$1,200) while Other increases \$1,000 for Professional Dues/Memberships.

FY2001 OBJECTIVES

1. To complete the initial phase of the Restoration Program at Hall's Pond.
2. To oversee the boardwalk replacement and program restoration at the D. Blakely Hoar Sanctuary Trail.
3. To create Open Space Management Plans for all Town Sanctuaries.
4. To manage the printing and distribution of the Five-year Open Space Plan.
5. To coordinate efforts to join and enhance town sanctuaries with Boston, Newton, and State properties.
6. To continue oversight regarding the Muddy River Park system restoration.
7. To coordinate the Hemlock Assessment Sub-Committee on behalf of the Department of Public Works and support efforts for a maintenance and monitoring program.
8. To seek funding and support for educational programs in the parks and sanctuaries.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	73,768	106,739	83,156		
Services	4,093	7,200	8,000		
Supplies	1,406	1,500	1,500		
Other	0	0	1,000		
Capital	0	0	0		
TOTAL	79,267	115,439	93,656		



FY2001 PROGRAM BUDGET

SUB-PROGRAM

PARKS AND OPEN SPACE

ELEMENT SUMMARY

CODE

460

ELEMENT

CONSERVATION

CODE

4601

ACCOMPLISHMENTS

1. Completed the design and permitting for the Hall's Pond Sanctuary and Amory Woods Project.
2. Continued to manage grant funding and sought other funding opportunities for town Sanctuaries and Open Spaces.
3. Completed the installation of environmentally sensitive boardwalks in half of the D. Blakely Hoar Sanctuary.
4. Completed the Open Space Plan.
5. Continued efforts to improve the Muddy River flood control and water quality.
6. Coordinated the Hemlock Assessment Sub-committee to evaluate the impact of the Woolly Adelgid.
7. Developed recommendations incorporating the appropriate urban forest maintenance programs.
8. Continued to administer and enforce the Wetlands Protection Act.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Wetlands Permits and Certificates Issued	14	14	11	14	12
Determinations of Applicability	na	na	3	2	2
Partial Certificate of Compliance	na	na	3	0	0
Final Certificate of Compliance	na	na	2	3	3



FY2001 PROGRAM BUDGET

SUB-PROGRAM

PARKS AND OPEN SPACE

ELEMENT SUMMARY

CODE

460

ELEMENT

PUBLIC GROUNDS

CODE

4601

ELEMENT DESCRIPTION

The goals of the Public Grounds Element are to maintain 485 acres of public land, comprised of 17 parks, 22 playgrounds, land around 12 public buildings, four parking areas, and 41 traffic islands, for passive and active recreation purposes; provide maintenance and repair of equipment and fixtures in the Park Division; and maintain playing fields for the programs of the Recreation and School Departments.

The Division maintains 21 playing fields, 22 tot lots, 19 basketball courts, and 37 tennis court areas through weekly grass cutting, litter pick-up, marking field lines, carpentry, and fence repairs. The Public Grounds Element is also responsible for the Town's athletic facilities providing outdoor and sports recreation. Facilities include the Larz Anderson Skating Rink, 16 baseball fields, four soccer fields, and multiple use areas.

FY2001 OBJECTIVES

1. To complete Cypress Playground play structure improvements.
2. To oversee the ballfield installation improvements at Larz Anderson Park.
3. To coordinate the installation of a new recirculation system for the skating facility at Larz Anderson.
4. To continue the improvements to the Olmsted-designed Riverway Park.
5. To complete the installation of a new irrigation system at Robinson Playground.
6. To continue the invasive weed control program at the Lagoon in Anderson Park.
7. To coordinate the Sports Field Study for the Department of Public Works.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$63,990 (5.7%), due primarily to a re-allocation of Personnel between elements. Included in the Personnel increase is \$2,500 for Working-Out-of-Classification Pay, an increase in the pay rate for Part-time Laborers, and Overtime (\$5,000 of which is for Special Events). Services increase \$26,000 for Landscape Services (\$20,000 - \$15,000 for Turf Maintenance and \$5,000 for Watering), Pest Control (\$5,000), and Public Building Repair and Maintenance (\$1,000). Supplies increase \$3,900 for Construction Supplies (\$3,000) and Office Supplies (\$900). Capital is reduced due to a re-allocation between elements.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,012,316	791,005	829,095		
Services	115,163	114,393	140,393		
Supplies	98,249	133,600	137,500		
Other	0	0	0		
Capital	31,643	79,000	75,000		
TOTAL	1,257,371	1,117,998	1,181,988		



FY2001 PROGRAM BUDGET

ELEMENT SUMMARY

SUB-PROGRAM

CODE

ELEMENT

CODE

PARKS AND OPEN SPACE

460

PUBLIC GROUNDS

4601

ACCOMPLISHMENTS

1. Developed grant applications for the renovation of the historic wall at Larz Anderson Park.
2. Coordinated the parking program for the Ryder Cup at Larz Anderson Park with other agencies.
3. Finalized landscape renovations at Schick Park.
4. Created new landscape designs for specific sites as part of the Adopt-A-Space Program.
5. Implemented additional recommendations of the Turf Management Report.
6. Implemented a significantly expanded planting program for the Ryder Cup.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Requests from citizens for Technical Information	252	260	247	260	260
Turf Grass Restoration Program in Acres (includes loam, limestone, seed and aeration) Slice Seeding in lbs. per 1,000 s.f.	63	75	85	90	100
Graffiti Removed (Number of sites)	46	50	57	50	50



FY2001 PROGRAM BUDGET

SUB-PROGRAM

PARKS AND OPEN SPACE

ELEMENT SUMMARY

CODE

460

ELEMENT

SCHOOL GROUNDS

CODE

4601

ELEMENT DESCRIPTION

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 drives of school grounds and public buildings, in addition to the aprons of all fire stations.

FY2001 OBJECTIVES

1. To finalize the first phase of the Runkle School Playfield installation.
2. To work with the Design Review Committee on the development of renovations to Lawrence School play structures.
3. To oversee the total reconditioning of Boylston Playground and play structures (Old Lincoln School).
4. To implement a contract maintenance program for maintenance work on school grounds.
5. To review all school ground play structures for potential upgrades.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$3,630 (0.6%). The increase in Personnel includes \$2,500 for Working-Out-of-Classification Pay, and an increase in the pay rate for Part-time Laborers. Services increase \$5,000 for Pest Control. Supplies increase \$13,000 for Construction Supplies (\$10,000) and Agricultural Supplies (\$3,000). Capital is reduced due to a re-allocation between elements.

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	247,699	531,619	554,249		
Services	36,249	34,580	39,580		
Supplies	29,409	15,598	28,598		
Other	0	0	0		
Capital	29,757	65,000	28,000		
TOTAL	343,114	646,797	650,427		



FY2001 PROGRAM BUDGET

SUB-PROGRAM
PARKS AND OPEN SPACE

ELEMENT SUMMARY

CODE 460	ELEMENT SCHOOL GROUNDS	CODE 4601
--------------------	----------------------------------	---------------------

ACCOMPLISHMENTS

1. Continued to participate in the Runkle School Playground Design review process.
2. Finalized the landscape improvements at Lawrence School.
3. Coordinated the field reconstruction at Devotion School.
4. Investigated the feasibility of contracting out maintenance of School Grounds.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Landscape Improvements to School Grounds Including Aeration and Overseeding (acres)	32	32	32	32	35
Vandalism Repairs	472	500	500	500	200



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

460

SUB-PROGRAM

FORESTRY

CODE

4680

SUB-PROGRAM DESCRIPTION

The goal of the Forestry Sub-program is to preserve and maintain all shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The total number of trees under the jurisdiction of the sub-program is more than 50,000. The Sub-program 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.

FY2001 OBJECTIVES

1. To oversee the town-owned tree removal and replacement program.
2. To review and recommend a new replacement program for trees in conservation areas.
3. To monitor the Woolly Adelgid insect infestation on all town-owned land.
4. To continue improving the GIS tree database.
5. To revise the tree planting contract to include extended tree maintenance guarantees and improve watering program.
6. To provide citizens with technical information including the best practices for Forestry Management of insect infestations.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$32,600 (24%) due to a re-allocation of Capital between sub-programs. An additional \$600 is included for Construction Supplies.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	0	0	0		
Services	109,837	130,695	130,695		
Supplies	8,526	5,000	5,600		
Other	0	0	0		
Capital	0	0	32,000		
TOTAL	118,363	135,695	168,295		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

PUBLIC WORKS

460

FORESTRY

4680

ACCOMPLISHMENTS

1. Enhanced the Forestry Management Program throughout the Town's sanctuaries and open spaces with proper pruning procedures and spraying.
2. Worked with the Conservation Commission to implement a Woodlands Management Program in each of the sanctuaries.
3. Refined the GIS tree database to include parks, which have been inventoried.
4. Implemented the plans for the hemlocks that are being affected by the Woolly Adelgid.
5. Researched and recommended disease-resistant tree species for parks, conservation land, and roadways.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Public Shade Trees Removed due to Mortality	89	100	106	100	100
Public Shade Trees Planted	330	350	372	375	375
Dangerous Limbs and Hangers Removed	240	250	290	290	290
Pruning and Lifting Trees on Streets (# of streets)	32	41	25	41	40
Citizen Requests for Pruning of Town-owned Trees	315	300	425	300	300



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

460

SUB-PROGRAM

CEMETERY

CODE

4690

SUB-PROGRAM DESCRIPTION

The goals of the Cemetery Sub-program are to maintain and improve the Walnut Hills and Old Brookline Cemeteries, which total 48.5 acres, and to provide properly coordinated and dignified burials. Functions include mowing grass areas, pruning shrubs and small trees, constructing foundations, selling burial lots, laying out and preparing lots, and coordinating burials.

FY2001 OBJECTIVES

1. To finalize landscape improvements Phase I at Walnut Hills Cemetery.
2. To oversee installation of additional water lines at Walnut Hills Cemetery.
3. To coordinate funding applications for monument and landscape preservation initiatives at the Old Burying Ground.
4. To implement recommendations for contractual maintenance at Walnut Hills Cemetery.
5. To finalize plans for a Columbarium installation at Walnut Hills Cemetery.
6. To refine the computerized database for Walnut Hills Cemetery.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$41,556 (21.3%) due to a re-allocation of Capital between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	145,354	142,034	145,578		
Services	1,307	2,399	2,399		
Supplies	5,423	5,700	5,600		
Other	0	0	0		
Capital	0	45,000	0		
TOTAL	152,084	195,133	153,577		



FY2001 PROGRAM BUDGET

PROGRAM

PUBLIC WORKS

SUB-PROGRAM SUMMARY

CODE

460

SUB-PROGRAM

CEMETERY

CODE

4690

ACCOMPLISHMENTS

1. Implemented the recommended Cemetery computerized database program.
2. Coordinated the first phase of the Landscape Improvement Program at Walnut Hills Cemetery.
3. Coordinated the stabilization work on the roof of the Cemetery garage.
4. Participated in the Department of Environmental Management's Historic Cemeteries Preservation Initiative for the Old Burying Ground on Walnut Street.
5. Developed a Master Plan for Walnut Hills Cemetery and explored the possibility of contractual maintenance of the grounds.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Burials	104	100	90	100	100
Headstones Set	77	90	85	90	90
Plots sold	81	90	85	90	90



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

RESERVED FOR NOTES



FY2001 PROGRAM BUDGET

PROGRAM GROUP

PUBLIC SAFETY

PROGRAM SUMMARY

CODE
210

PROGRAM

POLICE

CODE
2100

PROGRAM DESCRIPTION

The Police Mission:

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

Our Values:

The Department subscribes to a set of governing values which state its beliefs as a police organization. They are as follows:

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

BUDGET STATEMENT

The FY01 budget reflects an increase of \$197,763 (1.9%). Personnel increases by \$176,696, the three largest items being Steps/1% Carry-forward (\$82,484), Quinn (\$67,423), and Park Security Officers (\$12,750). Services are increased \$7,267 for Natural Gas (\$767), Data Processing Equipment Repair and Maintenance (\$4,000), Telephone/Telegraph (\$2,000), and Subscriptions (\$500). Supplies are increased by \$13,800 for Data Processing Supplies (\$2,000), Photographic Supplies (-\$5,000), Public Safety Supplies (\$2,000), Food for Prisoners (\$300), Gasoline (\$7,000), and Uniforms/Protective Clothing (\$7,500). The Capital budget funds 11 new vehicles and various smaller equipment pieces such as batteries, antennas, belt clips, and radios.

BUDGET STATEMENT (con't.)

The budget does not reflect the estimated \$27,209 in utility savings (\$20,209 in Electricity and \$7,000 in Heating Oil) that are projected to result from the closing of the building for the Police/Fire Headquarters project. These savings, however, will likely have to be utilized for utility costs for the Department's temporary headquarters at the Old Lincoln School.

FY2001 OBJECTIVES

1. To continue to expand grant writing efforts to obtain the maximum monies available that will allow the Department to upgrade and improve equipment, training standards, community programs, and police services.
2. To attain Accreditation status as a police agency from the State's Accreditation Commission.
3. To continue to work closely with the Fire Department and other agencies in the construction of the new Public Safety Headquarters.
4. To increase our crime analysis and traffic accident activities in order to more efficiently and effectively assign officers to locations where their service is most needed.
5. To conduct a department-wide annual survey to determine training needs.
6. To continue the selective traffic enforcement efforts by maintaining the successful Coolidge Corner Pedestrian Safety Program, the SITE (Safety Initiative Traffic Enforcement) Program, and by working with neighborhoods to reduce concerns involving traffic, parking, and pedestrians.
7. To develop a combined public safety dispatch facility in partnership with the Fire Department and the Town's Emergency Medical Services (EMS) provider .
8. To properly move all technical equipment to a temporary police station while the present police station is being renovated . This will include ensuring proper wiring for sophisticated computer systems.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	8,637,190	9,397,386	9,574,083		
Services	351,375	397,442	404,709		
Supplies	246,963	258,700	272,500		
Other	1,000	2,000	2,000		
Capital	383,714	332,798	332,798		
TOTAL	9,620,242	10,388,326	10,586,090		
BENEFITS			3,252,370		
REVENUE	2,842,041	2,615,000	2,665,000		



FY2001 PROGRAM BUDGET

PROGRAM GROUP

PUBLIC SAFETY

PROGRAM SUMMARY

CODE 210

PROGRAM

POLICE

CODE 2100

ACCOMPLISHMENTS

1. Received \$482,871 through Federal and State Grants.
2. Worked with the Information Services Division to guarantee that all departmental computer systems were Y2K compliant.
3. Equipped the Department with a new Computer Aided Dispatch System (C.A.D.) that allows every division to examine any reported incident within the system. This system eliminates the need for manually searching for incidents and expedites the search for reports.
4. Further reduced crime through pro-active enforcement efforts, such as aggressive patrol, questioning of suspicious persons, and concentrated warrant follow-up.
5. Maintained the Department's Selective Enforcement Program through the use of a Safety Initiative Traffic Enforcement (S.I.T.E.) Program and a Coolidge Corner Pedestrian Safety Program.
6. Replaced outmoded systems with new parking, arrests, detail, field interrogation, and alarm computer systems.
7. Replaced the camera Booking System with a new Digital Mugshot System that allows data to be arranged for various purposes, including: photo arrays, wanted posters, and pictures needed immediately for domestic violence or other serious crimes.
8. Increased supervision in the answering of citizen complaints. Supervisors followed up complaints to ensure that problems had been resolved satisfactorily.
9. Worked cooperatively with the federal, state, and local governments to provide security for dignitaries, players, and spectators during the Ryder Cup and Davis Cup.
10. Prepared for and properly controlled both pedestrian and vehicle traffic during the Ryder Cup and Davis Cup matches.
11. Worked closely with the School Department on issues such as teen dating violence, sexual assaults, underage drinking, and unsupervised parties. Developed policies to guide officers in their efforts in these sensitive matters.
12. Worked with departments involved with the construction of the new Public Safety Headquarters to assure that the project stays on track.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Pieces of Evidence Culled from Storeroom	207	200	150	200	200
Finger Print I.D.'s Solving Crimes	29	35	21	25	30
Grants	\$805,807	\$851,000	\$482,871	\$600,000	\$600,000
Arrests	1,259	1,275	1,238	1,250	1,260
Robbery	31	32	22	25	25
Breaking and Entering	246	240	196	200	200
Rape	7	6	11	5	5
Motor Vehicle Theft	127	125	120	125	125
Larceny	1,044	1,040	1,021	1,030	1,030
Assaults	211	200	201	200	200
Assault and Battery on a Police Officer	18	18	9	12	12

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Administration	1,085,111	1,278,130	1,310,088		
Patrol	5,083,206	5,575,341	5,738,969		
Investigations	1,409,564	1,370,079	1,394,573		
Cmty Relations	690,901	645,292	671,900		
Traffic Control	1,291,766	1,435,997	1,404,191		
Animal Control	59,694	47,814	66,369		
TOTAL	9,620,242	10,352,653	10,586,090		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM GROUP

PUBLIC SAFETY

CODE 210

PROGRAM

POLICE

CODE 2100

POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY1999 SALARY RANGE		FY1999 BUDGET		FY2000 RECOMMENDATION	
		FY1997	FY1998	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
Permanent Full Time Salaries									
Chief	M-9	1	1	92,466	105,725	1	97,160	1	99,613
Captain	P-4	5	5		67,412	5	333,755	5	337,060
Lieutenant	P-3	10	10		57,617	10	570,520	10	576,170
Sergeant	P-2	16	16		49,245	16	780,200	17	837,165
Patrol Officer	P-1	108	108	34,882	41,038	108	4,304,444	107	4,317,194
Head Clerk	C-9	2	2	34,506	35,960	2	72,625	2	71,564
Police Services Clerk	C-6	4	4	31,259	32,682	4	129,126	4	130,728
Senior Clerk Typist and Cashier	C-6	1	1	31,259	32,682	1	31,885	1	32,359
Senior Account/Audit Clerk	C-5	1	1	30,212	31,625	1	31,315	1	31,625
Senior Clerk Typist	C-4	5	5	28,585	29,982	5	150,595	5	148,533
Clerk/Typist	C-2	1	1	24,568	25,924	1	25,435	1	24,568
Subtotal		154	154			154	6,527,060	154	6,606,579
Permanent Part Time Salaries									
Parking Control Officer		18	18	0	15.42/Hour	18	49,307	18	49,800
School Traffic Supervisor		19	19	0	18.13/Hour	23	134,389	23	135,733
Parking Meter Monitor		13	13	0	15.42/Hour	15	90,855	15	91,764
Subtotal		50	50			56	274,552	56	277,297
Temporary Part Time Salaries									
Clerical Worker		4	4	0	6.09/Hour	4	22,111	4	22,332
Park Security Officer		6	6	0	84.65/Day	6	41,087	6	53,837
Subtotal		10	10			10	63,198	10	76,169



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC SAFETY

**CODE
210**

**PROGRAM
POLICE**

**CODE
2100**

POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY1999 SALARY RANGE		BUDGET NO.	FY1999 AMOUNT	REQUEST NO.	FY2000 AMOUNT
		FY1997	FY1998	LOW	HIGH				
Other									
Shift Differential							166,595		168,942
Working-Out-Of-Classification Pay							8,008		9,875
Regular Overtime							372,800		376,528
Court Pay							131,707		133,024
Police Lag Time							95,039		95,499
In-Services Training Pay							206,818		208,886
Quinn Educational Incentive							1,048,251		1,115,674
Longevity Pay							67,915		70,380
Career Incentive Pay							19,950		19,450
Extra Compensation							25,735		24,750
Holiday Pay							284,463		285,605
Administrative Leave							71,420		71,421
Earned Sick Time							12,677		12,804
Uniform/Clothing Allowance							21,200		21,200
Subtotal							2,532,577		2,614,038
Total		214	214			220	9,397,386	220	9,574,083
Grant Reimbursements									
Net Total		214	214			220	9,397,386	220	9,574,083



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

ADMINISTRATION AND SUPPORT

CODE

2010

SUB-PROGRAM DESCRIPTION

The Administration and Support Unit provides overall control of the functions of the Department. The Unit maintains necessary records, provides communication equipment and trains personnel in its uses, distributes weapons and supplies, and maintains the safety of all evidence. The Unit provides for the upkeep of the physical plant and its security. The Chief of Police is responsible for implementing policies within the Department.

FY2001 OBJECTIVES

1. To continue to expand grant writing efforts in order to obtain the maximum monies available that will allow the Department to upgrade and improve equipment, training standards, community programs, and police services.
2. To expand the ability of officers to perform in-vehicle report writing, allowing for an increase in the amount of time that our officers spend out of their vehicles to engage in problem solving and other community policing activities.
3. To continue to work closely with the Fire Department and other agencies in the construction of the new Public Safety Headquarters.
4. To attain Accreditation status as a police agency governed by the State of Massachusetts Accreditation Commission.
5. To develop a combined public safety dispatch facility in partnership with the Fire Department and the Town's emergency medical services provider.
6. To properly move all technical equipment to a temporary police station while the present police station is being renovated. This will include ensuring proper wiring for sophisticated computer systems.
7. To use the new computer management system to streamline all of the activities of the records and service division.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$31,958 (2.5%). Personnel increases \$8,634 and Supplies increase \$17,800 (\$2,000 Data Processing Supplies, \$300 Food for Prisoners, \$7,000 Gasoline, \$1,000 Public Safety Supplies, and \$7,500 Uniforms/Protective Clothing). Supplies increase \$7,267 for Data Processing Equipment Repair and Maintenance (\$4,000), Telephone/Telegraph (\$2,000), Natural Gas (\$767), and Subscriptions (\$500). Capital is re-distributed between sub-programs.

Projected utility savings of \$27,209 from the closing of the building for the Police/Fire Headquarters project are not reflected in this budget. These savings will likely have to be utilized for utility costs for the Department's temporary headquarters at the Old Lincoln School.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	569,254	580,339	588,973		
Services	255,016	355,942	363,209		
Supplies	206,096	236,700	254,500		
Other	1,000	2,000	2,000		
Capital	53,745	103,149	101,406		
TOTAL	1,085,111	1,278,130	1,310,088		



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

ADMINISTRATION AND SUPPORT

CODE

2010

ACCOMPLISHMENTS

1. Received \$482,871 through Federal and State Grants.
2. Culled 150 pieces of evidence from the evidence store room that were no longer essential to court cases. This system uses a procedure that ensures evidence is destroyed when prosecution is completed.
3. Successfully administered and monitored all department grant funds. All required federal and state financial and progress reports were submitted.
4. Worked cooperatively with the Information Services Division to guarantee that all departmental computer systems were Y2K compliant.
5. Installed the Pachetwriter Interface that allows officers to write reports in their cruisers and, when finished, transmit them by radio modem to the police station. These reports are automatically directed to the Records Management System which automatically classifies the reports for the new NIBRS.
6. Replaced the camera Booking System with a new Digital Mugshot System that allows data to be arranged for various purposes, including: photo arrays, wanted posters, and pictures needed immediately for domestic violence or other serious crimes.
7. Equipped the Department with a new Computer Aided Dispatch System (C.A.D.) that allows every division to examine any reported incident within the system. This system eliminates the need for manually searching for incidents and expedites the search for reports.
8. Replaced outmoded systems with new parking, arrests, detail, field interrogation, and alarm computer systems.
9. Hired 10 new recruits to maintain organizational strength.
10. Worked with departments involved with the construction of the new Public Safety Headquarters to assure that the project stays on track.
11. Worked with DPW and The Country Club to develop and implement a traffic plan for the Ryder Cup.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Pieces of Evidence Culled from Store Room	207	300	150	200	200
Arrest Videos Viewed	64	66	176	175	175
<u>Workload:</u>					
Brookline Warrants Issued	1,777	1,750	521	550	575
Warrants cleared through Arrests	593	600	137	140	145
Recall	1,245	1,200	1,192	1,200	1,210
Liquor Establishments Inspected	60	88	88	88	88
Complaints	20	20	18	18	20
Brookline Summonses Served	1,016	1,020	465	500	525



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

PATROL

CODE

2020

SUB-PROGRAM DESCRIPTION

The Patrol Division continuously patrols all sectors of town looking for criminal activity and serves as a deterrent by its presence. The Division is actually the first on the scene of crimes, accidents, and other types of disturbances. When evidence leads officers to believe crimes are in progress, field interrogations are conducted. The Patrol Function is vital and, for that reason, the Chief of Police has directed that there be a minimum staffing policy maintained daily. This directive means that during the day 17 officers are on duty, during the evening 14 officers are on duty, and during the late night and early morning shifts 13 officers are on duty. Community Policing is essential to the successful operation of the Patrol Division.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$163,628 (2.9%), all but \$19,112 of which is Personnel (Steps/1% Carry-forward, Quinn, and Park Security Officers).

FY2001 OBJECTIVES

1. To increase the amount of time that officers spend out of patrol cars engaging in community policing activities.
2. To closely monitor the sale of alcohol, including the use of minors in Sting Operations and aggressive follow-up of liquor complaints.
3. To develop a close partnership between officers assigned to regular shifts and the officers assigned to the weekend O.U.I.L. car, so that departmental attention is properly focused on this prevalent problem.
4. To increase our crime analysis activities in order to more efficiently and effectively assign officers to locations where their service is most needed.
5. To investigate illegal Rooming Houses for building, fire, and other code violations. The number of inspections of Rooming Houses was increased from 70 to 86.
6. To develop a new Field Training Officer (FTO) Program in order to better supervise and develop the skills of new police officers. To monitor our new officers to ensure they are qualified to perform the duties required of a Brookline Police Officer.
7. To continue to monitor the activities and environment of all women's health care clinics in the Town.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	4,874,998	5,363,061	5,507,577		
Services	0	0	0		
Supplies	0	0	0		
Other	0	0	0		
Capital	208,208	212,280	231,392		
TOTAL	5,083,206	5,575,341	5,738,969		



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

PATROL

CODE

2020

ACCOMPLISHMENTS

1. Continued to monitor the activities and environment of all women's health care clinics in the town, to safeguard the users of these facilities.
2. Further reduced crime through pro-active enforcement efforts, such as aggressive patrol, questioning of suspicious persons, and concentrated warrant follow-up.
3. Worked closely with other divisions and other agencies ensuring that cases were properly investigated and followed up.
4. Used technology to evaluate and isolate crime trends so that patrol strength was properly distributed.
5. Initiated a Curfew Check Car that ensured that youths in the Court Juvenile Diversionary Program, ordered to be at home by a certain hour, in fact complied with the court order. Youths not home when checked by Patrol Officers were reported to the court.
6. During summer months, interacted with people attending neighborhood block parties in order to improve the relationship between the public and the police.
7. Assigned O.U.I.L. cars weekends to selective enforcement in both high accident and high O.U.I.L. arrest locations.
8. Increased supervision in the answering of citizen complaints. Supervisors followed-up complaints to ensure that problems had been resolved satisfactorily.
9. Completed the performance and evaluation of 13 probationary officers.
10. Used the new computer system to better track the use of officer time, with emphasis on the proper use of sick time.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Workload:</u>					
Part A Crimes	1,666	1,650	1,572	1,565	1,560
Assistance in Medical Emergencies	2,788	2,800	3,147	3,150	3,170
Disturbance Calls	1,163	1,160	776	780	790
Field Interrogations	1,294	1,550	1,124	1,175	1,200
House/Business Alarms	4,983	4,960	4,652	4,625	4,600
Missing Person	189	185	222	215	210



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

CRIMINAL INVESTIGATIONS

CODE

2030

SUB-PROGRAM DESCRIPTION

The efforts of the Criminal Investigation Unit are directed toward follow-up investigation rather than preventive patrol. These officers try to reconstruct an occurrence after the suspects have left the scene and, by so doing, apprehend those responsible. The Division is responsible for the investigation of all violent crimes, including murder, rape, armed robbery, assault, and narcotic violations. The Division classifies fingerprints for trial preparation, interviews all applicants for firearms, and fingerprints citizens for employment who require licenses, before referring the applications to the Chief of Police for approval. The Domestic Violence Unit has been transferred to the Detective Division in order to better manage these sensitive investigations.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$24,494 (1.8%), all for Personnel-related expenses (Steps/1% Carry-forward and Quinn). Supplies are decreased by \$5,000 for Photographic Supplies.

FY2001 OBJECTIVES

1. To partner with violence, prevention, and substance abuse advisors from Brookline High School in order to provide students with needed assistance.
2. To upgrade our investigative capabilities by providing immediate information to investigators through the use of digital photography. This will allow us to upgrade our investigation informational systems by downloading previously taken non-digital Mug Shots into a new digital system that will give detectives instant access to photos for investigations, photo arrays, and other pertinent purposes.
3. To ensure all detectives are trained in the latest investigative tactics so that they may bring more cases to successful conclusion.
4. To partner with the Town's grammar schools in educating young children about the seriousness of bullying and senseless violence.
5. To provide closer supervision for juveniles in-need through the new Youth Outreach Program and the Youth Diversionary Program.
6. To continue to collaborate with schools and social agencies in furthering the prevention of domestic violence through intervention and education.
7. To increase our crime analysis activities in order to provide greater information for our detectives for the purpose of maintaining our present high crime clearance rate.
8. To increase efforts to apprehend persons who have outstanding warrants for their arrest, both misdemeanor and felony warrants.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,346,531	1,356,079	1,385,573		
Services	0	0	0		
Supplies	7,323	14,000	9,000		
Other	0	0	0		
Capital	55,710	0	0		
TOTAL	1,409,564	1,370,079	1,394,573		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

POLICE

210

CRIMINAL INVESTIGATIONS

2030

ACCOMPLISHMENTS

1. Worked with the federal, state, and local governments to provide security for dignitaries, players, and spectators during the Ryder Cup.
2. Installed the new LiveScan system that enables fingerprints taken during bookings to be automatically transmitted to the State AFIS system in order to correctly identify the arrested subject and determine if that person is wanted in any jurisdiction.
3. Awarded continued funding of our VAWA (Violence Against Women Act) Grant, thereby allowing the Department to continue the RAD (Rape Aggression Defense) Program.
4. Referred 80 youths to the successful Diversionary Program, an alternative to the use of court for youths who have no previous record and have committed non-drug abuse or drug distribution crimes.
5. Continued to train personnel in the use of our Kodak Photo Imaging Digital System and in the other new technology being used in the Department.
6. Actively participated with members of the Brookline Domestic Violence Roundtable on the Domestic Violence Intervention Project in educating children about this devastating crime.
7. Hired a Domestic Violence/Sexual Assault Advocate, through the state VAWA grant, who partners with the Brookline Police Department in assisting the victims of these crimes.
8. Completed background checks of recruit officers in an effort to ensure we have the best and most qualified people as Brookline Police Officers.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Fingerprints	6,473	6,600	3,950	3,950	3,950
Fingerprint Solving Crimes	29	35	21	25	30
Times Domestic Violence Phones were issued	23	21	19	21	21
Times Domestic Violence Phones Resulted in Police Intervention	1	2	0	2	2
<u>Workload:</u>					
Arrests	1,259	1,300	1,238	1,280	1,290
Revolver Licenses	33	33	65	70	70



FY2001 PROGRAM BUDGET

PROGRAM
POLICE

SUB-PROGRAM SUMMARY

CODE
210

SUB-PROGRAM
COMMUNITY RELATIONS

CODE
2040

SUB-PROGRAM DESCRIPTION

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. This Division serves in an advisory capacity not only to the Chief, but also to citizen groups. It advises Neighborhood Crime Watch Associations by providing information on crime occurring in their neighborhoods. The Division is responsible for providing training for all members of the Department and strives to ensure the success of many programs such as Walk & Talk, DARE, Crime Prevention, the Citizen's Police Academy, and the Bicycle Patrol. The ongoing mission is to be responsive to the needs of all constituents and to ensure a safer community in which to live.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$26,608 (4.1%), all for Personnel-related expenses (Steps/1% Carry-forward and Quinn).

FY2001 OBJECTIVES

1. To gather information from school systems nationwide in order to enhance existing school security and communications.
2. To provide a Firearms Training System (FATS) in order to provide on-going training to officers in the use of firearms.
3. To install a new PowerPoint Presentation System that will allow instructors to upgrade the quality of training they provide throughout the department.
4. To implement the Rape Aggression Defense (R.A.D.) Program within Brookline High School.
5. To expand drug and alcohol awareness seminars to secondary institutions.
6. To increase the visibility of "Bugsy" the Safety Bug in and around the neighborhood and at community functions.
7. To partner with school authorities in developing a Parents Awareness Night that will enhance communication between the police and parents.
8. To increase opportunities for needed Specialized Training for all members of the Department.
9. To develop a department-wide annual survey to determine training needs.
10. To maintain our Neighborhood Crime Watch Program.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	650,780	645,292	671,900		
Services	0	0	0		
Supplies	0	0	0		
Other	0	0	0		
Capital	40,121	0	0		
TOTAL	690,901	645,292	671,900		



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

COMMUNITY RELATIONS

CODE

2040

ACCOMPLISHMENTS

1. Expanded the after school youth program to include three grammar schools: Devotion, Pierce, and Lawrence. This program acts as a mentoring program for sixth through eighth grade students during after-school hours, when students are most vulnerable.
2. Developed an agreement with local media outlining procedures for use of a "pooled camera" during critical incidents.
3. Implemented the Police/Housing Authority outreach program for at-risk youth. This program is a fitness/mentoring program provided for selected children.
4. Designed and developed a "Handgun Recognition Display" that was used during public meetings to educate at-risk youth.
5. Developed bicycle safety classes for four of the elementary schools.
6. Conducted Bicycle Safety Rides for grade school students in an on-going effort to provide safety training for bike riders.
7. Assisted in School Bus Ride-Alongs to check operator safety and to issue citations to motorists who failed to obey school bus laws.
8. Implemented a Free Gunlock/Public Safety Video Program.
9. Conducted two D.A.R.E. basketball camps for students during the Summer.
10. Dramatically affected the quality of living in Brookline through an on-going and updated "Graffiti Program".
11. Provided several R.A.D. programs to residents and members of the business community. These programs provide instruction on self defense.
12. Instituted Specialized Training for our officers, in addition to required MCJTC courses, focusing on Terrorism, Vehicle Pursuit, Stop and Frisk, and Stress.
13. Conducted the first Citizen Police Academy for the elderly.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Citizen Academies	3	3	3	3	3
Graduates from Citizen Academies	58	60	60	60	60
<u>Workload:</u>					
Neighborhood Meetings	60	65	45	50	50
Classroom Presentations	770	770	775	775	775
Students in DARE	1,200	1,200	1,150	1,200	1,200
Complaints Handled by the Neighborhood Complaint Program	73	80	131	132	135



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

TRAFFIC AND PARKING

CODE

2050

SUB-PROGRAM DESCRIPTION

The Traffic and Parking Division is responsible for enforcing all laws and regulations relating to traffic within the Town. The Division records and investigates automobile accidents, supervises school crossings, enforces parking laws, and assists in collecting meter revenue. The unit arranges traffic patterns in the event of public celebrations, demonstrations, civil disorders, or emergencies of any kind. The Division processes 300 to 500 pieces of mail per day, primarily parking fine payments. In-person payments average approximately 50 per day. A permanent record of monthly collections is kept by the Department and all required notices of fines and schedules of appeals are sent out.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$31,806 (2.2%). \$15,437 is for Personnel-related expenses (Steps/1% Carry-forward and Quinn). Supplies are increased \$1,000 for Public Safety Supplies. The reduction in Capital is due to a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To maintain the highly successful Coolidge Corner Pedestrian Safety Program and our selective traffic enforcement SITE Program by continuing to work with neighborhoods to reduce safety concerns involving traffic, parking, and pedestrians.
2. To maintain the program for collecting delinquent out-of-state parking tickets.
3. To continue to provide traffic control for celebrations, demonstrations, emergencies, marathons, group walks, bicycle rides, and other similar events.
4. To continue to inspect school buses and taxi cabs for safety and license requirements.
5. To work with the DPW Transportation Division and the Transportation Board on Traffic Calming measures in neighborhoods.
6. To study the use of handheld computers for issuing traffic citations. These computers would eliminate the need to enter tickets manually; instead, ticket information would be downloaded through the computer.
7. To implement a Debit Meter Card Program, whereby citizens will be able to go to an assigned bank and purchase debit parking meter cards that will be used in meters instead of coins.
8. To develop selective enforcement strategies with information garnered from the new computer Traffic Model Program and employ these strategies throughout the Town. Further, to reduce the number of accidents through enforcement, education, and engineering.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,138,523	1,372,128	1,356,691		
Services	93,768	38,500	38,500		
Supplies	33,544	8,000	9,000		
Other	0	0	0		
Capital	25,931	17,369	0		
TOTAL	1,291,766	1,435,997	1,404,191		



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

TRAFFIC AND PARKING

CODE

2050

ACCOMPLISHMENTS

1. Provided highly successful traffic management and a safe and secure environment for players, spectators, and employees attending the Ryder Cup and Davis Cup matches.
2. Collected \$34,645 in outstanding parking fines from out-of-state residents who committed parking violations.
3. Worked closely with the Transportation Board to improve traffic conditions, including the use of Traffic Calming measures in neighborhoods.
4. Successfully raised public awareness on the need for driving safely by conducting crosswalk safety education and enforcement programs for all citizens, with special emphasis on protecting the handicapped and the elderly.
5. Inspected all school buses and taxi cabs for safety and licensing requirements.
6. Utilized a Speed Monitoring Board that alerts drivers of their traveling speed through digital display. This technology supports the Town's focus on Traffic Calming.
7. Maintained the Department's Selective Enforcement Program through the use of a Safety Initiative Traffic Enforcement (S.I.T.E.) Program and a Coolidge Corner Pedestrian Safety Program.
8. Used the Traffic Management Computer System to determine the causes and locations of accidents and assigned officers to selective enforcement immediately.
9. Implemented an Operating Under the Influence of Intoxicating Liquor (O.U.I.L.) Safety Program, thus raising public awareness about the dangers of the mixing of alcohol and driving.
10. Worked with other town agencies and boards in the study and development of an overall parking plan for the Town.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Out of State Parking Ticket Monies Collected	\$42,000	\$65,000	\$34,645	\$31,500	\$30,500
<u>Workload:</u>					
Electronic Meters Installed	1475	725	600	400	0
Taxi Vehicles Inspections	160	160	160	160	160
School Bus Safety Checks	30	30	25	30	30
Moving Violations	19,529	21,000	22,454	22,500	22,500
Parking Ticket Hearings	6,209	6,620	6,015	6,075	6,100



FY2001 PROGRAM BUDGET

PROGRAM

POLICE

SUB-PROGRAM SUMMARY

CODE

210

SUB-PROGRAM

ANIMAL CONTROL

CODE

2920

SUB-PROGRAM DESCRIPTION

Three patrol officers function as the Town's animal control officers. Coverage is provided from 7:30 a.m. until 11:30p.m., seven days a week. The officers are constantly on the alert for unlicensed pets and enforce the Town Leash Law, both by normal patrol procedures and by responding to individual citizen calls for assistance. The activities of the animal control officer include not only control of household pets, but also protection of citizens from dangerous animals. They are responsible for subduing animals and putting them in a controlled environment when necessary.

Since the animal control officers also function in patrol, their salaries are included under that sub-program. This sub-program includes the salary of the K-9 Officer who uses his dog for searches and tracking.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$18,555 (38.8%), due to the re-allocation of Personnel-related costs between sub-programs.

FY2001 OBJECTIVES

1. To update all departmental Animal Control Procedures through the Massachusetts Animal Control Association.
2. To continue to provide, in partnership with the Brookline Health Department, training and informational services to officers, other town agencies, and residents regarding rabies.
3. To work with the Town Clerk's Office to ensure compliance with licensing requirements.
4. To provide additional training for the Animal Control Officers by sending them to the Massachusetts Criminal Justice Animal Control Officers Program.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	57,104	44,814	63,369		
Services	2,590	3,000	3,000		
Supplies	0	0	0		
Other	0	0	0		
Capital	0	0	0		
TOTAL	59,694	47,814	66,369		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

POLICE

CODE

210

SUB-PROGRAM

ANIMAL CONTROL

CODE

2920

ACCOMPLISHMENTS

1. Continued to work with the Brookline Health Department, through monthly meetings, to maintain a current program that addresses the threat of rabies.
2. Continued the increased compliance on the part of the general public in registering their dogs.
3. Increased compliance of the general public in obeying Town By-Laws regulating dogs, such as the Leash Law and the Pooper/Scooper Law.
4. Posted warning notices about rabies and other animal threats.
5. Upgraded all animal control equipment.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Animal Complaints	345	345	285	285	285
Humans Bitten by Dogs	22	22	29	29	29
<u>Workload:</u>					
Barking Dogs	78	80	100	100	100
Found Animals	28	29	32	32	35
Registered Dogs	1,446	1,500	1,524	1,550	1,570
Animals Quarantined	64	65	60	70	75
Dogs Impounded	21	23	27	27	28
Killed or Injured Animals	71	75	71	75	78



FY2001 PROGRAM BUDGET

PROGRAM

GROUP

PUBLIC SAFETY

PROGRAM SUMMARY

CODE

220

PROGRAM

FIRE

CODE

2200

PROGRAM DESCRIPTION

The Fire Department's primary function is providing fire protection and emergency services. The Department provides assistance during incidents involving hazardous materials and water rescue and during all other emergencies requiring trained rescue personnel and equipment. The Department functions as an emergency medical delivery system, with all fire companies staffed by certified Emergency Medical Technicians who respond to all emergency medical calls. To deliver these services, programs for fire prevention, firefighting, and training are developed and implemented. A town-wide emergency alerting system and dispatch center are maintained. The primary duties of the Department are:

To prevent the occurrence of fires;

To protect lives and property should fire occur;

To provide emergency medical services to the community;

To deliver emergency services to the scene of an incident within four minutes; and

To promote a climate of fire safety by decreasing or eliminating unreasonable threat from fire.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$170,849 (1.8%), the result of Personnel increasing \$160,728, primarily for Steps/1% Carry-forward (\$126,986), Working-Out of-Class Pay (\$3,538), EMT Pay (\$6,733), and Holiday Pay (\$6,069). Services are increased \$2,850 for Motor Vehicle/Equipment Repair (\$1,500), Telephone/Telegraph (\$1,100), Office Equipment Repair and Maintenance (\$150), and Communications Equipment Repair (\$100). Supplies are increased \$10,560 for Data Processing Supplies (\$100), Office Supplies (\$650), General Supplies (\$200), Custodial Supplies (\$100), Oil/Lubricants (\$500), Tires (\$200), Motor Vehicle Supplies (\$8,810), and Uniform/Protective Clothing (\$2,000), partially off-set by a decrease in Medical Supplies (\$2,000). Capital is reduced by \$3,289 and funds, among other items, 10 SCBA's (\$19,500), Fire Hose (\$22,925), a Pick-up Truck (\$30,776), and three Hydraulic Forcible Entry Tools (\$8,100).

BUDGET STATEMENT (con't.)

The budget does not reflect the estimated \$6,000 in utility savings (\$1,600 in Electricity and \$4,400 in Natural Gas) that are projected to result from the closing of the building for the Police/Fire Headquarters project. These savings, however, will likely have to be utilized for utility costs for the Department's temporary headquarters at the Old Lincoln School.

FY2001 OBJECTIVES

1. To work with Donham&Sweeney Architects to complete the design and plans phase of the Public Safety Headquarters building, with the goal being to go to the November 2000 Town Meeting for funding.
2. To work with the architects during the construction phase of the Public Safety Headquarters building to ensure that a building is constructed that will enhance the effectiveness of both departments.
3. To contribute to the success of the new combined dispatch facility by developing Standard Operating Procedures that enhance the effectiveness of the dispatch center staff.
4. To enhance citizen safety by recertifying all members quarterly in the use of the automatic external defibrillators.
5. To provide a safe living and working environment for the citizens of the Town by reviewing all plans for new buildings and substantial renovations.
6. To contribute to the safety of the citizens by dispatching apparatus and personnel to emergency incidents in a timely manner to ensure that apparatus arrives at the scene of an incident in four minutes or less.
7. To provide a safe working environment for the Vehicle Maintenance Division staff by relocating the Department's repair facilities to Station Four (827 Boylston Street).
8. To increase firefighter effectiveness and knowledge by having all members trained in accordance with the National Fire Protection Association Firefighter I & II standards.
9. To further reduce the use of Sick Leave by 10%.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	8,544,597	9,248,891	9,409,619		
Services	176,811	191,575	194,425		
Supplies	79,166	76,300	86,860		
Other	3,655	5,850	5,850		
Capital	126,864	102,690	99,401		
TOTAL	8,931,093	9,625,306	9,796,155		
BENEFITS	0	0	3,743,114		
REVENUE	190,999	220,600	220,600		



FY2001 PROGRAM BUDGET

**PROGRAM
GROUP**

PUBLIC SAFETY

PROGRAM SUMMARY

**CODE
220**

PROGRAM

FIRE

**CODE
2200**

ACCOMPLISHMENTS

1. Worked with other departments and representatives of the PGA to ensure a safe and successful Ryder Cup Match on September 21 - 26, 1999.
2. Worked with the Police Department and Donham & Sweeney Architects to draw up plans and specifications for the new Public Safety Office Headquarters, which is expected to go out to bid in September of 2000.
3. Contributed to the safety of the citizens by having emergency personnel at the scene of an emergency within four minutes.
4. Provided for the safety of the citizens by completing all state-mandated fire prevention inspections in a timely manner.
5. Worked with the children of the Town to heighten their awareness of the dangers of fire by administering the state-funded SAFE program. This included visits to the elementary schools and having the Fire Safe House on display during the Town's Flag Day Celebration.
6. Hired eight new firefighters in November, 1999.
7. Contributed to the safety of firefighters and citizens by reviewing all building plans for new and substantially renovated buildings.
8. Worked with the Local Emergency Planning Committee (LEPC) to develop contingency plans to deal with ramifications of the Y2K problem.
9. Had the Motor Equipment Foreman and the Deputy Chief from the Training Division attend a training program to become certified emergency vehicle operator instructors.
10. Worked with the Massachusetts Emergency Management Agency to complete a new Comprehensive Emergency Management Plan for the Town.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Performance:					
Response time to Emergency Incidents (minutes)	4	4	4	4	4
Large loss fire (Over \$100,000)	4	3	5	3	3
Multiple Alarm Fires	2	2	3	2	3
Air Mask Assemblies Replaced	10	5	0	15	10
Air Mask Face Pieces Replaced	40	0	20	30	0
Firefighters Attending Defensive Driver Course	60	50	40	50	50
Apparatus Accidents	3	3	5	3	3
Workload:					
Box Alarms	915	935	806	900	900
Still Alarms	2,677	2,722	2,626	2,700	2,700
Medical Emergencies	3,173	3,218	3,413	3,400	3,400
Total Responses	6,765	6,875	6,845	7,000	7,000

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Administration	305,452	333,979	316,454		
Firefighting	7,708,717	8,305,991	8,446,096		
Fire Prevention	245,229	250,316	253,773		
Signal Maint.	350,939	348,786	362,201		
Equipment Maint.	138,249	131,055	174,068		
Training	182,507	243,064	243,563		
TOTAL	8,931,093	9,613,191	9,796,155		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM

CODE

PROGRAM

CODE

GROUP

PUBLIC SAFETY

220

FIRE

2200

POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY1999 SALARY RANGE		FY1999 BUDGET		FY2000 RECOMMENDATION	
		FY1997	FY1998	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
		Permanent Full Time Salaries							
Chief	M-9	1	1	92,446	105,725	1	98,616	1	101,107
Deputy Chief	F-4	6	6	0	67,412	6	400,506	6	404,472
Captain	F-3	9	9	0	57,617	9	513,468	9	518,553
Lieutenant	F-2	24	24	0	49,245	23	1,121,538	23	1,132,635
Firefighter	F-1	121	121	34,882	41,038	122	4,861,106	122	4,959,028
Fire Alarm Operator	F-1	5	5	34,882	41,038	5	201,109	5	205,190
Superintendent Wire/Alarm	G-16	1	1	49,105	49,888	1	49,389	1	49,888
Motor Equipment Foreman	G-14	1	1	42,670	43,296	1	42,863	1	43,296
Signal Maintainer	G-13	1	1	41,147	41,773	1	41,356	1	41,773
Office Manager	G-13	0	0	41,147	41,773	0	0	1	41,355
Office Manager	C-10	1	1	37,791	39,438	1	38,034	0	0
Senior Accountant/Audit Clerk	C-5	0	0	30,212	31,625	1	31,309	1	31,625
Senior Clerk Typist	C-4	2	2	28,585	29,982	1	29,683	1	29,982
Motor Equipment Repairman	L-7	1	1	0	37,856	1	37,478	1	37,856
Subtotal		173	173			173	7,466,453	173	7,596,760
Permanent Part Time Salaries									
EMT Program Director		1	1		6,070	1	6,070	1	6,070
Subtotal		1	1			1	6,070	1	6,070



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

**PROGRAM
GROUP**

PUBLIC SAFETY

**CODE
220**

**PROGRAM
FIRE**

**CODE
2200**

POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY1999 SALARY RANGE		FY1999 BUDGET		FY2000 RECOMMENDATION		
		FY1997	FY1998	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT	
Other										
Shift Differential							441,017	165	445,500	
Working-Out-Of-Classification Pay							70,662	0	84,200	
Regular Overtime							181,285	0	183,000	
Educational Incentive Pay							38,775	46	36,850	
Longevity Pay							88,300	139	88,000	
Career Incentive Pay							18,500	35	17,500	
Extra Compensation (EMT Pay)							255,923	128	262,656	
Holiday Pay							332,265	166	338,334	
Administrative Leave							81,916	0	81,916	
Earned Vacation Hours							7,575	0	7,575	
Vacation Cash-in							89,058	0	89,058	
Uniform/Clothing Allowance							99,190	170	100,300	
Tool Allowance							400	2	400	
Tuition Reimbursement/Payment							7,500	0	7,500	
Defrib Pay							64,000	160	64,000	
Subtotal							1,776,367	0	1,806,789	
Total		174	174				174	9,248,891	173	9,409,619



FY2001 PROGRAM BUDGET

PROGRAM
FIRE

SUB-PROGRAM SUMMARY

CODE
220

SUB-PROGRAM
ADMINISTRATION AND SUPPORT

CODE
2010

SUB-PROGRAM DESCRIPTION

The main function of the Administration Sub-program is to provide overall leadership and policy direction for the Department. The office is in charge of payroll and personnel records, budgets, purchasing, and bill paying. All billing and the collection of revenue is also done through the administrative offices. To deliver these services, administrative programs are developed and coordinated by a staff of five, consisting of Fire Chief, the office manager, one Captain, and two senior clerk typists. The goals of the Administration Subprogram are to stay within the funds budgeted to provide the level of emergency and fire services expected by the citizens of Brookline, supply the Selectmen with prompt and accurate information, provide clerical and staff support for all sub-programs, and promote a cost effective fire service delivery system.

FY2001 OBJECTIVES

1. To work with Donham&Sweeney Architects to complete the design and plans phase of the Public Safety Headquarters building, with the goal being to go to the November 2000 Town Meeting for funding.
2. To work with the architects during the construction phase of the Public Safety Headquarters Building to ensure that a building is built that will enhance the effectiveness of both Public Safety departments.
3. To contribute to the success of the new combined dispatch facility by developing Standard Operating Procedures that will enhance the effectiveness of the Fire and Police Departments.
4. To begin the staffing and training of the new combined dispatch facility personnel.
5. To provide a safer working environment for the Vehicle Maintenance staff by re-locating the Department's repair facility to Station Four on Boylston Street.
6. To further reduce the use of Sick Leave by 10%.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$17,525 (5.2%), a result of the re-allocation of Capital between sub-programs. Personnel increases by \$5,715, primarily for Steps/1% Carry-forward, while Services are increased \$50, the result of an increase in Printing Services (\$350) and decreases in Subscriptions (\$250) and Office Equipment Repair and Maintenance (\$50). Supplies are increased \$1,100 for Office Supplies (\$300), Data Processing Supplies (\$200), Copy Machine Supplies (\$200), and Gasoline (\$400). Other increases \$100 for Professional Dues/Memberships and Capital decreases due to the re-allocation between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	277,479	290,964	296,679		
Services	8,371	10,775	10,825		
Supplies	3,051	3,900	5,000		
Other	555	1,350	1,450		
Capital	15,996	26,990	2,500		
TOTAL	305,452	333,979	316,454		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

FIRE

CODE

220

SUB-PROGRAM

ADMINISTRATION AND SUPPORT

CODE

2010

ACCOMPLISHMENTS

1. Worked with other departments and the PGA to ensure a safe and successful Ryder Cup Match in September, 1999.
2. Worked with the Police Department and Donham&Sweeney Architects to draw up plans and specifications for the new public safety office building.
3. Submitted preliminary paperwork for the certification of the Town's Local Emergency Planning Committee.
4. Worked with the Massachusetts Emergency Management Agency to complete a new Comprehensive Emergency Management Plan for the Town.
5. Completed the hiring and training of eight new firefighters to replace retired members.
6. Worked with Allen Lieb Architects to complete the construction of the addition to Fire Station 1.
7. Further reduced apparatus accidents by having the Training Division Deputy Chief and the Motor Equipment Foreman attend an emergency vehicle operator trainer program to become certified emergency vehicle operator instructors.
8. Oversaw the repairs to the apparatus floor at Station 4.
9. Worked with the Local Emergency Planning Committee (LEPC) to develop contingency plans to deal with ramifications of the Y2K problem.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Local Emergency Planning Committee Meetings	3	4	6	4	6
% of Time Payrolls Submitted on Time	100%	100%	100%	100%	100%
First Issuance of Fire Inspection Permit Bills	Mar.	Jan.	Mar.	Feb.	Feb.
Breathing Apparatus Cylinders Replaced	0	0	2	0	11
Apparatus Accidents	5	3	5	3	3



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

FIREFIGHTING

CODE

2020

SUB-PROGRAM DESCRIPTION

The Firefighting Sub-program has the following responsibilities: to prevent fires and extinguish fires should they occur, effect rescues when necessary, perform in-service inspections and pre-fire planning, maintain EMT-staffed fire companies, and perform other emergency services requiring trained and properly equipped personnel. To deliver these services, seven fire companies, five engines, two ladder trucks, and associated support and reserve equipment are housed in six fire stations. The assigned staff total 152, including four deputy chiefs, seven captains, 21 lieutenants, and 120 firefighters. Programs of tactics and strategy are developed to anticipate and prepare the appropriate response required at emergencies. The goals of the Firefighting Subprogram are to improve in-service inspection and training and to deliver trained emergency fire companies, with sufficient resources to cope with emergencies, to the scene of an incident within four minutes of dispatch.

FY2001 OBJECTIVES

1. To enhance citizen and fire personnel safety by having apparatus on the scene within four minutes of notification.
2. To re-deploy Ladder Company Two from Headquarters to Station One in order to move ahead with the renovation project at Headquarters.
3. To contribute to fire safety in the Town by completing all inspections of all buildings with six or more dwelling units.
4. To continue to expand the role of firefighters in emergency medical services responses by having an additional five firefighters attend an EMT course to become certified as Emergency Medical Technicians.
5. To enhance citizen safety by recertifying all members in the use of automatic external defibrillators.
6. To assist the Training Division in the implementation of the state-funded SAFE grant program which teaches children the dangers of fire.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$152,230 (1.7%), due to an increase in Personnel of \$152,230 for, among other smaller items, Steps/1% Carry-forward. Services increase \$350 for Communication Equipment Repair (\$100) and Subscriptions (\$250). Supplies are increased by \$1,300 for Uniforms/Protective Clothing (\$2,000), Public Safety Supplies (\$900), Office Supplies (\$100), General Supplies (\$200), Custodial Supplies (\$100), and Gasoline (\$200), partially off-set by decreases in Medical Supplies (\$2,000) and Data Processing Supplies (\$200). Capital is reduced because of a re-allocation between sub-programs.

The budget does not reflect the estimated \$6,000 in utility savings (\$1,600 in Electricity and \$4,400 in Natural Gas) that are projected to result from the closing of the building for the Police/Fire Headquarters project. These savings, however, will likely have to be utilized for utility costs for the Department's temporary headquarters at the Old Lincoln School.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	7,451,490	8,028,291	8,180,521		
Services	132,807	156,400	156,750		
Supplies	49,422	45,200	46,500		
Other	3,000	3,700	3,700		
Capital	71,998	72,400	58,625		
TOTAL	7,708,717	8,305,991	8,446,096		



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

FIREFIGHTING

CODE

2020

ACCOMPLISHMENTS

1. Contributed to the safety of the citizens and their firefighters by having emergency personnel at the scene of an emergency within four minutes.
2. Worked with The Country Club to contribute to a successful Ryder Cup Match.
3. Designed and ordered a new combination pumper/aerial ladder. This apparatus is replacing Engine #4 on Boylston Street and will be in service by May, 2000.
4. Contributed to the safety of the Town by completing all the yearly fire safety inspections of all multiple dwellings.
5. Completed plans and specifications for the addition to Station One which will house Ladder #2 when it is moved from Headquarters. Construction started in August and is expected to be completed in April, 2000.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Large loss fire (Over \$100,00)	4	3	5	3	3
Multiple Alarm Fires	2	3	3	3	3
Air Mask Assemblies Replaced	10	5	0	15	10
Air Mask Face Pieces Replaced	40	0	20	30	0
Firefighters Attending Defensive Driver Course	60	50	40	50	50
Apparatus Accidents	5	3	5	3	3
<u>Workload:</u>					
Box Alarms	915	935	806	900	900
Still Alarms	2,677	2,722	2,626	2,700	2,700
Medical Emergencies	3,173	3,218	3,413	3,400	3,400
Total Responses	6,765	6,875	6,845	7,000	7,000



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

FIRE PREVENTION

CODE

2030

SUB-PROGRAM DESCRIPTION

The Fire Prevention Sub-program's responsibilities are to enforce all laws and ordinances, issue fire safety permits, investigate all fires and forward appropriate reports to the State Fire Marshal, educate the public on fire prevention topics and techniques, manage in-service fire company inspections, handle fire safety-related citizen complaints, approve building plans relating to fire protection, and supervise the permit fee schedule and associated inspections. To deliver these services, a staff exists consisting of one Deputy Chief, one Lieutenant, and two firefighters who receive specialized training in fire prevention areas including oil burner regulations, tank truck inspections, and arson investigation. The goal of the Sub-program is to coordinate town-wide fire prevention and fire inspection programs in order to reduce the number of fires and resultant injuries, deaths, and property loss.

FY2001 OBJECTIVES

1. To contribute to citizens' safety from fire by coordinating the yearly inspection of all multiple dwelling buildings containing six or more units.
2. To contribute to the financial stability of the Town by continuing to manage the Fire Inspection and Permit Fee program.
3. To provide a fire safety training class for all day care center providers.
4. To provide a safe living and working environment for the citizens of the Town by reviewing all plans for new buildings and those undergoing major renovations.
5. To continue to work with the Department of Environmental Protection in the regulation of underground flammable fluid storage tanks.
6. To complete lodging house inspections by December 15.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$3,457 (1.4%). Personnel increases by \$3,807 for Steps/1% Carry-forward. Services are increased by \$250 for Office Equipment Repair and Maintenance (\$100) and Printing Services (\$150). Supplies are reduced by \$500 due to decreases in Gasoline (\$400), Copy Machine Supplies (\$200), Books and Periodicals (\$100), and increases in Office Supplies (\$150) and Data Processing Supplies (\$50). Other decreases \$100 for Professional Dues/Memberships.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	225,517	247,916	251,723		
Services	472	0	250		
Supplies	1,819	1,900	1,400		
Other	25	500	400		
Capital	17,396	0	0		
TOTAL	245,229	250,316	253,773		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

FIRE

220

FIRE PREVENTION

2030

ACCOMPLISHMENTS

1. Worked with the PGA, The Country Club, and the Town's Ryder Cup Committee to ensure that all required licenses, permits, and inspections were completed prior to the beginning of the matches.
2. Worked with the Building Department to review plans for the continuing upgrade of school fire alarm and sprinkler systems.
3. Increased fire protection in new and substantially renovated buildings by requiring the installation of automatic sprinkler systems as required by law.
4. Contributed to the safety of citizens by completing all state-mandated fire inspections.
5. Worked on plans for the temporary re-location of the Fire Prevention office during construction of the Public Safety Headquarters.
6. Completed yearly lodging house inspections by December 15.
7. Contributed to the safety of the children of the Town by assisting in the state-funded SAFE grant program.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
% of Investigations Started within Two Hours	100%	100%	100%	100%	100%
Fire Safety Classes for Senior Citizen Housing	15	15	12	15	15
Apartment Buildings with 6+ Units Inspected	525	525	525	525	525
% of Underground Tanks Receiving DEP Approval	100%	100%	100%	100%	100%
Investigations Resulting in Arson Arrests	2	1	0	1	1
% of Group Day Care Centers' Staff Receiving Fire Safety Classes	90%	95%	100%	100%	100%
Joint Meetings with Building and Health Departments	8	9	10	10	10
Training Seminars Attended by Division Personnel	14	12	15	15	15
Multiple Alarm Fires	2	3	3	3	3



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

SIGNAL MAINTENANCE

CODE

2040

SUB-PROGRAM DESCRIPTION

The Signal Maintenance Sub-program's function is to install, operate, and maintain the town-wide Emergency Notification System, including the Fire Department Dispatch Center and the Police Emergency Call System. To deliver these services, 428 fire alarm boxes, including 139 master boxes for schools, hospitals, and large apartment buildings, are strategically located throughout the Town and are connected to the Fire Alarm Dispatch Center. The Fire Department Dispatch Center handles all fire and emergency medical calls and dispatches the necessary apparatus. The system contains 71 emergency call boxes connected to the Police Department. The Sub-program has a staff of seven, including one superintendent of wires and fire alarms, five fire alarm operators, and one signal maintainer. The goal of the Fire Department Signal Maintenance Sub-program is to provide Brookline with efficient and reliable municipal fire and emergency reporting systems.

FY2001 OBJECTIVES

1. To contribute to the public safety of residents through the diligent maintenance of the fire alarm emergency call box system.
2. To increase the effectiveness of the fire alarm dispatchers by having them attend continuing education seminars on new developments in the dispatch field.
3. To ensure fire alarm box reliability by testing all boxes at least five times each year.
4. To contribute to the safety of the citizens by having emergency personnel at the scene of an incident within four minutes.
5. To begin the staffing and training of the new combined dispatch facility personnel.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$13,415 (3.8%), \$7,165 of which is for Personnel (Steps/1% Carry-forward). Services are increased by \$600 for Telephone/Telegraph (\$1,100), partially off-set by savings in Printing Services (\$500). Supplies increase \$50, due to a \$200 increase in Books and Periodicals and decreases in Data Processing Supplies (\$50) and Gasoline (\$100). The \$5,600 in Capital is a re-allocation between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	318,841	341,036	348,201		
Services	9,541	6,900	7,500		
Supplies	1,083	850	900		
Other	0	0	0		
Capital	21,474	0	5,600		
TOTAL	350,939	348,786	362,201		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

FIRE

CODE

220

SUB-PROGRAM

SIGNAL MAINTENANCE

CODE

2040

ACCOMPLISHMENTS

1. Contributed to the safety of the citizens of the Town by having emergency personnel at the scene of an emergency within four minutes.
2. Worked with the architects and construction team to design the new combined dispatch facility.
3. Worked with the Building Department on the repair, maintenance, and/or upgrade of fire alarm systems in town-owned buildings.
4. Tested all fire alarm boxes five times during the year.
5. Contributed to the reliability of the box alarm system by beginning repairs within two hours of notification of a problem.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
Emergency Boxes on System	487	490	493	495	495
% of Street Boxes Tested Five Times per Year	100%	100%	100%	100%	100%
% of Trouble Calls Resolved within 24 Hours	100%	100%	100%	100%	100%
Response Time to Emergency Incidents (minutes)	4	4	4	4	4



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

EQUIPMENT MAINTENANCE

CODE

2050

SUB-PROGRAM DESCRIPTION

The Equipment Maintenance Sub-program's functions and responsibilities are to repair and maintain the Department's apparatus and related equipment, such as hoses, fittings, self-contained breathing apparatus, emergency tools, and appliances. The Division also responds to all multiple alarm fires, handles any mechanical problems with self-contained breathing apparatus, engines, or ladder trucks; maintains records relating to stock purchases, apparatus, and inventory; assists in drafting specifications for new apparatus and equipment; develops driver training programs; and develops and performs preventative maintenance programs. To deliver these services, a maintenance shop is housed at Station One and is staffed by one motor equipment foreman and one motor equipment repairman. The goal of the Maintenance Sub-program is to ensure that the Fire Department's fleet of 22 vehicles and emergency equipment are in working condition at all times so that a reliable and rapid response to emergencies is assured.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$43,013 (32.8%) due to a re-allocation of \$32,676 in Capital into this sub-program. Services increase by \$1,500 for Motor Vehicle/Equipment Repair while Supplies increase \$8,810 for Motor Vehicle Supplies, \$500 in Oil/Lubricants, and \$200 in Tires, partially off-set by decreases in Public Safety Supplies (\$900) and Gasoline (\$100).

FY2001 OBJECTIVES

1. To provide a safer working environment for the vehicle maintenance staff by re-locating the Department's maintenance facilities to Station Four on Boylston Street.
2. To enhance Firefighter safety by performing preventative maintenance on all fire apparatus at least twice a year.
3. To contribute to firefighter safety by testing and repairing, as necessary, Self Contained Breathing Apparatus (SCBA).
4. To oversee the refurbishment of Engine #1 and Engine #4 which both need extensive body work.
5. To contribute to firefighter safety by assisting the Training Division with classroom and on-road training in the operation of fire apparatus.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	89,556	89,955	90,282		
Services	25,620	17,500	19,000		
Supplies	23,073	23,600	32,110		
Other	0	0	0		
Capital	0	0	32,676		
TOTAL	138,249	131,055	174,068		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

FIRE

CODE

220

SUB-PROGRAM

EQUIPMENT MAINTENANCE

CODE

2050

ACCOMPLISHMENTS

1. Completed the design and specifications for a new combination pumper/aerial ladder to replace Engine #4 on Boylston Street.
2. Contributed to firefighter safety by testing all Self Contained Breathing Apparatus twice during the year.
3. Contributed to firefighter safety by testing and replacing, where necessary, all breathing apparatus facepieces.
4. Enhanced emergency vehicle safety by beginning the installation of opticom systems in fire apparatus. The opticom system allows the apparatus operator to press a button and turn traffic lights green in the direction in which the operator is proceeding.
5. Completed major refurbishment work to Engine #5.
6. Performed preventative maintenance on all apparatus twice during the year.
7. Had the Motor Equipment Foreman attend a training program to become a certified emergency vehicle operator instructor.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
% of Apparatus Repairs Initiated within 24 Hours	95%	95%	95%	95%	95%
Specialized Workshops/ Seminars Attended	10	8	10	10	10
% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
Firefighters Attending Emer. Vehicle Defensive Driving Course	60	50	40	50	50
Breathing Apparatus Tested Twice per Year	100%	100%	100%	100%	100%
% of Breathing Apparatus Repairs Started within 24 Hours	95%	95%	95%	95%	95%



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

TRAINING

CODE

2060

SUB-PROGRAM DESCRIPTION

The goals of the Training Sub-program are to promote the uniformed personnel's development of required skills, knowledge, and abilities by providing continuous "hands on" training at Brookline's Fire Academy; instruct newly recruited firefighters in a basic seven-week training course; maintain all department training records; develop training programs for in-station training by the officers at each station; maintain each member's first responder certification; coordinate firefighter EMT certification; provide training in inspections; provide training for those members of officer rank; coordinate state level satellite training programs; test new firefighting equipment and techniques; and coordinate injury prevention and investigation programs. To deliver these services, a Fire Academy consisting of a six-story drill tower, along with associated buildings, is provided at the Hammond Street site with a staff of Deputy Chief, Captain, and Lieutenant. The goal of the Training Division is to provide the best possible training for everyone in the Department, regardless of rank, so that each person will operate at their maximum performance level.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$499 (0.2%). Increases in Personnel (\$3,599 for Steps/1% Carry-forward), Services (\$4,100 for Office Equipment Repair and Maintenance), and Supplies (\$100 - \$100 increases each in Office Supplies and Data Processing Supplies with a \$100 decrease in Books/Periodicals) are partially off-set by a decrease in Capital of \$3,300, the result of a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To enhance firefighter safety by expanding the length of future recruit classes from eight to 12 weeks.
2. To ensure the effectiveness of pumpers by testing all of them all yearly.
3. To have all members complete the 20-hour Department of Transportation Refresher Course.
4. To contribute to the safety of the citizens by having all members certified in CPR.
5. To increase firefighter effectiveness by having all members of the department trained in accordance with the National Fire Protection Association Firefighter I & II standards.
6. To hold quarterly certification in the use of the automatic external defibrillator.
7. To ensure the reliability of fire hoses by testing all of them yearly.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	181,714	238,614	242,213		
Services	0	0	100		
Supplies	718	850	950		
Other	75	300	300		
Capital	0	3,300	0		
TOTAL	182,507	243,064	243,563		



FY2001 PROGRAM BUDGET

PROGRAM

FIRE

SUB-PROGRAM SUMMARY

CODE

220

SUB-PROGRAM

TRAINING

CODE

2060

ACCOMPLISHMENTS

1. The Deputy Chief in the Division became a certified instructor in emergency vehicle operation.
2. Ensured proficiency in the use of automatic external defibrillators by providing quarterly training and certification to firefighting personnel.
3. Hosted several State Fire Academy-sponsored programs at the training facility in Brookline.
4. Contributed to the safety of citizens by increasing the number of certified emergency medical technicians by five.
5. Enhanced children's awareness of fire by administering the state-funded SAFE program. Fire safety instructors visited the elementary schools and manned the Fire Safe House at the Town's Flag Day Celebration.
6. Had all department members attend state and federal sponsored classes on emergency response to acts of terrorism.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
<u>Performance:</u>					
EMT Re-certification Hours Provided	52	48	54	54	54
% of EMTs Re-certified	100%	100%	100%	100%	100%
% of Firefighters:					
Completing D.O.T. Refresher Course	100%	100%	100%	100%	100%
Officer Training Classes	6	6	6	6	8
% of Officers Completing Training Classes	90%	95%	90%	100%	100%
# of Firefighters Taking Defensive Driving Course	60	50	40	50	50
% of Personnel Re-certified in CPR	100%	100%	100%	100%	100%



FY2001 PROGRAM BUDGET

PROGRAM GROUP PUBLIC SAFETY

PROGRAM SUMMARY

CODE PROGRAM CODE
250 BUILDING 2500

PROGRAM DESCRIPTION

The Building Department was established to ensure public safety during construction, alteration, repairs, and demolition of structures within the Town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of occupancy. Staff enforce by-laws and regulations related to zoning, building, plumbing, gas, electrical connections, fire safety, sprinklers, energy, demolition, and lodging houses. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal, and is charged with the repair and maintenance of all town-owned buildings and schools and managing the daily operation of Town Hall, the Health Center, and the Police Station.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$99,783 (2.3%). Personnel increase by \$16,422 for Steps/1% Carry-forward (\$17,713), an increase in the charge-off to the Capital Projects Fund (\$1,694), Overtime (\$223), Uniform/Clothing Allowance (\$980), and an \$800 decrease in Longevity Pay.

Services increase \$82,061, due to utilities increasing \$110,761 (increases of \$44,540 in Electricity and \$119,338 in Oil with a decrease of \$53,117 in Natural Gas). School buildings account for \$114,128 of the increase (increases of \$49,717 in Electricity and \$118,338 in Oil with a decrease of \$53,927 in Natural Gas) while the Town portion decreases \$3,367. The major reason for the increase in utilities is the Baker School coming back on line, plus a small increase in the price of utilities. Partially off-stetting these increases is the elimination of a FY00 one-time \$60,000 expense for Energy Conservation. \$30,000 of this amount is re-allocated to Town Repair and Maintenance projects. Lastly in Services, Security System-Schools is increased by \$1,000 while Pest Control-Schools is increased by \$300.

Supplies are increased by \$3,300 for Custodial Supplies-Town (\$2,000), Equipment Maintenance Supplies-School (\$500), Gasoline-Town (\$200), and Diesel Fuel-School (\$600). Capital is reduced by \$2,000. The \$75,500 funds, among other smaller items, two Vans for Town and School (\$40,000), a small Vehicle (\$13,000), and Video Equipment for Town Hall (\$6,500).

The overall increase for the Department is broken into two parts: Town (\$15,858, or a 1% increase) and School (\$83,925, or a 3% increase).

FY2001 OBJECTIVES

1. To work with the Information Services Division to implement the on-line permitting feature of PermitsPlus.
2. To continue to improve the method and procedure for applying for and issuing all permits. FY2000 saw the implementation of the new PermitsPlus program. The Department will provide a terminal for the public to use to access, review, inquire about, and file permits.
3. To work with other departments to ensure that the Capital Improvements Program is implemented and carried out.
4. To ensure the construction, alteration, and repair of buildings within the Town conform to the applicable codes, by-laws, and rules and regulations of all agencies (State and Town) having jurisdiction as mandated to the Building Department, and are completed on time and within budget.
5. To improve the recording and record keeping in the Building Department with new computer use and training.
6. To ensure the public safety, health, and welfare during the maintenance and construction of buildings within the Town.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	1,486,015	1,449,372	1,465,794		
Services	2,556,362	2,654,825	2,736,886		
Supplies	112,800	120,800	124,100		
Other	1,400	1,900	1,900		
Capital	32,800	77,500	75,500		
TOTAL	4,189,377	4,304,397	4,404,180		
BENEFITS	0	0	588,879		
REVENUE	1,825,588	1,300,000	1,350,000		



FY2001 PROGRAM BUDGET

**PROGRAM
GROUP**

PUBLIC SAFETY

PROGRAM SUMMARY

**CODE
250**

PROGRAM

BUILDING

**CODE
2500**

ACCOMPLISHMENTS

1. Issued a temporary occupancy for the High School project and re-occupied the building for the start of the new school year in September.
2. Moved the High School freshmen out of the Freshmen Campus and back to the High School.
3. Moved the Baker School into the Old Lincoln School and began the renovations to the Baker School.
4. Began the renovations of the Water and Sewer Garage.
5. Installed the new PermitsPlus System that issues and tracks all aspects of the permitting operation in the Department.
6. Moved several departments within Town Hall without major disruption of services.
7. Issued permits for 20 new houses.
8. Worked with The Country Club to successfully permit 160 temporary tents, kitchens, miscellaneous building or mobile units, and bleachers to house the vendors and participants of the 1999 Ryder Cup Tournament.
9. Worked with Longwood Tennis Club to permit the facilities for the 1999 Davis Cup.
10. Bid and awarded new energy supply contracts for the purchase of electricity and natural gas.
11. Incorporated the Capital Needs Assessment into the Capital Improvement Program (CIP).
12. Began an energy conservation program.
13. Ensured that all public buildings have proper signage for ADA.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Building Permits	1,565	1,700	1,909	1,750	1,750
Electrical Permits	1,203	1,200	1,337	1,300	1,250
Plumbing Permits	1,112	1,000	1,194	1,100	1,100
Gas Fitting Permits	775	700	766	700	700
Mechanical Permits	157	150	134	125	120
Sprinkler Permits	46	45	28	15	10
Occupancy Permits	256	250	232	230	225
Board of Appeals Cases	64	50	68	50	50

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Administration	512,280	171,388	171,327		
Code Enforcement	492,367	402,062	406,914		
Repairs-Pub. Bldgs	91,479	567,418	664,103		
Town Hall Maint.	328,179	333,046	276,459		
Building Commission	26,885	58,698	40,109		
School Plant	1,981,982	2,086,085	2,119,031		
Heating/Lighting Plant	756,205	679,300	726,237		
TOTAL	4,189,377	4,297,997	4,404,180		



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM GROUP			CODE		PROGRAM		CODE			
PUBLIC SAFETY			250		BUILDING		2500			
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		SALARY RANGE AS OF 1/1/2000		FY2000 BUDGET		FY2001 RECOMMENDATION	
			FY1998	FY1999	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	M-7	1	1	80,106	91,489	1	90,575	1	91,489
	Director of Public Buildings	M-4	1	1	62,936	71,961	1	65,154	1	66,798
	Building Project Administrator	M-4	0	1	62,936	71,961	1	67,123	1	68,817
	Assistant Project Administrator	G-19	0	0	56,180	59,963	1	55,882	1	56,702
	Senior Building Inspector	G-19	1	1	56,180	59,963	1	56,394	1	56,963
	Energy Systems Manager	G-17	1	1	50,542	51,325	1	50,812	1	51,325
	Building Inspector	G-17	4	4	50,542	51,325	4	203,248	4	203,602
	Electrical Inspector	G-17	1	1	50,542	51,325	1	50,812	1	51,325
	Plumbing and Gas Inspector	G-17	1	1	50,542	51,325	1	50,812	1	51,325
	Building Commission Coordinator	G-17	1	1	50,542	51,325	0	0	0	0
	Assistant Chief Engineer	M-4	1	1	44,763	48,990	1	48,501	1	48,990
	Maintenance Craftsmen	M-3	5	6	37,044	41,355	8	319,015	8	322,220
	Maintenance Craftsmen	M-2	2	1	33,340	37,220	1	32,977	1	35,317
	Steam Fireman	M-1	4	4	32,145	36,574	0	0	0	0
	Senior Building Custodian	G-10	2	2	37,791	38,418	2	75,637	2	76,627
	Building Custodian	G-8	1	1	33,458	33,928	1	33,588	1	33,928
	Bookkeeper	C-9	1	1	34,506	35,960	1	34,764	1	35,453
	Senior Clerk Secretary	C-7	2	2	32,112	33,544	2	66,419	2	67,088
	Senior Clerk Typist	C-4	2	2	28,585	29,982	2	59,365	2	59,964
	Less Charge off to Building Capital Fund							(67,123)	0	(68,817)
	Subtotal		31	32			30	1,293,953	30	1,309,116
510102	Permanent Part Time Salaries									
	Members Board of Appeals		3	3		2,080	3	6,500	3	6,500
	Members Board of Examiners		3	3		300	3	900	3	900
	Houseworkers	G-1	8	8	12.25/hr	12.41/Hr	8	61,753	8	62,371
	Subtotal		14.0	14.0			14	69,153	14	69,771
510901	Temporary Part Time Salaries									
	Inspectors		0	1			1	20,000	1	20,000
	Summer Workers		4	4		10.40/Hr	6	23,751	6	23,989
	Subtotal		4	5			7	43,751	7	43,989
	Other									
510140	Shift Differential							4,000		4,000
510300	Regular Overtime							21,795		22,018
513044	Longevity Pay							9,600		8,800
515501	Uniform Clothing Allowance							7,120		8,100
	Subtotal		0	0			0	42,515	0	42,918
	Total		49	51.0			51	1,449,372	51	1,465,794



FY2001 PROGRAM BUDGET

PERSONNEL SERVICES SUMMARY

PROGRAM GROUP

PUBLIC SAFETY

CODE 250

PROGRAM

BUILDING

CODE 2500

510102	Permanent Part Time Salaries									
	Members Board of Appeals		3	3		2,080	3	6,500	3	6,500
	Members Board of Examiners		3	3		300	3	900	3	900
	Houseworkers	G-1	8	8	12.25/hr	12.41/Hr	8	61,753	8	62,371
										0
	Subtotal		14.0	14.0			14	69,153	14	69,771
510901	Temporary Part Time Salaries									
	Inspectors		0	1			1	20,000	1	20,000
	Summer Workers		4	4		10.40/Hr	6	23,751	6	23,989
										0
	Subtotal		4	5			7	43,751	7	43,989
	Other									
510140	Shift Differential							4,000		4,000
510300	Regular Overtime							21,795		22,018
513044	Longevity Pay							9,600		8,800
515501	Uniform Clothing Allowance							7,120		8,100
	Subtotal		0	0			0	42,515	0	42,918
	Total		49	51.0			51	1,449,372	51	1,465,794



FY2001 PROGRAM BUDGET

PROGRAM

BUILDING

SUB-PROGRAM SUMMARY

CODE

250

SUB-PROGRAM

ADMINISTRATION AND SUPPORT

CODE

2510

SUB-PROGRAM DESCRIPTION

The Administration Sub-program provides administrative and clerical support for the Department. The Building Commissioner participates in field inspections, office meetings, and telephone conversations with design consultants, developers, contractors, lawyers, tenants, and staff from other town agencies. The Commissioner answers requests for information, interprets regulations for enforcement, directs the correction of code violations, and initiates legal action when necessary.

The Commissioner is also responsible for the operation of Town Hall, Police Department and Health Department Buildings, and the maintenance and repair of all town and school buildings. As stated in the Town By-Laws, the Commissioner serves as secretary to the Board of Examiners and the Building Commission. 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.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$61 (0.04%). The decreases come in Services (\$382 - - \$212 in Educational/Training Services, \$170 in Printing Services) and Supplies (\$1,320 - - \$480 in Office Supplies and \$840 in Gasoline).

FY2001 OBJECTIVES

1. To continue to use PermitsPlus to further improve the tracking of permits and complaints.
2. To work with the Information Services Division to implement the on-line permitting feature of PermitsPlus.
3. To renovate the interior of the Department's offices to make them more useable and efficient.
4. To work with all departments to improve the appearance of Town Hall.
5. To work with the Hotel Committee to ensure that the project stays on course.
6. To efficiently track employees' time to find ways to be more efficient.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	103,284	168,045	169,686		
Services	385,000	1,195	813		
Supplies	18,146	1,848	528		
Other	100	300	300		
Capital	5,750	0	0		
TOTAL	512,280	171,388	171,327		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM
BUILDING

CODE
250

SUB-PROGRAM
ADMINISTRATION AND SUPPORT

CODE
2510

ACCOMPLISHMENTS

1. Worked with The Country Club to successfully permit 160 temporary tents, kitchens, miscellaneous building or mobile units, and bleachers to house the vendors and participants of the 1999 Ryder Cup Tournament.
2. Oversaw the construction of many diversified types of buildings throughout town.
3. Worked with Longwood Tennis Club to permit the facilities for the 1999 Davis Cup.
4. Assisted in the successful Flag Day Parade in June, 1999.
5. Kept department inspectors informed on changes made to the State Building Code by sending each inspector to over 30 hours of training.
6. Incorporated the Capital Needs Assessment into the Capital Improvement Program (CIP).
7. Installed the new PermitsPlus System that issues and tracks all aspects of the permitting operation in the Department.
8. Increased the Town's insurance rating from 74% to 78%.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Building Permits	1,909	1,750	1,796	1,750	1,750
Electrical Permits	1,337	1,300	1,379	1,250	1,300
Plumbing Permits	1,194	1,100	1,140	1,100	1,125
Gas Fitting Permits	766	700	803	700	725
Mechanical Permits	134	125	133	120	125
Sprinkler Permits	28	15	19	10	10
Occupancy Permits	232	230	221	225	230
Board of Appeals	68	50	69	50	60



FY2001 PROGRAM BUDGET

PROGRAM

BUILDING

SUB-PROGRAM SUMMARY

CODE

250

SUB-PROGRAM

CODE ENFORCEMENT AND INSPECTION

CODE

2520

SUB-PROGRAM DESCRIPTION

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. This function is accomplished by review and examination of permit applications and accompanying plans and specifications for approval or rejection; field inspection of work in progress; certification of buildings for use and occupancy and completion of work in compliance with the applicable codes and by-laws; and the inspection of existing buildings for proper maintenance. Enforcement procedures include personal visits, inspections, correspondence and, when necessary, legal action. 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.

FY2001 OBJECTIVES

1. To work with the developer of the Air Rights project in Brookline Village in order to ensure that the necessary permits are acquired in a timely manner.
2. To work with the Hotel Committee to ensure that the project stays on course and that the necessary permits are acquired in a timely manner.
3. To use the Town's enhanced website to improve the response from the Department on all inquiries and to provide pertinent on-line information.
4. To work with the Health, Fire, and Police Departments to efficiently respond to requests from the public.
5. To fully implement PermitsPlus to improve the issuance and tracking of permits and complaints.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$4,852 (1.2%). Services are increased by \$715 for Educational/Training Services (\$475) and Printing Services (\$240). Supplies increase \$1,095 for Office Supplies (\$168) and Gasoline (\$927). Other is decreased by \$463 for Auto reimbursement (\$263) and Professional Dues/Memberships (\$200). Capital is increased due to a re-allocation between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	477,131	395,150	397,286		
Services	7,874	2,585	3,300		
Supplies	3,382	2,304	3,399		
Other	980	1,163	700		
Capital	3,000	860	2,229		
TOTAL	492,367	402,062	406,914		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

BUILDING

250

CODE ENFORCEMENT AND INSPECTION

2520

ACCOMPLISHMENTS

1. Ensured that all local Zoning By-Laws, the State Building Code, and state and local regulations are properly enforced throughout town.
2. Oversaw the following projects:
 - Longyear Museum
 - Baker School
 - Senior Center
 - Nursing Home/Assisted Living facility in Chestnut Hill
 - Kendall and Cypress Streets (35 units)
 - Residential units at Sewall and Longwood (15 units)
 - 1160 Beacon Street (15 units)
 - Longyear at Fisher Hill (49 units)
3. Began using the PermitsPlus system to track permits and complaints.
4. Kept department inspectors informed on changes made to the State Building Code by sending each inspector to over 30 hours of training.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Permits Issued	5,757	5,600	5,507	5,200	5,200
Certificates Issued	408	375	321	350	350
Builders Exams	28	30	9	30	20
Builders Licenses	207	210	158	210	200
Cert. of Occupancy	232	215	221	200	215
Condo Certificates	25	25	25	25	25
Common Victualler Inspections	111	112	117	115	115
Lodging House Insp.	63	63	55	63	60
Violation Notices Issued	41	40	52	50	50
Court Complaints Filed	18	15	14	15	20



FY2001 PROGRAM BUDGET

PROGRAM

BUILDING

SUB-PROGRAM SUMMARY

CODE

250

SUB-PROGRAM

REPAIRS TO PUBLIC BUILDINGS

CODE

2510

SUB-PROGRAM DESCRIPTION

The Repairs to Public Buildings Sub-program preserves and maintains town-owned buildings other than the schools. There are 45 buildings in this category, with an estimated value of \$100 million. Through periodic surveys and inspections, the Department determines the necessary repairs to preserve and maintain these buildings and establishes a preventive maintenance program consistent with the need. The Department prepares plans, specifications, and other contract documents; advertises for bids; analyzes proposals as received, awards contracts for building repairs, maintenance, and minor alterations; and inspects all maintenance and repair work for compliance with the plans, specifications, and applicable codes.

FY2001 OBJECTIVES

1. To work with the Water Department towards the completion of the garage.
2. To continue the Energy Conservation Program and assist DPW with Street Light conversion.
3. To assist the Library Trustees and the Director with the design and renovation of the Main Library.
4. To further implement the Capital Needs Assessment into the Repair and Maintenance Budget.
5. To collaborate on the plans for the Police/Fire Headquarters.
6. To assist with the construction and eventual opening of the Senior Center.
7. To complete all final work on the new Municipal Garage.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$96,685 (17%). Personnel increases \$74,399 due to a re-allocation of the Part-time Houseworkers from the Town Hall Maintenance Sub-program to this one. Services are increased by \$50 for Printing Services. Also in Services, the FY00 one-time allocation of \$30,000 for Town energy conservation projects is re-allocated into the Repair and Maintenance account, thereby increasing that line-item by \$30,000. Supplies are increased \$600 for Office Supplies while Other is increased \$26, a combination of a decrease in Auto Reimbursement (\$174) and an increase in Professional Dues/Memberships (\$200). Capital is increased due to a re-allocation of between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	87,641	109,879	184,278		
Services	938	430,375	430,425		
Supplies	100	20,600	21,200		
Other	0	174	200		
Capital	2,800	6,390	28,000		
TOTAL	91,479	567,418	664,103		



FY2001 PROGRAM BUDGET

PROGRAM

BUILDING

SUB-PROGRAM SUMMARY

CODE

250

SUB-PROGRAM

REPAIRS TO PUBLIC BUILDINGS

CODE

2510

ACCOMPLISHMENTS

1. Installed new dual fuel filters at the Main Library.
2. Installed new oil tanks at the Health Department and the Main Library.
3. Installed new lighting in many of the Fire Stations.
4. Assisted with the renovations and addition to Fire Station 1.
5. Assisted the School and the Recreation Departments in making the Soule Rec Center compatible for the school programs displaced by the Baker Renovation Project.
6. Painted and cleaned up the Harry Downes Field House.
7. Through the Energy Committee, planned innovative ways to conserve energy in Town Buildings.
8. Continued to make town buildings more accessible.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Maintenance Contracts	90	90	86	90	90
Contractor Service Orders	2,745	2,500	2,845	2,650	2,650
In-House Work Orders	2,135	2,000	2,307	2,000	2,000



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

BUILDING

250

REPAIRS TO PUBLIC BUILDINGS

2510

TOWN BUILDINGS REPAIR AND MAINTENANCE LIST

Brookline Public Health Center

ESTIMATE

Install new VCT in Denny Room	\$3,500
Repair custodial closets	\$1,000
Paint all custodial closets	<u>\$1,500</u>
	\$6,000

Cemetery Groundskeeper's Building

New overhead doors	\$2,340
Install new gutters	<u>\$300</u>
	\$2,640

Fire Dept. Training, Ladder & Smoke House

Repair cracked walls at ladder house	\$800
Patch spalled areas in tower	<u>\$2,340</u>
	\$3,140

Fire Station 1

Upgrade apparatus bay lighting	\$3,500
Replace rope in hose tower	<u>\$1,500</u>
	\$5,000

Fire Station 4

Repair lintel at rear window	\$450
Point miscellaneous cracks	\$390
Reset / caulk roof coping stones	\$650
Second floor - repair/plaster/paint walls and ceilings	\$2,500
Exterior basement windows need concrete frame rep	\$300
Install Emergency Exit signs	\$3,250
Clean chimney	\$230
Ventilate locker rooms	\$3,055
Enlarge overhead door	<u>\$4,500</u>

\$15,325

**FY2001 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM****CODE****SUB-PROGRAM****CODE**

BUILDING

250

REPAIRS TO PUBLIC BUILDINGS

2510

Fire Station 5

Install vent for clothes dryer exhaust	\$250
Replace floor tiles in officers corridor	\$750
Replace light globe in front lobby	\$300
Install screen/storm door for rear apparatus bay door	\$800
Repair debris screens at scuppers	\$520
Air Handling Unit in basement / clean and balance	\$2,990
Repaint flagpole	\$1,560
Petition off Bunker Area	\$3,500
Upgrade apparatus bay lights	\$3,500
Replace drinking fountains	\$4,290
Repair firelights inside apparatus doors	\$750
Replace toilet/locker exhaust fans	\$3,510
Install remote control operators for doors	\$500
Replace front countertops add drawers	\$1,000
Diesel exhaust system - cleaned and checked	\$1,000
Install sunscreen window film on front glass	\$150
Replace rack storage system	\$1,500
Install kitchen range hood over stove	\$750
Replace intercom system	\$7,500
	\$35,120

Fire Station 6

Dormitory - add 2 circuits and plugs	\$1,500
Apparatus bay - Install washer dryer hookup	\$1,500
Install pipes for new bunker gear washer	\$350
Renovate three bathrooms	\$20,000
Diesel exhaust system - clean and check	\$1,000
Exhaust system - basement locker rooms	\$8,000
Repoint granite veneer	\$900
Exterior lighting	\$6,000
Exhaust system - second floor	\$5,800
Reroute generator exhaust	\$750
Install dehumidifier in basement training room	\$500
	\$46,300



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

BUILDING

250

REPAIRS TO PUBLIC BUILDINGS

2510

Fire Station 7

Upgrade apparatus bay lights	\$3,500
Install kitchen range hood over stove	\$1,500
Install a/c unit for kitchen	\$750
Remove old oil tanks from basement	\$500
Renovate second floor rooms	\$14,000
Replace ceiling in TV room	\$2,500
Repoint hose tower	\$2,700
Emergency lighting battery packs	\$4,550
	\$30,000

Harry Downes Field House

Exterior light fixtures	\$1,560
	\$1,560

Larz Anderson Comfort Station

Install electric service underground/picnic shelter	\$1,500
Install electric service for rentals	\$540
	\$2,040

Metering Station

Exterior lighting system -- replace	\$1,950
Crack repair / masonry repair	\$3,250
Repair stone sills	\$325
	\$5,525

**FY2001 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM****CODE****SUB-PROGRAM****CODE**

BUILDING

250

REPAIRS TO PUBLIC BUILDINGS

2510

Putterham Branch Library

Boiler Room - install smoke detector outside it	\$1,500
Replace main pipe to Cooling Tower	\$350
Meeting Room - refinish cabinets	\$1,500
Replace Public Men's Restroom door	\$500
Replace doors in Meeting Room - 3	\$1,000
	\$4,850

Swimming Pool

Renovate squad room/basement of pool	\$3,500
Replace all mirrors in locker room	\$1,500
	\$5,000

Town Hall

Install glass partition in Treasurer's office	\$25,000
Install gates, remodeling and moving	\$38,000
	\$63,000

Waldstein Field House

Change location of exterior meter	\$500
Update bathrooms	\$5,000
	\$5,500

REPAIRS TOTAL**\$231,000**



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM	CODE	SUB-PROGRAM	CODE
BUILDING	250	REPAIRS TO PUBLIC BUILDINGS	2510
GENERAL SERVICES			
<u>BURNER/BOILER SERVICE</u>			
PREVENTATIVE MAINTENANCE	\$10,500		
BOILER/STEAMFITTING REPAIRS	\$15,000		
BOILER WATER TREATMENT	\$3,500		
INSULATION	\$500		
REFRACTORY	\$3,500		
ENERGY MANAGEMENT SYSTEMS	\$1,500		
	<hr/> \$34,500		
<u>GLAZING SERVICES</u>			
REPLACEMENT	\$5,000		
WINDOW WASHING - EXTERIOR	\$4,000		
SHADE REPAIR	\$500		
	<hr/> \$9,500		
<u>PAINTING SERVICE</u>			
INTERIOR/EXTERIOR	\$10,000		
	<hr/> \$10,000		
<u>PNEUMATIC SERVICE</u>			
PREVENTATIVE MAINTENANCE	\$3,000		
REPAIRS	\$12,000		
	<hr/> \$15,000		
<u>HVAC SERVICE</u>			
PREVENTATIVE MAINTENANCE	\$2,500		
REPAIRS	\$10,000		
	<hr/> \$12,500		
<u>ELEVATOR SERVICE</u>			
PREVENTATIVE MAINTENANCE	\$7,500		
REPAIRS	\$4,000		
	<hr/> \$11,500		
<u>EMERGENCY GENERATOR SERVICE</u>			
PREVENTATIVE MAINTENANCE	\$2,500		
REPAIRS	\$500		
	<hr/> \$3,000		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

BUILDING

CODE

250

SUB-PROGRAM

REPAIRS TO PUBLIC BUILDINGS

CODE

2510

FIRE SAFETY SERVICE

FIRE ALARM/SPRINKLER TEST	\$6,500
FIRE ALARM/SPRINKLER REPAIRS	\$4,000
FIRE EXTINGUISHER TEST/REPAIRS	\$2,000
	<hr/>
	\$12,500

ELECTRICAL SERVICE

PREVENTATIVE MAINTENANCE	\$2,500
REPAIRS	\$10,000
	<hr/>
	\$12,500

PLUMBING SERVICE

REPAIRS	\$25,000
	<hr/>
	\$25,000

INTERIOR GENERAL

CARPENTRY	\$10,000
LOCKERS	\$1,500
DOORS/LOCKS	\$4,000
CEILINGS	\$15,000
OTHER	\$5,000
	<hr/>
	\$35,500

EXTERIOR GENERAL

ROOF	\$7,500
MASONRY	\$5,000
OTHER	\$5,000
	<hr/>
	\$17,500

GENERAL SERVICES TOTAL \$199,000

REPAIRS TOTAL	\$231,000
GENERAL SERVICES TOTAL	\$199,000
GRAND TOTAL	\$430,000



FY2001 PROGRAM BUDGET

PROGRAM

BUILDING

SUB-PROGRAM SUMMARY

CODE

250

SUB-PROGRAM

TOWN HALL MAINTENANCE

CODE

2540

SUB-PROGRAM DESCRIPTION

This sub-program provides for the operation and maintenance of the Town Hall, the Stephen Train Health Center, the Police Station, and accessory buildings utilizing the services of town custodial staff and contractual services.

FY2001 OBJECTIVES

1. To assist the Health Department with the planned renovations to the building.
2. The installation of an Energy Management System at Town Hall from spare parts from the High School.
3. To assist the Police and Fire Chiefs with the renovations and plans for the new building and relocation to temporary quarters.
4. To assist with the new furniture/equipment replacements for Town Hall and the Health Department.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$56,587 (17%). The increase in Personnel is due to a re-allocation of the Part-time Houseworkers to the Public Building Sub-program. Services are decreased by \$3,532 due to savings in Electricity (\$5,177), partially off-set by increases in Natural Gas (\$810) and Oil (\$1,000). Supplies increase \$2,904 for Custodial Supplies. Capital is increased due to a re-allocation of between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	185,953	174,660	114,201		
Services	132,163	147,290	143,758		
Supplies	10,063	9,096	12,000		
Other	0	0	0		
Capital	0	2,000	6,500		
TOTAL	328,179	333,046	276,459		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

BUILDING

CODE

250

SUB-PROGRAM

TOWN HALL MAINTENANCE

CODE

2540

ACCOMPLISHMENTS

1. Planned and implemented the relocation of the Department of Planning and Community Development and the Purchasing Departments with minimal disruption.
2. Assisted with the specification and purchase of new furnishings and equipment in Town Hall.
3. Participated on a Committee that solicited and evaluated Natural Gas purchase options which led to savings in excess of 9%.
5. Worked with the Police Department on a 24 hour/7 day cleaning schedule.
6. Worked with the Health Department Building Committee on the building's needs and cleaning arrangements.
7. Continued to address public safety issues brought up by the Public Safety Committee.
8. Assisted Town Hall departments in making the building safer and cleaner.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Electricity Used (KWH)	1,235,292	1,300,000	1,263,000	1,275,000	1,275,000
Natural Gas Used (CCF)	1,655	1,600	2,032	1,800	1,800
Oil Used (gallons)	33,259	35,000	24,349	25,000	25,000



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

BUILDING

CODE

250

SUB-PROGRAM

TOWN HALL MAINTENANCE

CODE

2540

ACCOMPLISHMENTS

1. Planned and implemented the relocation of the Department of Planning and Community Development and the Purchasing Departments with minimal disruption.
2. Assisted with the specification and purchase of new furnishings and equipment in Town Hall.
3. Participated on a Committee that solicited and evaluated Natural Gas purchase options which led to savings in excess of 9%.
5. Worked with the Police Department on a 24 hour/7 day cleaning schedule.
6. Worked with the Health Department Building Committee on the building's needs and cleaning arrangements.
7. Continued to address public safety issues brought up by the Public Safety Committee.
8. Assisted Town Hall departments in making the building safer and cleaner.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Electricity Used (KWH)	1,235,292	1,300,000	1,263,000	1,275,000	1,275,000
Natural Gas Used (CCF)	1,655	1,600	2,032	1,800	1,800
Oil Used (gallons)	33,259	35,000	24,349	25,000	25,000



FY2001 PROGRAM BUDGET

PROGRAM

BUILDING

SUB-PROGRAM SUMMARY

CODE

250

SUB-PROGRAM

BUILDING COMMISSION

CODE

2550

SUB-PROGRAM DESCRIPTION

The Building Commission, in accordance with Article XV-A of the Town By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts, and maintains supervision of the Town's building program. The Building Commission works closely with the Board of Selectmen and other agencies and commissions.

The Commission consists of five residents who are appointed by the Board of Selectmen, one of which is a registered architect, one a registered engineer, and one a licensed builder. The Project Administrator and his assistant serve as agents of the Building Commission, working with various Town agencies for the study, design, and construction of new projects and for major repairs. They also act as the Town's representative on these projects.

BUDGET STATEMENT

The FY01 budget reflects a decrease of \$18,589 (31.7%) due to a re-allocation of Capital between sub-programs. Services are increased \$45 for Printing Services while Supplies decrease \$279 for Office Supplies (\$192) and Gasoline (\$87). Other increases \$437 for Auto Reimbursement.

FY2001 OBJECTIVES

1. To continue to incorporate the Capital Needs Assessment in the CIP and keep it updated.
2. To assure that the Baker School renovations are complete, on time, and on budget.
3. To assure that the Senior Center is completed by the Fall of 2000 and is within budget.
4. To prepare plans and specs for the Lawrence School renovations.
5. To prepare plans and specs and commence the Library Renovation.
6. To assist in the planning and execution of the move of the Lawrence School.
7. To prepare plans and specs and commence the Police/Fire Headquarters renovations.
8. To complete the renovations of the Water and Sewer Garage.
9. To complete renovations of Fire Station No. 1.
10. To bid and complete renovations to Fire Station No. 4.
11. To replace windows at the Devotion School.
12. To design HVAC renovations at Driscoll and Pierce Schools.
13. To assist in the planning and execution of the move of the Main Library.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	25,375	38,573	38,761		
Services	175	330	375		
Supplies	1,015	552	273		
Other	320	263	700		
Capital	0	18,980	0		
TOTAL	26,885	58,698	40,109		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM
BUILDING

CODE
250

SUB-PROGRAM
BUILDING COMMISSION

CODE
2550

ACCOMPLISHMENTS

1. Continued implementation and the upgrading of the Capital Needs Assessment as part of the on-going CIP program.
2. Worked with other departments, the Planning Division, the Advisory Committee, and the Selectmen's Office to develop the FY01 CIP.
3. Began construction work at the Baker School.
4. Relocated the Baker School to the Old Lincoln School, Baldwin School, Soule Recreation Center, and the Unified Arts Building to meet the Baker School's program needs.
5. Began construction of the Senior Center on Winchester Street.
6. Began renovation and construction of the Water and Sewer building.
7. Began the addition to Fire Station #1.
8. Completed exterior renovations to the Runkle School.
9. Completed construction of ADA accessible bathrooms at the Pierce Primary building.
10. Continued to pursue punch list completion and trouble-shooting at the High School and the Municipal Service Center.
11. Began design work for the Police/Fire Headquarters renovation and construction.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Projects Completed on Schedule and Within Budget	12	14		15	
Change Orders	32	45		10	
<u>Workload:</u>					
Vouchers Processed	674	600		750	
Committees of Seven	27	25		20	



FY2001 PROGRAM BUDGET

PROGRAM
BUILDING

SUB-PROGRAM SUMMARY

CODE
250

SUB-PROGRAM
SCHOOL PLANT

CODE
3430

SUB-PROGRAM DESCRIPTION

The School Plant Sub-program provides for the maintenance and upkeep of all school buildings. There are 16 buildings in this category with an estimated value of \$200 million. Through surveys and inspections and in conjunction with the principals, the custodial staff, and the Superintendent of Schools, a list of necessary repairs is established to preserve and maintain these buildings. Preventive maintenance programs are established and implemented in conjunction with the building needs. The Department prepares plans, specifications, and other contract documents; advertises for bids; analyzes proposals as received; awards contracts for building repairs, maintenance, and minor alterations; and inspects all maintenance and repair work for compliance with the plans, specifications, and applicable codes.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$32,946 (1.6%) due to utility increases of \$66,611 (\$12,370 in Electricity, \$114,805 in Oil, and a decrease of \$60,564 in Natural Gas). The main reason for the increase in utilities is Baker School coming back on line. The FY00 one-time appropriation of \$30,000 for Energy Conservation is removed. Supplies decrease by \$12,823 due to a re-allocation of Craftsmen Supplies to the Heating/Lighting Plant Sub-program. Capital is reduced because of a re-allocation between sub-programs.

FY2001 OBJECTIVES

1. To assist the School Department's new Director of Custodians.
2. To assist the Superintendent and School Committee with the design of the Lawrence School.
3. To monitor the construction of the Baker School.
4. To fully utilize the new Energy Management Systems in the High School and Baker School.
5. To continue expanding the maintenance programs in schools.
6. To make the buildings more handicap accessible.
7. To replace the HVAC systems at the Pierce and Driscoll Schools.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	379,194	392,602	412,448		
Services	1,522,331	1,572,323	1,606,735		
Supplies	59,207	73,900	61,077		
Other	0	0	0		
Capital	21,250	47,260	38,771		
TOTAL	1,981,982	2,086,085	2,119,031		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

CODE

SUB-PROGRAM

CODE

BUILDING

250

SCHOOL PLANT

3430

ACCOMPLISHMENTS

1. Installed a new roof and windows at the Driscoll School.
2. Implemented energy conservation measures in the schools.
3. Installed new windows at the Runkle School.
4. Modified the Baldwin and Old Lincoln Schools for the temporary use by the Baker School children and staff.
5. Renovated existing toilets at the Pierce Primary School.
6. Installed an Energy Management System at the Baldwin and Heath Schools from spare parts from the Baker School.
7. Installed a replacement intercom system at the Runkle School that came from the Baker School.
8. Assisted with the development of the School CIP with the School Committee and School Department.
9. Began using the Town's intranet for work orders.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Electricity Used (KWH)	3,998,550	4,000,000	4,014,550	3,850,000	4,000,000
Natural Gas Used (CCF)	142,020	145,000	133,845	145,000	45,000
Oil Used (gallons)	263,503	270,000	295,309	220,000	362,566



FY2001 PROGRAM BUDGET

PROGRAM
BUILDING

SUB-PROGRAM SUMMARY

CODE
250

SUB-PROGRAM
HEATING AND LIGHTING PLANT

CODE
3440

SUB-PROGRAM DESCRIPTION

The primary purpose of the Heat and Light Plant is to provide uninterrupted heat and hot water to the High School, municipal gym, municipal swimming pool, and Unified Arts Building. The plant produces high temperature forced hot water pressure steam which is piped throughout the entire High School complex through large water mains and tunnels.

FY2001 OBJECTIVES

1. To work with the new Maintenance Supervisor at the High School.
2. To expand the use of the new Energy Management System.
3. To fully utilize the new maintenance staff assigned to the High School.
4. To create a sub-maintenance repair/work order system for work on-site at the High School.
5. To assist the School Department with the completion of all punch list items from the renovation.

BUDGET STATEMENT

The FY01 budget reflects an increase of \$46,937 (6.9%). Services are increased \$50,753 for Electricity (\$37,347), Natural Gas (\$6,637), and Oil (\$3,533). Supplies increase by \$12,823 due to a re-allocation of Craftsmen Supplies from the School Plant Sub-program. Capital is reduced because of a re-allocation between sub-programs.

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	RECOMMENDED BY	
				SELECTMEN	ADV COM
Personnel	227,437	164,063	149,134		
Services	507,880	500,727	551,480		
Supplies	20,888	12,500	25,623		
Other	0	0	0		
Capital	0	2,010	0		
TOTAL	756,205	679,300	726,237		



FY2001 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM

BUILDING

CODE

250

SUB-PROGRAM

HEATING AND LIGHTING PLANT

CODE

3440

ACCOMPLISHMENTS

1. Completed the final phase of the High School renovation project.
2. Hired and trained two new maintenance craftsmen who will assist with the on-going repairs and maintenance to the new facility.
3. Re-organized plant monitoring at town and school sites with the new smaller staff.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY1998	ESTIMATE FY1999	ACTUAL FY1999	ESTIMATE FY2000	ESTIMATE FY2001
Electricity Used (KWH)	3,084,690	3,100,000	3,866,061	3,800,000	4,000,000
Natural Gas Used (CCF)	9,719	10,000	17,332	17,000	17,500
Oil Used (gallons)	192,626	200,000	295,309	200,000	200,000



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM

PROGRAM

GROUP NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES

This category includes mandated expenditures and assessments which are automatically added to the tax rate without appropriation. Overall, Non-Appropriated expenses are expected to decrease \$1,092,670 (11%) for FY01. The total projected State and County Assessments of \$5,806,721, which is an increase of \$69,484 over FY00, includes \$5,074,290 for the MBTA and \$448,719 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Court Judgments, Tax Levy Overlay, and smaller miscellaneous items. These items are expected to decrease a total of \$1,162,154 in FY01.

CLASS OF EXPENDITURE	ACTUAL FY1999	BUDGET FY2000	REQUEST FY2001	BUDGET INCREASE
State and County Assessments				
County	413,766	437,775	448,719	10,944
Charter School Assessment	8,219	0	0	0
Health Insurance	7,298	6,985	7,160	175
Air Pollution District	16,006	16,722	17,140	418
MAPC	12,975	13,299	13,632	333
Registry Parking Surcharges	305,080	305,080	245,780	(59,300)
Police Academy	7,200	0	0	0
MBTA	4,950,860	5,074,290	5,074,290	0
SUBTOTAL	5,721,404	5,854,151	5,806,721	(47,430)
Under and (Over) Estimates From Prior Year	0	(116,914)	0	116,914
TOTAL ASSESSMENTS	5,721,404	5,737,237	5,806,721	69,484
Education Offsets	971,338	986,362	986,362	0
Tax Levy Overlay	2,344,564	3,212,154	1,900,000	(1,312,154)
Court Judgments and Deficits	133,704	50,000	200,000	150,000
TOTAL EXPENDITURE	9,171,010	9,985,753	8,893,083	(1,092,670)



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM

PROGRAM

GROUP NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES

COUNTY TAX

General Laws Chapter 35, Section 31, provides that the cost of county government shall be apportioned among the cities and towns within each County according to the equalized valuation (EQV) of each city and town in relation to the total EQV of all cities and towns in the County. EQV's are updated by the State every two years and are next due to be updated in FY02. Under the present EQV's, Brookline pays approximately 11% of the Norfolk County assessment. Due to the fact that the overall county assessment is limited to a 2 1/2% increase under Proposition 2 1/2, our assessment is expected to increase by \$10,944 to a total of \$448,719.

HEALTH INSURANCE - RETIREES

General Laws Chapter 32A, Section 10B, requires communities to reimburse the State for the costs of providing a health insurance plan for governmental retirees who were pensioned prior to the implementation of Chapter 32B by their local governmental unit. Chapter 32B enabled municipalities to establish a mechanism for group insurance for retirees. Each participating municipality is assessed for the governmental share of health insurance premiums paid on behalf of its retirees by the State. The State pays 90% of the total premium, the retiree's co-payment is 10% of the total premium as well as full payment for catastrophic illness coverage. A proportionate share of administrative expenses is also assessed to each municipality. Costs for FY01 are estimated at \$7,160.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community. Costs for FY01 are estimated at \$17,140.

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects which may have a regional impact. The current per capita assessment is expected to increase 2.5% for FY01, resulting in a projected cost of \$13,632.

PARKING FINE REGISTRY SURCHARGE

If after proper notices a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY01 surcharge assessment is estimated at \$245,780, reflecting a 19% decrease.

POLICE ACADEMY

Effective in FY97, the State now assesses cities and towns a fee of \$1,800 per recruit for the cost of operating training academies for police recruits. No FY01 assessment is anticipated.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM

PROGRAM

GROUP NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES

MBTA

The MBTA provides rapid transit and other mass transit services to 78 cities and towns including Brookline. The State pays approximately 61% of the cost and the cities and towns receiving service pay for the remaining 39%. The total annual MBTA assessment cannot increase by more than 2 1/2 % of the prior year's actual assessment unless new or expanded service has been documented. The MBTA is required by law to notify the State Treasurer of the amount of the Net Assessable Cost of Service to be assessed to the municipalities within the district. The Statement of Facts is the official document for assessment purposes and is formally approved and certified by the MBTA Board of Directors. The assessment for FY01 is based on the net cost of service in CY99. The FY00 total assessment for all communities was \$144.5 million and is estimated to increase 2 1/2% for FY01.

For purposes of determining each community's assessment, the expenses are broken down into two categories: local and express service. Express service, which basically involves rapid transit service, is assessed 75% by the commuter count (the number of people who live in the town but work elsewhere), and 25% by the number of people boarding in the community. The boarding count is taken for a one-week period each Spring. The local service is assessed 50% by population and 50% by the total deficit divided by the route miles in a community.

In 1999, the Legislature enacted legislation overhauling the budgeting and assessment procedures for the MBTA. The legislation put the MBTA on a forward-funding basis, added more communities to the list of those being assessed, and revised downward the assessments of many of the existing MBTA communities, including Brookline. For FY01, the Town's assessment is expected to remain level at \$5,074,290. For each of the five years thereafter, it will decline until it reaches \$4.2 million in FY06. This represents a drop of close to \$1 million.

UNDER AND OVER ASSESSMENTS FROM PRIOR YEAR

The amounts for State and County Assessments included on the Cherry Sheet are only the State's estimate of the assessments for that particular year. Any amounts actually assessed over or under the estimates are included in the following year's Cherry Sheet. In FY00, under-estimates totaled \$116,914, the majority of which was for the MBTA. For FY01, no over- or under-estimate is projected.

EDUCATION OFFSETS

Included in the estimated amount of aid to be received from the State are grant funds to be received by the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the state aid estimate is also included in the non-appropriated expense section as an off-setting debit. A more detailed explanation of this item can be found in the financing section under State Aid. Offsets are level-funded for FY01 at \$986,362.



FY2001 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM

PROGRAM

GROUP NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES

TAX LEVY OVERLAY

State law requires that the Assessors put aside funds from each tax levy in a reserve which is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The amount of the overlay account is usually set at approximately 2.5% of the tax levy and may go as high as 5%. The proposed overlay for FY01 is \$1,900,000, or approximately 1.9% of the total levy. The final amount is determined by the Assessors and added to the tax rate without appropriation. The amount budgeted in FY00, \$3.2 million (3.3% of the levy), was considerably higher because FY00 was a revaluation year.

COURT JUDGMENTS, DEFICITS AND OTHER

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, must be added to the following year's tax rate. Expenses for FY01 are projected at \$200,000.



FY2001 PROGRAM BUDGET

CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
Finance Department					
Assessors	Computer Hardware and Software	8,000			
Comptroller	Calculators/Modems	500			
Information Services	Computer Hardware and Software	70,600			
Treasurer	PC/Printer	3,500			
	Total Finance	82,600			
Legal Services					
	Laptop	3,000			
	Total Legal	3,000			
Planning and Community Development					
Planning	Digital Camera	800			
	Total Planning and Community Development	800			
Police Department					
	11 Patrol Vehicles	303,903			
	19 Motorola Portable Radios	21,120			
	48 HT 1000 Short Antennas	672			
	24 Saber Short Antennas	336			
	48 HT100 Belt Clips	404			
	24 Saber Belt Clips	288			
	85 High Capacity Batteries	5,075			
	40 Dictaphone Digital Cassettes	1,000			
	Total Police	332,798			



FY2001 PROGRAM BUDGET

CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
Fire Department	10 Self Contained Breathing Apparatus (SCBA)	19,500			
	30 5-Gallon Cans of Firefighting Foam	2,700			
	Fire Hose	25,925			
	40 Batteries for Portable Radios	5,600			
	10 Personal Alert Safety Devices	1,200			
	12 Firefighter Hand Lights	1,200			
	4X4 Pick-up Truck	30,776			
	Heavy Duty Workbenches	1,900			
	3 Hydraulic Forcible Entry Tools	8,100			
	Laptop	2,500			
	Total Fire	99,401			
Building Department	2 Vans (School/Town)	40,000			
	Small Sedan	13,000			
	Automatic Floor Scrubber	5,000			
	Laptop and Printer	4,500			
	Scanner/Zip Drives/AutoCAD	2,500			
	File Cabinets/Racks/Storage Cabinets	4,000			
	Video Equipment for Security	6,500			
		Total Building	75,500		
Public Works Department Administration	Work Order System	30,000			
		30,000			
Engineering	Survey Van	17,950			
	Intermediate-size Sedan	16,000			
		33,950			
Highway	Sidewalk Roller	10,500			
	Three-wheel Sweeper	80,000			
	2 Spreader and Controls	36,000			
	Gerber Sign Machine	8,000			
	8800 GVW 4X4 Pick-up Truck/Plow	27,900			
	Service Bay Inspection Equipment	15,000			



FY2001 PROGRAM BUDGET

CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
Highway (cont.)	Time and Attendance/Building Security System	40,000			
	Fleet Management and Inventory Software	20,150			
		237,550			
Sanitation	3 Packer Trucks Lease Payment (last year)	143,750			
	2 Packer Trucks Lease Payments (1st year)	126,250			
		270,000			
Water	8800 GVW 4WD Pick-up Truck/Plow	28,500			
	Intermediate-size Sedan	18,500			
	8600 GVW Standard-size Service Van	20,500			
	Water Meters	10,000			
	Hydrants, Valves, and Pipe	25,000			
Sewer	Maintenance Garage Equipment	10,000			
	Catch Basin Cleaner Truck	135,000			
	Sewer and Drain Cleaning Machine	1,800			
	Sewer Lateral Inspection Camera	7,800			
	Data Processing Equipment	8,000			
		152,600			
Parks and Open Space	Rehab Prentice Loader/Chassis	32,000			
	15,000 GVW 4X4 Dump Body Truck	44,000			
	8800 GVW 4X4 Pick-up Truck/Plow	28,000			
	Small Engine Equipment	10,000			
	3 Stand-behind Lawn Mowers	21,000			
		135,000			
	Total Public Works	971,600			
Library	Computers	22,440			
		10,200			
	Total Library	32,640			



FY2001 PROGRAM BUDGET

CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT	RECOMMENDED BY		APPROVED
			SELECTMEN	ADV. COM.	
Health	Computer/Software	2,500			
	Total Health	2,500			
Recreational Services	Utility Van	23,000			
	4 Computers	10,000			
	Underwater Vacuum Cleaner	4,000			
	Total Recreational Services	37,000			
General Services	High-speed Network Printer Lease Payment	5,000			
	Total General Services	5,000			
TOTAL ALL DEPARTMENTS		1,642,839			



CAPITAL IMPROVEMENTS PROGRAM

The preparation of the annual capital improvements program is mandated by statute. MGL Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation) directs the Town Administrator to prepare and recommend an annual financial plan which includes a CIP. The Deputy Town Administrator, the Planning Board and Planning Director, and a working committee of department heads have been reviewing and evaluating the capital improvement projects for the last several months. The recommendations contained herein are in compliance with the Board of Selectmen's Capital Improvement Program Policies, including the key provision of dedicating between 5% and 6% of the Town's net revenue to the CIP. These policies define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found at the end of this narrative.

In 1997, a CIP Policy Review Committee was appointed by the Board to review the CIP policies and recommend any appropriate changes. The two key changes recommended, and subsequently adopted by the Board, were: 1) to allocate 100% of state School Building Assistance reimbursements (SBAB) to the CIP, which shall be in addition to the 5%-6% of net revenues and 2) to fund and maintain a capital stabilization fund equal to 1% of the replacement value of the Town's buildings, which equates to approximately \$3.1 million.

The recommended FY01-FY06 CIP calls for an investment of \$83 million, for an average of approximately \$13.8 million per year. This continues the Town's commitment to reverse the decline of its infrastructure and to reduce the backlog of projects. Over the last 10 years, the Town has appropriated more than \$176 million, for an average of over \$17.6 million per year. This compares with the figure of \$10.5 million per year noted by the CIP Policy Committee as the required spending level to maintain the Town's capital infrastructure.

Developing the CIP so as to stay within the Board's CIP financing policies was particularly challenging this year. With the Main Library renovation project suddenly coming onto the scene this year (the impetus for which is the \$3.5 million state grant) and with the costs of several projects, including the Police/Fire Headquarters and Lawrence School renovation projects, increasing several million dollars beyond the amounts planned for in the CIP, we have had to stretch to our fiscal limits and pull in any and all one-time revenues or surpluses to help finance the recommended CIP. We are fortunate to have available one-time funds in the amount of \$2.35 million from the Ryder Cup and \$2.7 million from prior years tax abatement reserve surpluses.

Even with this significant level of non-recurring revenue, CIP spending will result in the Town's debt burden going to over \$128 million by FY03. Annual debt service payments will be going to over \$14 million. While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the unprecedented levels of expenditure on the CIP, there inevitably will be pressure to accelerate and add projects. Given the rapid acceleration in our debt, and given that we will have the highest debt burden per capita of the AAA communities in the state, it is crucial that we maintain fiscal discipline in this process.

Some of the major projects being proposed include:

- . Several school renovation projects totaling \$23 million, including the Lawrence School for \$14 million;
- . Library renovations for \$12 million (\$4.5 million of which is Town-funded);
- . Police/Fire headquarters renovations for \$9 million;
- . Town Hall mechanical systems for \$5 million;
- . Fourteen parks/open spaces, four conservation sanctuaries, and the Muddy River and Leverett Pond for \$8.1 million, of which \$5 million is town funded;
- . Street and sidewalk rehabilitation in the amount of \$11 million, combining state, local, and federal funds; and
- . Water, sewer, and drain rehabilitation in the amount of \$8.4 million funded through user charges.



To help minimize the impact on the CIP from fluctuations in free cash, and in accordance with the Board of Selectmen's CIP Financing Policies, it is recommended that \$95,400 be appropriated from free cash to the capital stabilization fund. This will bring the fund balance to \$3,195,400, which is the target amount established in the CIP policies.

It is important to note that the recommendations contained in the CIP are based upon our best estimates of future revenues. Budget reductions at the federal and state levels could require significant cutbacks in the recommended program for future years. Also, the amount of free cash available for the CIP can fluctuate drastically from year to year. Should actual amounts be less than anticipated, then the CIP recommendations may have to be revisited.

COMPLETE TEXT OF CAPITAL IMPROVEMENTS PROGRAM POLICIES

Definition of a CIP Project

A capital improvement project is any project which improves or adds to the Town's infrastructure, has a substantial useful life, and costs \$20,000 or more, regardless of funding source. Examples of capital projects include the following:

- . Construction of new buildings
- . Major renovation of or additions to existing buildings
- . Land acquisition or major land improvements
- . Street reconstruction and resurfacing
- . Sanitary sewer and storm drain construction and rehabilitation
- . Water system construction and rehabilitation
- . Major equipment acquisition and refurbishment
- . Planning, feasibility studies, and design for potential capital projects

Evaluation of CIP Projects

The capital improvement program shall include those projects which will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible with the available financial resources.

Only those projects which have gone through the CIP review process shall be included in the CIP. The CIP shall be developed in concert with the operating budget and shall be in conformance with the Board's CIP financing policy. No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy.

Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects which preserve essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the distributional effects of a project and the qualitative impact on services as well as the level of disruption and inconvenience.



FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

The evaluation criteria shall include the following:

- . Eliminates a proven or obvious hazard to public health and safety
- . Required by legislation or action of other governmental jurisdictions
- . Supports adopted plans, goals, objectives, and policies
- . Reduces or stabilizes operating costs
- . Prolongs the functional life of a capital asset of the Town by five years or more
- . Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- . Prevents a substantial reduction in an existing standard of service
- . Directly benefits the Town's economic base by increasing property values
- . Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- . Utilizes outside financing sources such as grants

CIP Financing Policies

The Board is committed to providing the necessary funds to fully address the Town's capital improvement needs in a fiscally prudent manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible.

For the purposes of these policies, the following definitions apply:

- . **Net Operating Revenue** - Gross revenues, less debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, SBAB reimbursements, transfers, non-recurring special revenue funds, and non-appropriated costs.
- . **Net Direct Debt (and Debt Service)** - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts, and amounts from enterprise operations.
- . **Net Tax-Financed CIP** - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers and non-recurring special revenue funds.

The capital improvements program shall be prepared and financed in accordance with the following policies:

- . **OUTSIDE FUNDING**
State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.
- . **ENTERPRISE OPERATIONS-SELF SUPPORTING**
Capital projects for enterprise operations shall be financed from enterprise revenues solely.
- . **CIP BUDGET ALLOCATIONS - 5.5% OF NET REVENUES**
Total net direct debt service and net tax-financed CIP shall be maintained at a level between 5% and 6% of net operating revenues with a target amount of 5.5%. SBAB reimbursements (for non debt exclusion projects), which shall be allocated to the CIP, shall be in addition to the allocation of net revenues and may supplement either the debt or tax-financed allocations set forth below.



FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

TAX FINANCED ALLOCATION - 1.25% OF NET REVENUES

Net tax-financed capital expenditures shall be maintained at a level between 0.75% and 1.5% of net operating revenues with a target amount of 1.25%.

DEBT-FINANCED ALLOCATION - 4.25% OF NET REVENUES

Net direct debt service shall be maintained at a level between 4% and 5% of net operating revenues with a target amount of 4.25%.

DEBT MANAGEMENT POLICIES

Debt financing of capital projects shall be utilized in accordance with the following policies:

- . Debt financing shall be reserved for capital projects and expenditures which either cost in excess of \$100,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more.
- . Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.
- . Bond maturities shall be maintained so that at least 60% of the outstanding net direct debt (principal) shall mature within 10 years.
- . Total outstanding general obligation debt shall not exceed 2.5% of the total assessed value of property.
- . Total outstanding general obligation debt per capita shall not exceed \$2,000.
- . Total outstanding general obligation debt per capita shall not exceed 6% of per capita income.

FREE CASH AND CAPITAL STABILIZATION FUND

In accordance with the Town's free cash policy, after funding the Town's annual operating reserve fund and any other unforeseen expenses, available free cash shall be used exclusively to supplement the capital improvements program as follows:

FREE CASH TO FUND CAPITAL

To the extent that the capital stabilization fund balance is less than 1% of the replacement value of the Town's buildings (\$3 million in FY-98), 100% of the free cash between \$2.2 and \$2.5 million and 50% of the free cash in excess of \$2.5 million shall be allocated to the capital stabilization fund. All other free cash shall be allocated to the capital budget to fund capital projects on a pay as you go basis.

CAPITAL STABILIZATION FUND

A capital stabilization fund, funded from free cash (as noted above) and other available funds, shall be maintained in an amount equal to 1% of the replacement value of the Town buildings (\$3 million in FY-98). Said fund shall be used exclusively to fund, on a pay-as-you-go basis, capital projects when available free cash drops below \$2 million in any year. No more than \$1 million may be drawn down from the fund in any fiscal year.



FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

FY2001-FY2006 CAPITAL IMPROVEMENTS PROGRAM (COSTS IN THOUSANDS)							
DEPARTMENT / PROJECT	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL SIX YEAR COST
GENERAL GOVERNMENT							
Town Hall - HVAC, Painting & Fixtures		40 T		450 B	4,500 B		4,990
Replace Voting Machines	225 T						225
Town/School Financial Mgt System	600 T						600
Public Buildings - Furnishings & Equipment	100 T	80 T	60 T				240
Asbestos Removal Town/School	165 T	75 T	50 CD	50 T	50 T	50 T	440
ADA Renovations Town/School	50 T	50 CD		50 CD	50 CD	50 CD	250
Emergency Generator Study-All Bldgs						20 T	20
Building Maint. Facility Renovation	75 T						75
Historic Buildings Renovations			32 T	350 B			382
TOTAL	1,215	245	142	900	4,600	120	7,222
LIBRARY							
Main Library Renovation - Town Funds	2,700 B						2,700
- CD Funds	123 CD	677 CD					800
Coolidge Corner Library -							
- Fire Alarm System				45 T			45
- Furnishings			110 T				110
- Window/Facade Replacement	250 T						250
- Driveway Rehab				25 T			25
Putterham Library - Furnishings			55 T				55
- Fire Alarm System	45 T						45
TOTAL	3,118	677	165	70	0	0	4,030
PUBLIC SAFETY							
<u>Police Department</u>							
Public Safety Facility Renovation - Bond	6,300 B						6,300
- Overlay Surplus Funds	2,700 E						2,700
POLICE TOTAL	9,000	0	0	0	0	0	9,000



FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT / PROJECT	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL SIX YEAR COST
PUBLIC SAFETY (con't.)							
Fire Department							
Public Safety Communications Equip	300 T						300
Fire Station #5- Windows & Skylight				17 T	155 T		172
Fire Training Building			10 T	100 T			110
Refurbishment of Fire Apparatus	35 T	35 T	35 T	30 T	25 T	20 T	180
Replace Engine #1				375 B			375
Replace Engine #5						390 B	390
FIRE TOTAL	335	35	45	522	180	410	1,527
PUBLIC SAFETY TOTAL	9,335	35	45	522	180	410	10,527
PUBLIC WORKS							
Transportation							
Washington/Thayer St. Signal Modernization		110 T					110
61 Park Street Pedestrian Signal			15 T	90 T			105
Hammond/Heath Signal		130 E					130
Longwood/Kent Signal Modernization		75 T					75
South/Grove St. Signal Modernization				25 T	120 T		145
Carlton/Mountfort St. Signal Modernization			20 T	90 G			110
Village Closed Loop Signal System		250 G					250
Independence/Beverly/Russett Signal				20 T	80 T		100
Washington/School/Cypress Signal				25 T	100 T		125
Washington St. @ Park St. New Signal	25 T	90 T					115
Grove St. @ Allendale Rd. New Signal				25 T	110 T		135
Newton St. @ W. Roxbury Pkwy. New Signal				25 T	150 G		175
Harvard/Babcock Signal						25 T	25
Horace James Circle Improvements				20 T	150 G		170
Fire Station #6				60 T			60
Fire Station #7				60 T			60
Audible Signals (ADA)	10 T	10 T					20
School Zone Signal Replacement Program	30 T		30 T		30 T		90
TOTAL	65	665	65	440	740	25	2,000
Engineering/Highway							
Handicapped Access (ADA)- CD	40 CD	40 CD	40 CD	40 CD	40 CD	40 CD	240
Street Rehabilitation - Town	931 T	1,045 T	945 T	720 T	715 T	750 T	5,106
Streets-Traffic Calming Studies		45 T	55 T			60 T	160
Streets-Traffic Calming Implementation	250 T		175 T	200 T			625
Street Rehabilitation - CD	60 CD	60 CD	220 CD	215 CD	210 CD	210 CD	975



FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT / PROJECT	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL SIX YEAR COST
Engineering/Highway (con't.)							
Street Rehabilitation - State	508 G	508 G	508 G	508 G	508 G	508 G	3,048
Sidewalks	100 T	100 T	100 T	100 T	100 T	100 T	600
Parking Meters	105 T						105
Newton St. Landfill Closure/Leaf-Snow Dump		3,000 B					3,000
Transfer Station Rehab	500 T						500
Street Lighting Replacement/Purchase	300 T		100 T	100 T			500
Path Reconstruction		100 T		200 T			300
Carleton St Footbridge	50 T		600 G				650
TOTAL	1,563	3,708	1,308	908	608	608	15,809
Water/Sewer							
Storm Drain Improvements			500 EB		500 EB		1,000
Wastewater System Improvements		2,000 EB		2,000 EB		2,000 EB	6,000
Water Meter Replacement	1,200 EB						1,200
Singletree Tank Rehab		140 E	60 E				200
TOTAL	1,200	2,140	560	2,000	500	2,000	8,400
Parks/Playgrounds							
Larz Anderson Park- Town Funds		300 T					300
- Grant Funds		100 G					100
- Ryder Cup Funds	700 E						700
Olmsted Park - CD Funds	300 CD						300
- Grant Funds	100 G						100
Riverway Park - Town Funds			300 T				300
- Grant Funds			125 G				125
Runkle Playground	150 T						150
Parks/Playgrounds Rehab/Upgrade	250 T	200 T	200 T	200 T	220 T	220 T	1,290
Boylston Playground	250 CD						250
Sports Field Study	25 T						25
Amory Field				35 T	350 B		385
Monmouth Park					30 CD	300 CD	330
Longwood Playground	35 B	350 B					385
Robinson Playground		30 CD					30
Coolidge Park		20 CD	200 CD				220
TOTAL	1,810	1,000	825	235	600	520	4,990
Conservation/Other Open Space							
Tree Removal and Replacement - Town	110 T	115 T	120 T	125 T	130 T	135 T	735
- CD	30 CD	30 CD	30 CD	30 CD	30 CD	30 CD	180
Forestry Restoration	40 T		50 T		60 T		150



FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT / PROJECT	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL SIX YEAR COST
Conservation/Other Open Space (con't.)							
Hall's Pond Sanctuary	50 T			175 T			225
Hoar Sanctuary	35 T						35
Town/School Grounds Rehab	110 T	120 T	130 T	140 T	150 T	160 T	810
Old Town Green	30 T						30
Muddy River, & Willow Pond	500 E						500
Leverett Pond Dredging	210 CD						210
Lost Pond Sanctuary	35 T			25 T			60
Hemlock Tree Removal	60 T	40 T	40 T	40 T			180
TOTAL	1,030	160	170	380	150	160	3,115
RECREATION							
Skating Rink Piping	450 T						450
Tennis Courts		100 T	100 T		100 T		300
Swimming Pool - Renovate Showers			150 T				150
- Replace All Lockers						200 T	200
- Replace Ventilation System & Windows			45 T	450 B			495
Golf Course Clubhouse	300 EB						300
Golf Course Phase III Improvements	700 E	500 EB					1,200
Soule Rec Center Renovation		600 T					600
Waldstein Building						20 T	20
In-Line/Skateboard Park	50 T						50
Recreation Master Plan	50 T						50
TOTAL	1,550	1,200	295	450	100	220	3,815
SCHOOL							
Fire Alarm Upgrading- Systemwide	250 E						250
Life Safety Systems Upgrade	500 E						500
Upgrade School/Town Energy Mgt System		800 B					800
Roof Replacement- Plans						50 T	50
Bldg. Exterior Pointing- Plans						50 T	50
Network Wiring of Schools	200 T						200
Devotion School-							
- Gym Floor	50 T						50
- Rehab Auditorium		300 T					300
- Paint Entire School- Plans						12 T	12
- Repair Garage & Exhaust Fans				60 T	400 B		460
- Replace Windows					50 T	330 B	380
- Space Utilization Study & Improvements					20 T	200 T	220
Driscoll School-							
- Renovate Cafeteria		35 T	350 B				385
- Replace Heating Units & Piping	900 B						900

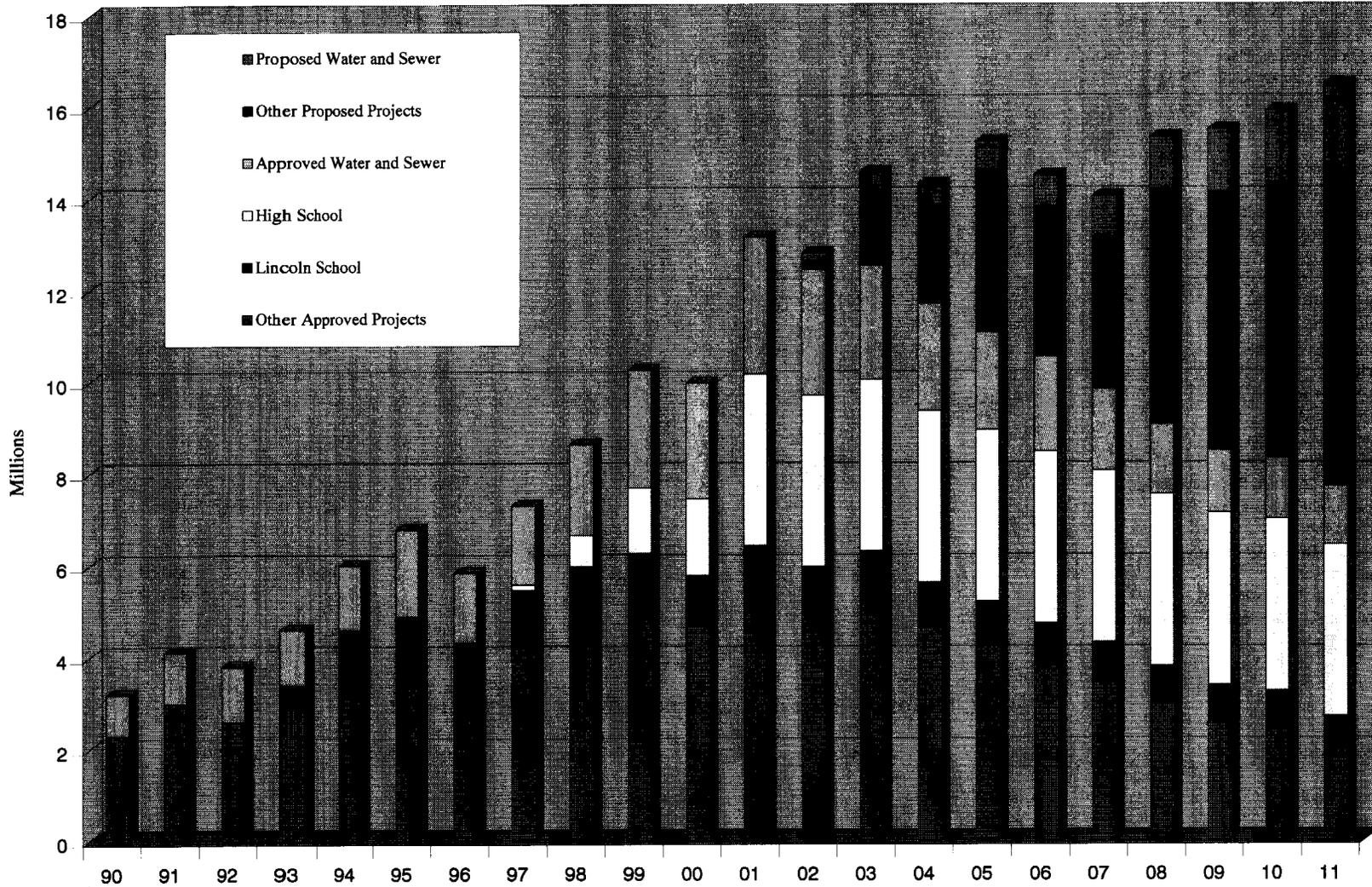


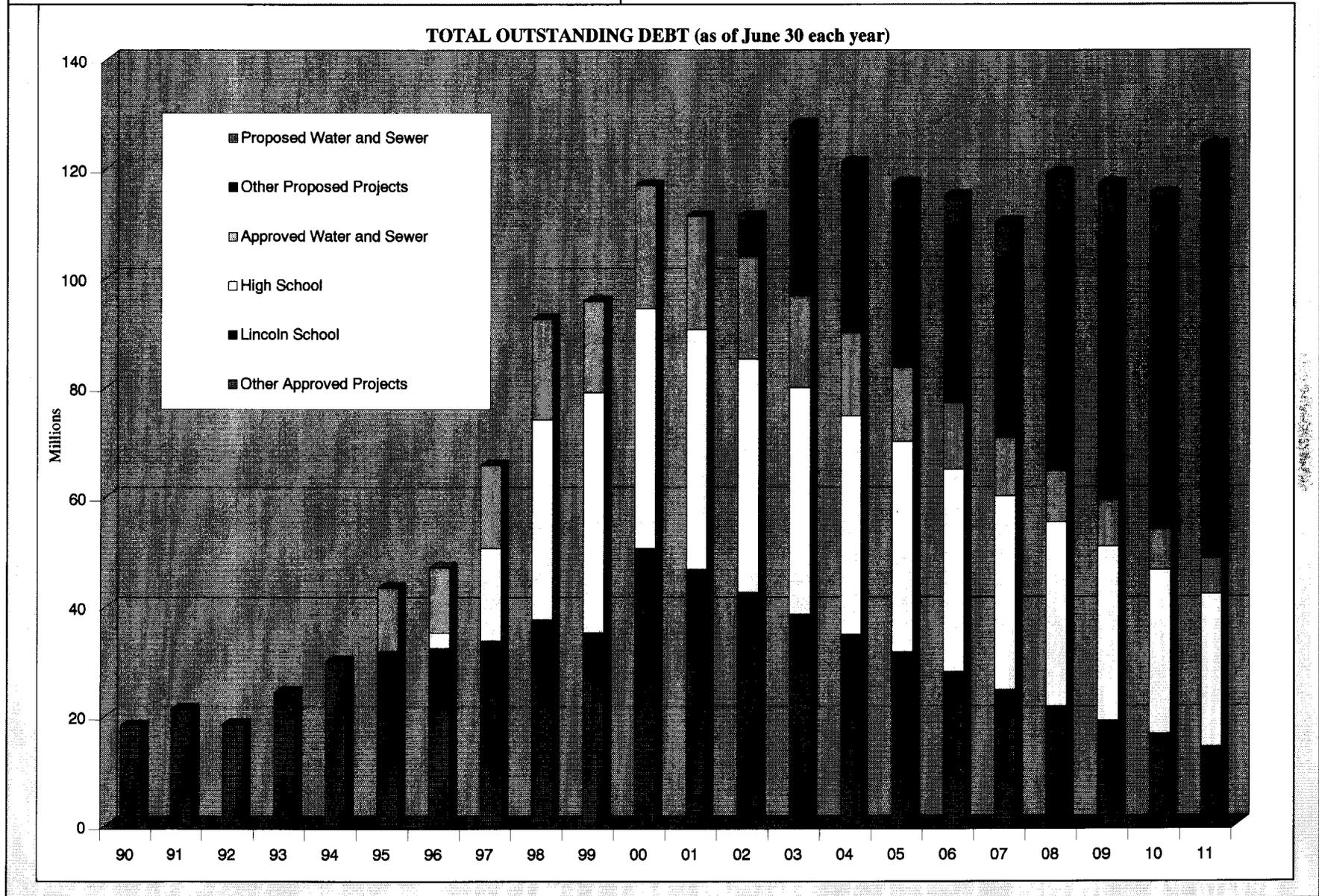
FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT / PROJECT	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL SIX YEAR COST
SCHOOL (con't.)							
- Paint Entire School- Plans						15 T	15
- Windows in Library & 1930 Wing			50 T	350 B			400
Runkle School- Replace Oil Burners	60 T						60
- Space Utilization Study					60 T		60
Pierce Primary-							
- Paint/Upgrade Interior	15 T	150 T					165
- Remodel Bathrooms	20 T	115 T					135
- Point/Waterproof Building	150 E						150
- Repair Tower	50 T						50
- Remove Boiler & Replace Oil Tank	130 T						130
Pierce -							
- Replace HVAC Units		800 T					800
- Replace Carpet			50 T	350 B			400
- Renovate Auditorium					40 T	300 B	340
Heath School-							
- New Oil Burners				60 T			60
- Install Sprinklers	200 T						200
- Upgrade Faculty Area	12 T	100 T					112
Lawrence School- Renovation	900 B	13,100 B					14,000
Lincoln School (Kennard Rd) - Paint Bldg						15 T	15
- Replace Burners/Install Oil Tank					25 T	180 T	205
Old Lincoln School -							
- Replace Gutters & Downspouts			15 T	150 T			165
- Point Exterior					45 T	450 B	495
Baldwin School- Renovation Plans						300 B	300
Lynch Rec Center - Window Replacement	20 T	150 T					170
- Replace Boiler						75 T	75
TOTAL	3,457	15,550	465	970	640	1,977	23,059
TOTAL COST OF CAPITAL IMPROVEMENTS YEARLY BY SOURCE OF FUNDS							
FUNDING SOURCES	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL SIX YEAR COST
T - Tax Revenue	6,348	4,930	2,992	2,827	2,385	2,357	21,839
B - Bonding	10,835	17,250	350	2,325	5,250	1,770	37,780
E - Enterprise/Special Funds	5,500	270	60	0	0	0	5,830
EB - Enterprise Fund Bond	1,500	2,500	500	2,000	500	2,000	9,000
CD - CDBG Funds	1,013	907	540	455	360	630	3,905
G - State/Federal Grant	608	858	1,233	598	808	508	4,613
GRAND TOTAL	25,804	26,715	5,675	8,205	9,303	7,265	82,967

DEBT SERVICE





FY2001 PROGRAM BUDGET

CAPITAL IMPROVEMENTS PROGRAM

RESERVED FOR NOTES