TOWN OF BROOKLINE
FY2010 PROGRAM BUDGET

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

Unprecedented developments have set the stage for the preparation of this FY2010 Financial Plan. Obviously, the most far-reaching is what has been described as the worst economic decline since the Great Depression, which in turn has propelled a massive Federal Recovery effort. Closer to home, other events have occurred which are also having a tangible impact on the Town's budgeting position. Last May Brookline voters decisively approved a $6.2 million property tax general override, only the second and also the largest since Proposition 2 ½ was adopted in 1980. An indispensable dimension of the override experience was the widely regarded work of the Override Study Committee (OSC). The Committee's Report not only defined Brookline's underlying fiscal imbalance, endemic throughout Massachusetts local government, but also set in motion the Efficiency Initiative Committee (EIC); prompted the creation of an OPEBs Task Force; and reinforced the efforts for Town participation in the State Group Insurance Commission (GIC).

Fortunately, Brookline's longstanding observance of formal Fiscal Policies and long-term approach to budgeting has helped mitigate the adverse impacts of the recession to date. These practices enabled the Town to take preventative measures to offset the $770,000 Local Aid cut directed by the Governor on January 28th for the current fiscal year under his emergency "9C" powers. Unfortunately, the 28% roll back in FY10 Lottery Aid and Additional Assistance and net reduction of other aid totaling $2.58 million, along with a projected decline in the Town's local revenue growth, combine with the underlying imbalance identified by the Override Study Committee to create a $4 million deficit in the Town's General Fund budget for the fiscal year beginning July 1, 2009.

In this admittedly daunting environment, I remain privileged to present the Annual Financial Plan as an instrument to address the Town's formidable fiscal challenges by marshalling the assets so painstakingly established through both our standing Fiscal Policies and the much more recent initiatives generated in the aftermath of the override. The FY2010 Financial Plan attempts to harness the best efforts of our department heads, town employees, and citizen committees into a balanced approach to the numerous and sometimes conflicting considerations involved in budgeting within such a tumultuous environment – maintaining service levels; increasing efficiencies; limiting individual harm; and perhaps most importantly, providing for long-term sustainability in what is generally expected to be a protracted downturn.

Therefore, please accept for your review and consideration this Financial Plan proposed per the provisions of Chapter 270 of the Acts of 1985 and Section 2.2.5 of the Town By-Laws. As it must, the FY2010 Financial Plan provides a complete presentation of revenue, expenses, and capital improvements totaling $229,830,065: including a General Fund operating budget of $187,832,427; enterprise/revolving funds of $24,556,532 (net of General Fund Reimbursements); unappropriated expenses of $7,330,535; and a revenue financed CIP/other special appropriations of $10,110,572.

BACKGROUND

The Override Study Committee concluded:

> "[T]hat even with an override, the Town will face an on-going structural deficit in the coming years as health care and SPED costs continue to grow at rates that exceed revenue growth and under-funded retiree benefits add additional financial burden."

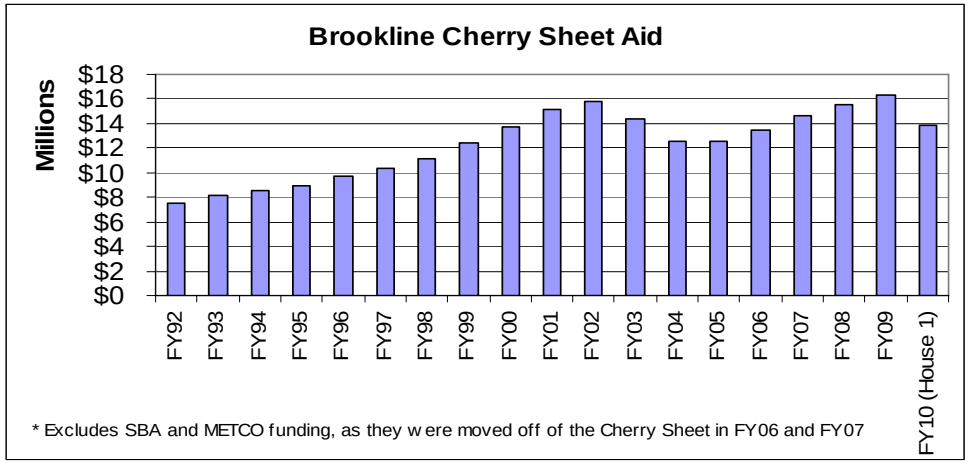
The OSC Report went on to delineate the "dramatic steps" the Town must take to address the ongoing structural deficit as well as future financial developments:

- Do not ignore long-term fiscal challenges
- Hold growth in total personnel costs to a sustainable level
- Join the Group Insurance Commission (GIC) as soon as possible
- Address long-term Retiree Health Cost Issues (Other Post Employment Benefits, or OPEBs)
- Sustain scheduled contributions for pensions
- Pursue savings opportunities in municipal operations

The FY2010 Financial Plan has no choice but to squarely address each of these steps. In stark contrast to revenue increases averaging 4% over the past five years, FY10 operating revenue is projected to increase by just 1.5%. For the foreseeable future, not only will Local Aid be reduced, but the Town's own municipal revenue growth will be in a state of flux.

Local Aid - The Governor and his Administration deserve much credit for presenting a state budget that attempts to buffer local government from the effects of the downturn. As has been widely reported, however, the Governor's budget generally, and his proposals for local government specifically, involve a number of contingencies that are far from guaranteed. Further, even if the House 1 assumptions for new taxes, federal funding, greater contributions by state employees for group health premiums, etc. are realized, the one-time nature of rainy day and stimulus funds coupled with an unrelenting recession make for a very uncertain FY11. Therefore our FY2010 assumptions about Local Aid are based upon the reductions the Governor has proposed and do not rely on the revenue proposals earmarked for local government.

As detailed in Section III, the FY10 Local Aid cutback reverses the increases the Town experienced over the past five fiscal years since the last round of cuts in FY03-04. Despite the Governor's pronouncements that Chapter 70 education aid is not being cut, it is important to note that the 28% reduction in the Town's General Government Aid has a direct negative impact on the Brookline Public Schools because operating budget revenues from virtually all sources are allocated on a 50%-50% basis to Town and School budgets.



As part of the attempt to mitigate Local Aid cuts, the Governor, in his Emergency Recovery Bill, is urging the statewide adoption of a 1¢ increase in the meals tax and the hotel excise tax earmarked for cities and towns in order to offset $155 million of the $375 million proposed statewide Local Aid reduction. Because of the recommendation to distribute these funds through a formula, Brookline's estimated share of the new revenue is $906,000 based on 2007 figures. In addition, the Governor also proposes that by local option, municipalities themselves can impose an additional 1¢ in meals and hotels taxes. Because the local option would return collections to the community of origin, as opposed to distribution through formula, this estimate is approximately $1.3 million, again based on 2007 figures. Finally, the Recovery Bill proposes the elimination of telecommunications tax loopholes, which our Chief Assessor calculates could generate $460,000 for Brookline. However, again, due to the contingent nature of these long-advocated proposals, this Financial Plan does not factor new meals, hotel or telecommunications tax proceeds into FY10 revenue assumptions. While there seems to be more positive speculation that these proposals might receive more favorable consideration than in the past, no one at this time can predict exactly whether, when, and in what form such actions will occur. If additional revenue does become available from these sources, they could be considered for a range of possibilities including budget restoration, CIP restoration, reducing unfunded obligations, or reserving for future needs.

Town Revenue- The rate of growth in local revenues will be substantially scaled back for 2010. The Chief Assessor estimates that "New Growth" in the property tax levy allowed beyond the basic Proposition 2 ½ increase over the prior year net levy will be $1.6 million. This compares to the average increase in New Growth of $2.3 million between FY04 – FY09.

Even more sensitive to economic fluctuations are Local Receipts -- excise taxes, fees, fines, interest earnings, etc. -- which are expected to experience a year-to-year drop of 1.3%, potentially the first actual decline since the 1994 Override. The three revenue sources most significantly impacted by the recession are the motor vehicle excise tax (MVE), building permits, and interest income. Taken together, these three sources of revenue are estimated to bring in $8.04 million in FY10, an amount that is $790,000 (8.9%) less than budgeted in FY09. When compared to actual collections in FY08, the decline is far more telling of the impact of the recession on local receipts: $2.41 million, or 23.1%.

	(in millions of $'s)				FY10 vs FY08	
	FY08 Act.	FY09 (bud.)	FY09 (est.)	FY10	$$	%
MVE	5.29	5.02	5.09	4.85	-0.44	-8.3%
Building Permits	2.79	2.2	2.5	2.0	-0.79	-28.3%
Interest Income	2.37	1.61	1.6	1.19	-1.18	-49.8%
TOTAL	10.45	8.83	9.19	8.04	-2.41	-23.1%

It is important to note that the amount of locally-generated revenues available for operating budget purposes is significantly less than simply taking total revenues and subtracting State Aid. Section III of this Financial Plan goes into great detail about all revenue sources. The table below is from that section and illustrates how operating revenue for FY10 is determined. The calculation of operating revenue for Town and School departments excludes one-time revenue and revenues legally earmarked for specific purposes. The 1.5% growth in revenue available for departments is the lowest since FY04, when it rose by just 2.15%.

	FY09	FY10	$ Change	% Change
Total Gen Fund Rev	199,313,718	205,273,534	5,959,816	3.0%
Less:				
SBA Reimbursements	3,267,372	3,267,372	0	0.0%
Net Debt Exclusions	1,692,697	1,667,074	(25,623)	-1.5%
Revenue for CIP	7,094,963	10,238,295	3,143,332	44.3%
Free Cash	5,954,963	7,053,295	1,098,332	18.4%
Tax Abatement Reserve Surplus	0	1,505,000	1,505,000	-
Sale of Town-owned Land Fund	550,000	0	(550,000)	-100.0%
Capital Project Surplus	590,000	1,680,000	1,090,000	184.7%
OPERATING REVENUE	**187,258,687**	**190,100,794**	**2,842,107**	**1.5%**

Budget Deficit - Personnel costs and fixed obligations as described in the OSC Report continue to put pressure on budget capacity. While some of these pressures have lessened with the recession, in key instances their growth remains widely at variance with revenue growth. For example, group health rates are increasing 7.8%, a seeming relief in comparison to the average double-digit increases over the past several years. However, this rate increase is about five times greater than the projected operating revenue increase of 1.5%.

The deficit would have been more extensive had not the cost for fuel and other accounts decreased with the recession. The 10 member municipal purchasing group for gasoline and fuel oil led by the Town's Procurement Officer solicited bids last month – much earlier than usual – to catch the recent trough in fuel prices. Unleaded regular gasoline and #2 heating oil are locked in for the next year at $1.97 and $2.24 per gallon, respectively, large decreases from the previous contract prices of $3.76 and $4.28 per gallon.

Additional Operating Revenue	$2.7 million
(Prior to proposed fee increases)	
Town/School Collective Bargaining, Steps	-$2.4 million
Group Health Insurance	-$1.2 million
Other Benefits, including OPEB's	-$1.0 million
Other School (e.g., SPED, class size growth, program)	-$1.8 million
Other	-$0.3 million
Projected Deficit	**-$4.0 million**

BUDGET FRAMEWORK

Leaving it solely to Town and School operating budgets to absorb the impact of a $4 million deficit would result in an across-the-board rollback of services. To avoid this outcome, the FY2010 Financial Plan proposes reductions in capital spending, redirection of Free Cash, and modest increases in a limited number of local fees. Combined, these steps reduce by more than $1 million the exposure of the operating budgets to the projected deficit. It is recommended that (i) the policy of dedicating appropriations equaling 5.5% of prior year revenue for the pay-as-you-go capital be adjusted downward to 5.0%; (ii) the Free Cash appropriation that would have been scheduled for the Affordable Housing Trust Fund be redirected to the CIP; and (iii) several local fees be increased to levels that more accurately correspond to the cost of service provided.

CIP Reduction: $564,000

Reducing the CIP commitment from 5.5% to 5.0% frees up $917,000 in operating revenue for appropriation to town and school budgets. Parking lot reconstruction, installation of "smart" multi-space meters, and window/roof work at the Putterham Library will be placed on hold, thereby deferring $564,000. The other $353,000 is covered by using Free Cash that otherwise would go to the Affordable Housing Trust Fund (see below). The CIP outlines a three year restoration schedule to bring the levels back to 5.5% policy commitment. The possibility of stimulus funds for "shovel ready" projects might also ultimately lessen the extent of CIP rollback.

	(in millions)
Projected Deficit	($4.0)
CIP Reduction (from 5.5% to 5%)	$0.56
Affordable Housing Trust Fund	$0.35
Fee Increases	$0.15
Town / School Deficit	($2.9)

Affordable Housing Trust Fund: $353,000

To avoid CIP cuts in priority areas like public safety equipment, parks and open space maintenance, and the street/sidewalk reconstruction just voted as part of the override, the $353,000 that would have been recommended for the Affordable Housing Trust Fund (AHTF) is to be redirected to the CIP. The AHTF has a balance of $5.8 million, which is more than adequate to meet all current obligations.

Fee Increases: $150,000

The Town Clerk and Fire Chief have recommended some increases to their fee schedules. These include certified copies, marriage certificates, ZBA fees (Town Clerk); master box fees, multiple dwelling unit inspections, and certificate of occupancy inspections (Fire Prevention).

The $1.1 million in budget mitigation outlined above is urged as a deliberate alternative to the non-recommendation of reducing reserves to balance the budget at this time. As noted previously, both the heavy reliance on one-time funds to balance the state budget and the apparently deepening recession do not bode well for FY11. Cutting the Reserve Fund or reaching into the Stabilization Fund are steps that should be considered only as unavoidable measures of last resort. In two recent consecutive fiscal years (FY04 and FY05) the Town had to use virtually the entirety of the Reserve Fund to cover extraordinary and unforeseen circumstances. Already for the current fiscal year, snow and ice expenditures combined with projected deficits in gasoline and diesel accounts exceed appropriations by $1 million. Moreover, Moody's Rating Service has expressed caution about the Town's declining Fund Balance and last year dropped one Massachusetts community's Aaa rating for this very reason, among others. And finally, perhaps the worst of all scenarios would be to simultaneously reduce reserves in addition to cutting capital as is already proposed. Taking these actions at the same time in the upcoming fiscal year would put even more pressure on both operating and capital budgets the following year because of the effects of the use of unsustainable one-time funds on the former and the severe diminution of Free Cash availability for the latter.

Town/School Partnership – The Town/School Partnership has been central to the successful implementation of Town fiscal policies. At the core of the Partnership is an Agreement signed in 1995 by the School Superintendent and Town Administrator that apportions revenue on a 50%-50% basis subject to the allocation of fixed costs to school and town budgets. This process has brought invaluable stability and predictability to the annual budget process for well over a decade. It is important to note that the budget allocations under the Partnership Agreement classify Special Education as a fixed cost. This has the effect of increasing the Schools share of allocated revenue by an amount equal to about one-third (36%) of the total SPED increase, or approximately $218,000.

For FY2010, after all fixed costs (debt service, benefits, utilities, SPED, etc.) are allocated respectively for town and school purposes, there is $953,000 in revenue growth available for appropriation to the Schools and ($153,222) for Town Departments. However, because FY10 school expenditures are projected to increase at a greater rate than those of town departments, the Brookline Schools must eliminate a larger deficit than the Town. Growth in personnel costs are the single greatest contributing factor to this outcome. While some of the greater school growth is attributable to anticipated enrollment and SPED increases, much is the result of compensation differences including contractually obligated step increases, higher COLA adjustments, and a growing level of group health enrollments due to staffing increases. For example, the cost of step increases for school personnel in the coming year is estimated at $600,000 while that for town personnel is approximately $100,000. When all of these factors are taken into account, the Brookline Schools must reduce their FY2010 projected budget by $1.95 million and Town Departments by $1 million.

FY10 TOWN BUDGET REDUCTIONS

As outlined above, Town operating budgets must be reduced by approximately $1 million. Several key considerations have shaped the approach to addressing these cutbacks:

- No lay-offs; personnel reductions through attrition or other means.
- Curtailment of functions without elimination of essential services.
- Hold harmless capital and repair/maintenance increases included in the override.
- Adoption of Efficiency Initiative Committee and OPEBs Task Force recommendations where feasible.

The Town's Hiring Freeze implemented last October and corresponding Retirement Incentive Plan have created flexibility that otherwise might not have existed. There are now 40 vacant positions subject to the Freeze. Twelve of these vacancies resulted from the Retirement Incentive Program. Of the existing vacancies, 15.5 account for almost the entirety of the personnel cuts proposed for FY10, thereby avoiding layoffs. A number of these vacancies could also provide invaluable flexibility for avoiding layoffs that might otherwise result from other initiatives such as private contracting of curbside trash collection and other outsourcing options.

It is important to note the elimination of 18 FTE positions listed below brings to 30 the total net number of positions removed from Town department budgets back through 2007. Inclusive of the positions identified for 2010, these reductions will have occurred across the board in Public Works (11.2) Public Safety (9) Town Hall (5.3) Leisure Services (2.5) Human Services (2.5). This represents a 4% overall staffing reduction during this period.

DEPARTMENT	ITEM	FTE	SAVINGS
Building	PT Data Entry Clerk (C-4)	(0.40)	(14,727)
	Sub-Total Building	**(0.40)**	**(14,727)**
DPW	Traffic System Technician (LN-7)	(1.00)	(51,637)
DPW	MEO II (LN-3)	(1.00)	(43,901)
DPW	Town Arborist (GN-13)	(1.00)	(66,149)
	Sub-Total DPW	**(3.00)**	**(161,687)**
Finance	Senior Clerk Typist (C-5) - Assessor's	(1.00)	(40,490)
	Sub-Total Finance	**(1.00)**	**(40,490)**
Fire	Firefighter - Suppression	(4.00)	(220,316)
Fire	Firefighter - Prevention	(2.00)	(128,452)
Fire	Clerk - Prevention	1.00	50,000
	Sub-Total Fire	**(5.00)**	**(298,768)**
COA	Group Leader (GN-2) - from 30 hrs to 20	(0.21)	(6,552)
COA	Outreach Worker (GN-2)	(0.53)	(18,853)
Health	Senior Clerk Typist (C-4)	(1.00)	(38,386)
	Sub-Total Human Services	**(1.74)**	**(63,791)**
Legal	Senior Clerk Typist (C-4) - from 24 hrs to 20	(0.11)	(4,035)
	Sub-Total Legal	**(0.11)**	**(4,035)**
Library	Materials		(20,199)
	Sub-Total Library	**0.00**	**(20,199)**
Planning	Zoning Administrator	(1.00)	(78,046)
Planning	Commercial Areas Coordinator - from 37.5 hrs to 20	(0.47)	(32,336)
	Sub-Total Planning	**(1.47)**	**(110,382)**
Police	Police Officer	(2.00)	(146,206)
Police	Police Officer	(2.00)	(146,206)
Police	Civilian Meter Collector	2.00	90,000
Police	Vehicles		(68,054)
	Sub-Total Police	**(2.00)**	**(270,466)**
Selectmen	Head Clerk (C-9) - from 37.5 hrs to 20	(0.47)	(21,272)
	Sub-Total Selectmen	**(0.47)**	**(21,272)**
Various	Take Home Vehicles		(6,500)
	Sub-Total Various	**0.00**	**(6,500)**
TOTAL		**(15.18)**	**(1,012,317)**

Police Department ($202,412) – In FY96 four officer positions were added to the patrol staff (initially through temporary federal COPS funding) and in FY02 another six were redeployed from dispatch functions when the joint Police/Fire operation was established with civilian personnel. The proposed elimination of four vacant positions will not reduce patrol strength. The two positions assigned to parking meter collections will be replaced by civilians as recommended by the EIC and two other positions will be eliminated from non-patrol units -- Traffic and Community Services. (An additional $68,054 will be reduced from capital outlay for vehicles. See on next page.) Assignments could change during the year based on the Chief's discretion.

Fire Department ($298,768) - A total of six vacant firefighter positions are proposed for elimination. Two come from the Prevention Division, one of which is replaced with a civilian clerk position. The other four positions are from Suppression. Staffing five engines and two ladders with a minimum of four firefighters 24 hours/day 365 days/yr with a 24-hour schedule (1 day on, 3 days off) requires a certain staffing ratio, reflecting the need for coverage for vacation leave, sick leave, etc. That ratio results in the need for 147 firefighters in Suppression. The Town currently budgets 151, so there are four additional budgeted positions. By reducing the number from 151 to 147, the Department will need to improve overall leave utilization and, quite possibly, pull one piece of apparatus from service when fewer than 28 firefighters report to work for their shift. The frequency of such an action will depend on leave utilization: improvements in leave use will result in fewer absences, which in turn will lead to fewer occurrences of needing to call back firefighters on an overtime basis.

Public Works ($161,687) – Per the EIC Report, it is recommended that Fire call box maintenance be transferred from the Fire Department to DPW. As a result of the transfer of the Superintendent of Fire Alarm and Signal Maintainer positions to DPW, a vacant DPW Traffic System Technical position can be eliminated. One vacant Motor Equipment Operation position is to be eliminated from street sweeping duties. The functions of the vacant Town Arborist position, who participated in the ERI, are to be taken over by the Conservation Administrator, thereby allowing for the elimination of the full-time Arborist position.

Human/Leisure Services ($83,990) - As recommended by the EIC, the clerical staffing assigned to the various human services departments in the Train Building will be reduced by one FTE by relocating the Clerk/Stenographer position from Human Relations/Youth Resources into the Health Department and in turn transferring the most junior clerical position from Health to the vacant clerk/typist position in the Building Department (also a product of the ERI). In the Council on Aging, the vacant half-time Outreach Worker will be eliminated and the hours of the part-time Group Leader position will be reduced from 30 to 22 per week. The materials budget of the Library Department will be cut by 2% from FY09 levels.

Planning and Community Development ($110,382) - The vacant Zoning Administrator position will be eliminated. The hours of the Commercial Areas Coordinator in the Economic Development Office will be reduced to 20 per week as opposed to the outright elimination proposed by the EIC. External funding could possibly be received to lessen the reduction in hours. Funding for the 1st Light Festival will be continued in either case.

Administration ($80,524) – Administrative support positions equivalent to 1.97 FTE's in Assessing, Town Counsel, Building Department, and the Selectmen's Office will be either eliminated or cut back. No lay-offs, but hours reduced for two positions. Expanded utilization of technology and reassignment of duties will compensate in part for reduced staffing capacity. Also, the Plans Review Inspector in the Building Department will be returned to the General Pay Plan (G Schedule).

Vehicles ($74,554) - The purchase of two police cruisers will be deferred at a savings of $68,054. Vehicles assigned year round for commuting will be reduced by 25%. In addition, seasonal assignment of vehicles will be discontinued with only temporary assignment allowed in the event of specific need (e.g., storms) with prior approval. A formal policy will also be developed per the recommendation of the EIC.

Retirement Obligations ($98,000) – In addition to the budget savings (salaries and other direct payments) that result from the elimination of benefit eligible positions, the Town's exposure to future retirement obligations is also reduced by these staff reductions. Appendix 1B of the EIC Report estimates the per employee OPEB liability to be incurred in FY10 to be $5,400. This is calculated by dividing the actuarially determined "normal cost" of $7.8 million by 1,444 eligible Town and School employees. In addition, the per position normal cost for pension obligation is estimated at $2,140, which is also avoided with each FTE that is eliminated. Given the net elimination of 13 benefit eligible positions, the retirement costs avoided by not filling these positions is approximately $98,000 (13 positions x ($5,400 + $2,140)). *These savings are not included in the calculation for FY10 budget reductions because OPEB obligations are not funded and pension obligations are not recalculated until FY12.*

*The normal cost is defined as the portion of the plan's unfunded OPEB liability that is attributable to the current year's service.

OVERRIDE STUDY COMMITTEE PRESCRIPTIONS

In March 2008, both the Board of Selectmen and the School Committee unanimously adopted Resolutions endorsing the financial sustainability goals outlined by the Override Study Committee. This Financial Plan not only advances sustainability objectives, but it also incorporates approaches that have been adopted to carry out the strategic steps prescribed by the OSC as itemized at the outset of this Message.

Do Not Ignore Long-Term Fiscal Challenges – The long-term financial trends are undeniable. The Override Study Committee found that between 2000-2006 core revenues increased 3.8% on average and spending increased 4.2% on average. In FY08, planning for the economic decline started and the Town increased fees and fines by more than $1.2 million to balance that year's budget. For FY09, $2.1 million of the $6.2 million override was used to shore up this year's shortfall. With the recession, the Town now faces a $4 million deficit for the upcoming fiscal year.

The future as laid out in detail on pgs. I-19 through I-23 in the Long-Range Financial Projection offers no prospect of relief, even if the economy does not continue to worsen. The following illustrates the projected trend lines for revenues and expenses through 2014. We see a worsening shortfall each year potentially reaching $14.7 million in FY14.

	2010	2011	2012	2013	2014
TOTAL REVENUE	$205.3	$204.1	$209.9	$216.4	$222.2
TOTAL EXPENDITURES	$205.3	$207.6	$218.6	$227.8	$236.8
CUMULATIVE SURPLUS/(DEFICIT)	**$0.0**	**($3.5)**	**($8.7)**	**($11.4)**	**($14.7)**

The overall approach of FY10 Financial Plan takes a very sober accounting of the long-term fiscal picture. It reflects the concerns about the underlying budget shortfall and the revenue decline triggered by the recession, along with limitations and contingencies of House 1. The FY10 Financial Plan does not rely on the possibility of additional revenue from new taxes nor does it not draw down reserves. It does temporarily curtail commitment to capital funding, but proposes a deliberate plan for restoration over a three-year period. Finally, as detailed below, this is the Town's first Financial Plan to recommend setting aside operating revenue to start up a funding schedule for unfunded OPEB's.

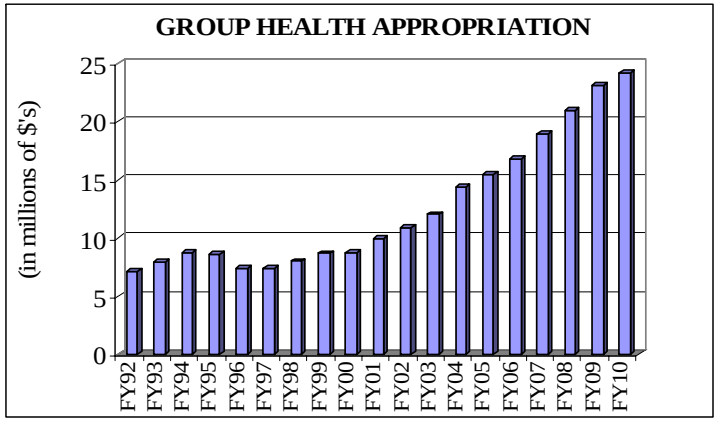
Hold Growth in Total Personnel Costs to a Sustainable Level - The OSC made very clear that the totality of personnel costs – staffing levels, wage adjustments, and fringe benefits – must be considered as a whole in relation to town revenue availability. Town and School labor agreements expire at the end of the current fiscal year. This provides an opportunity for consultation and collaboration in developing collective bargaining strategies through the Labor Advisory Committee, established by Town Meeting Resolution back in 1992.

In its approach to collective bargaining, the Town has little choice given the economic climate and the OSC findings but to tie wage adjustments to sustainability. Therefore, without the assurance of a manageable rate of growth in group health costs, the Town will be constrained in its ability to enter into multi-year labor agreements that include wage adjustments embedded into the salary base for the long-term.

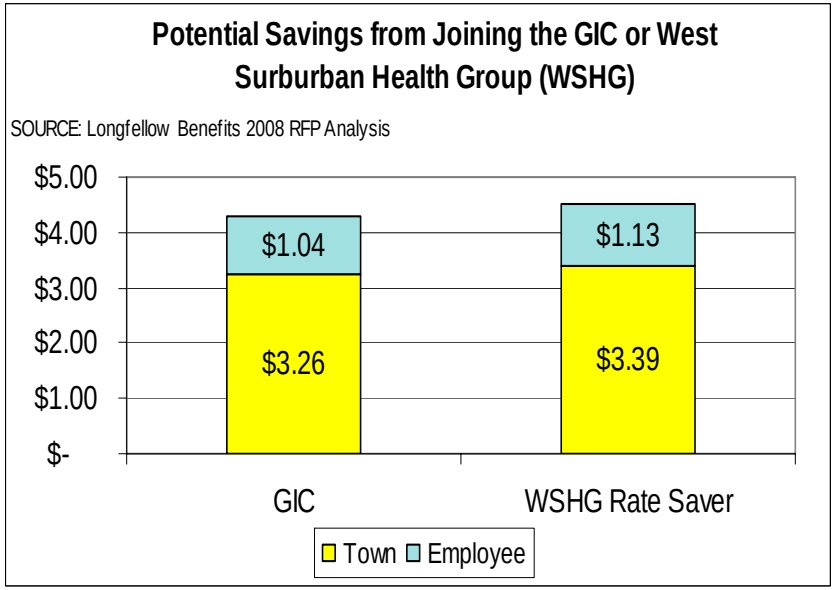
Group health costs are set for FY10. It is too late in the budget cycle to anticipate any meaningful change in the Town's group health plan for the coming year. Communities opting into the state Group Insurance Commission (GIC) on July 1, 2009 were required by statute to notify the GIC last December 1st of their decision to join. Short of statutory change, the likely next opportunity for meaningful change in the Town's group health program will be FY2011.

In order to avoid the possibility of being caught underfunded if multi-year labor agreements were eventually to be executed, the FY10 Financial Plan does fund reserve accounts for both the Town and School budgets. However, as a result of adopting a bargaining strategy premised on sustainability, the Town will be most mindful of this bargaining strategy in negotiations, cautious in its consideration of

multi-year labor agreements and will be seeking settlements within the parameters of total personnel costs including staffing levels, COLA's, health benefits, and retirement obligations. If viable multi-year agreements can not be negotiated, these reserved funds could be used alternatively to reduce the magnitude of the Town's extensive unfunded obligations.



Join the GIC As Soon As Possible – Statewide, the overall experience of communities joining the Group Insurance Commission has fallen far short of the expectations associated with its heralded enactment by the Municipal Partnership Act. Since Chapter 67 was adopted in July 2007, three enrollment rounds for joining the GIC have passed, but only 17 communities and a handful of small regional school districts or planning entities have joined. Of the local subscribers who have been enrolled to date, nearly one-third are from the City of Springfield, which was required to join as part of the State's oversight of that City's troubled finances.



The Town of Brookline has taken several key steps over the past 18 months to advance the GIC option or equivalent group health change. In 2007 the Selectmen accepted Section 19 of G.L.c 32B, that established coalition bargaining for group health which is currently the only statutorily allowed procedure for joining the GIC. In conjunction with the union Public Employee Committee (PEC), established under Section 19, the Town chose a new group health insurance advisor – Longfellow Benefits – and issued an RFP for the most current rate information from the insurance industry, the GIC and other government purchasing consortia. The Town's RFP process in 2008 revealed the potential for premium savings from joining the GIC at more than $4 million, 75% of which could be for the town budget and 25% for reduced employee contributions. Employee premium savings could in the aggregate offset exposure to increased employee out-of-pocket costs.

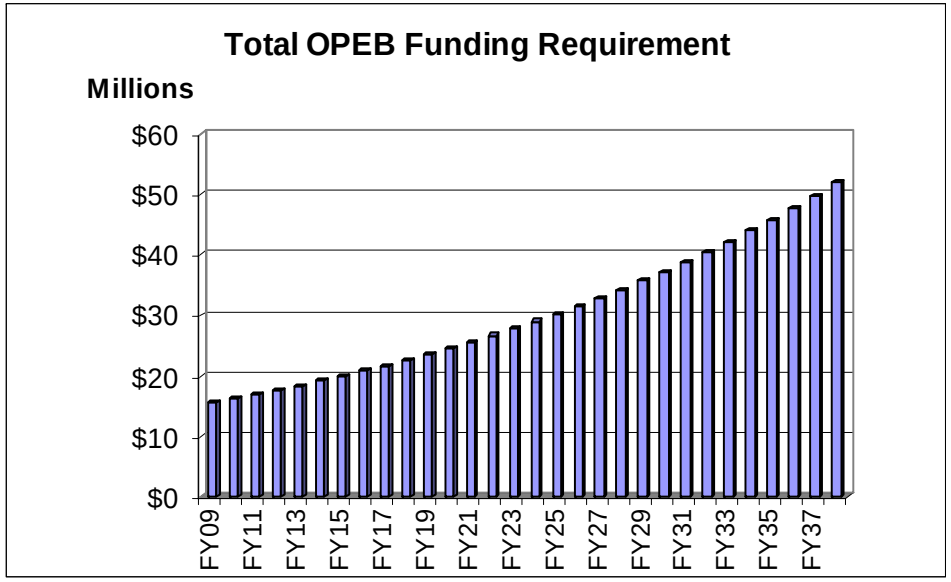
In an admittedly tight timeframe, the Town and PEC could not come to agreement by the initial GIC deadline of October 1, 2008. However, the Legislature subsequently extended the deadline to December 1st. After further negotiations over both the GIC and other options, agreement could still not be reached with the PEC. In fact, only two municipalities in the state joined during this extended

period. On a cautionary note, it is important to recognize that many of the communities that have joined the GIC have done so only after agreeing to recycle rate savings back into increased contributions to premium, thereby dissipating some of the potential positive effects on both current costs and future obligations. In fact, one community agreed to use GIC premium savings to ramp up its share of premium to 90% in addition to increasing wage levels.

In light of the overall lack of progress statewide, there have been many calls to change the legislation governing the process for opting in to the GIC. Most notably, the former Speaker of the House raised the possibility of "taking the unions out of the picture" (for bargaining over the decision whether or not to join). While no meaningful legislation has yet been filed to accomplish what the former Speaker expressed, both the Governor and the Mass Municipal Association have filed bills that could materially change the ground rules. The Governor's bill reduces to 50% the vote required by the PEC to join the GIC, but also imposes financial penalties on communities that do not join. In a very different tact, the MMA bill indirectly influences the GIC process by allowing municipalities to make plan design equivalent to those of the GIC without having to negotiate the changes in design. Local officials and many other opinion leaders consider the approach put forth by the Governor as a step backward. The alternative approach proposed by the MMA much more squarely addresses the statewide inertia.

Cities and towns, however, should not bank in the near-term on statewide legislative change to resolve this situation. This further reinforces the need for the Town to proceed in accordance with the overall bargaining guidelines outlined in the preceding section. If the group health "budget buster" can not be controlled directly, then other areas of the total personnel costs must be constrained accordingly.

Address Longer Term Retiree Costs and Sustain Pension Contribution Schedules – The FY10 Financial Plan not only fully funds the growth in pension requirements for the coming year, but it also recommends that the Town begin for the first time to set aside current operating revenue for OPEBs. In addition, this is the first Financial Plan that attempts to illustrate the value of OPEBs in budgetary decisions as described earlier in connection with proposed budget reductions.



In keeping with Override Study Committee recommendations, the Board of Selectmen appointed a Task Force to address the issues of cost containment and funding. The Task Force Funding Sub-Committee has completed its work and has recommended to the full Task Force a series of actions that could bring the Town to full funding within 30 years.

One of the key recommendations of the Sub-Committee is that new funding should be committed to this obligation as soon as possible. In an attempt to meet that goal, while seeking to minimize undue budget stress in this cutback environment, the Sub-Committee recommended that an annual appropriation in the amount of $250,000, beginning in FY2010, be included in the Financial Plan. This appropriation would increase by $250,000 each year over the 30 year funding period.

In 1998 Special Legislation was enacted for the Town to create a Retiree Health Trust Fund. In FY2000 the Town began to set aside funding on an intermittent basis, and to date has accumulated more than $5 million for this purpose. The language of the Trust identified the Town's Finance Director as the custodian of funds. The legislation that created this trust fund pre-dated the Government Accounting Standards Board (GASB) #43 regulation. This regulation identified the "best practice" to have OPEB funds controlled by an independent autonomous board. In June 2008, the Town took steps to convert the existing Trust Fund to conform to GASB #43, authorizing Special Legislation to create an autonomous board to control the funds.

Although the OPEB Task Force has not yet completed its work, it is anticipated that a series of cost containment and funding recommendations will be included in the final report. On a biennial basis, the unfunded obligation is re-calculated, and a funding schedule is adjusted. The current actuary analysis has identified a liability in the range of $230 million to $343 million, depending upon the rate of return estimates on existing funding. Adding $250,000 annually to the Financial Plan would generate funding of more than $116 million over a 30 year period. The effect of compounded interest on our rate of return would further aid in fully funding the obligation. Obviously this funding approach is not a complete solution, but in conjunction with other potential Task Force recommendations, if formally proposed and adopted, it could serve as a critical component to meeting both OPEB obligations and GASB regulations.

Pursue Savings Opportunities in Municipal Operations – The Efficiency Initiative Committee issued its report to the Board of Selectmen on February 3, 2009. It contains well over 50 separate recommendations for possible cost savings in the areas of private contracting, public safety, and organization wide reductions. A number of these recommendations are already reflected in this Financial Plan.

Beyond FY10, the EIC Report offers a potential framework for addressing the expectation that there will be ongoing consideration of savings in municipal operations. As noted in the Report, "On the Town side the EIC's recommendations will be considered by the Town Administration. The ultimate decision to adopt any of these recommendations, to implement other savings or eliminate programs will be the product of the political process involving the Board of Selectmen, the Advisory Committee and Town Meeting." And as also noted, "In addition many of the recommendations will involve the need for collective bargaining."

It is obvious that several key areas will require attention over the longer term. Fire and police staffing levels involve complex and important quality of life issues. Multiple recommendations involving technology range from consolidating Town/School help-desks to transforming the fire alarm system to a wireless platform. And, of course, the often thorny question of outsourcing involves many operational and labor relations issues.

The substantive and procedural factors inherent in the question whether the Town should contract for curbside collection services are illustrative. Even though curbside recycling is already done under contract and residential refuse is transported away from the Town's transfer station by a private hauler, collection of residential waste is still done internally. As noted in the EIC Report, bids for residential waste collection have been solicited in the past. This has also worked to help make internal operations more efficient. For example, in cooperation with the unions, the number of personnel per truck was reduced from three to two in 1998 and in 2007 the number of trucks were reduced – one from solid waste operations and one from yard waste operations.

The operative presumption of the past has been basically if the union proposal is "close enough", then keep the service in-house. However, the environment is different now than it was ten years ago or even two years ago. First, the extent to which curbside collection is contracted by Massachusetts communities has become quite pervasive. The survey in the EIC Report shows how widespread the practice is in the metro Boston area.

Community	Solid Waste Collection	Favorable/ Not Favorable/ NA
Arlington	Contracted out	Favorable
Belmont	Contracted out	Favorable
Boston	Contracted out	Favorable
Braintree	Contracted out	Favorable
Dedham	Contracted out	Favorable
Framingham	Both	Favorable
Lexington	Contracted out	Favorable
Malden	Contracted out	Favorable
Melrose	In House	N/A
Milton	Contracted out	Favorable
Needham	In House	N/A
Newton	Contracted out	Favorable
Quincy	Contracted out	Favorable
Revere	Contracted out	Favorable
Saugus	Contracted out	Favorable
Somerville	Contracted out	Favorable
Waltham	Contracted out	Favorable

Of the 16 responding communities, only two conduct curbside collection fully in-house. It is reported that at least one of those remaining two is considering private contracting for July 1, 2009. Also worth noting, nearly all of the contracting communities have expressed favorable opinion about the service.

Second, emerging concern about OPEBs has dramatically changed the outlook on retirement obligations. As reported by the EIC, despite the internal efficiencies gained from the negotiations conducted around the 2007 RFP, there could be limited additional budgetary savings by contracting out. However, there could be another $100,000 of avoided annualized retirement obligations for both pensions and OPEB's in FY10 terms. As urged by the EIC, the evaluation of bids "should include the cost of benefits including health care workers compensation, pensions and OPEBs' as well as capital costs (including acquisition and maintenance)".

The Town is currently engaged in another RFP process. Impact bargaining over the possibility of a change has also begun. It will likely take several weeks to determine whether turning to private contracting for curbside collection, some time this year is a viable option. Due to vacancies from the Hiring Freeze it is a near certainty that changing to a contract operation could happen without layoffs. Other issues involved in protecting the well-being of current Town employees, which is of paramount importance to the Town, will also be addressed in negotiations. Because of all these factors, including the very core issue of whether contracting this function will occur at all, no impacts one way or the other have been included in the calculations for the FY10 budget.

Finally, in regard to the question of contracting generally, beyond the immediate question of curbside collection a long-term process will need to be established to address the other possibilities raised by the EIC: including street sweeping; grounds maintenance; fleet maintenance; parking ticket administration; school lunch program; technology support; golf course management. It is recommended that the Board of Selectmen direct the Town Administrator to propose a coordinated process for examining these and possibly other areas for private contract purposes.

CAPITAL IMPROVEMENT PROGRAM (CIP)

Capital planning and budgeting is a critical undertaking for any government and is central to the delivery of essential services and the quality of life for residents. In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. Since FY95, the Town has invested $288 million in the CIP. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have gone far in addressing the backlog of capital needs created by the under-investing in infrastructure in the late 70's and 80's and have substantially improved the Town's physical assets and landscape. Although there is more to do in the areas of street and sidewalk repairs, parks/open space improvements, and school and town facilities upgrades, the commitment to capital improvements is clearly showing positive results.

The recommended FY10 - FY15 CIP calls for an investment of $148.3 million, for an average of approximately $24.7 million per year. As previously noted in this Budget Message, the plan to balance the FY2010 budget includes a reduction in the 5.5% funding level to 5%, freeing-up $917,000 for the Operating Budget. Those funds are used to reduce the level of cuts in the Operating Budget. The impact to the CIP is somewhat blunted, however, by the recommendation to forego the deposit into the Affordable Housing Trust Fund ($353,000). The net reduction to the CIP, therefore, is $564,000 ($917,000 - $353,000). An essential element of this approach is the phasing back up to the full 5.5% level, hitting 5.25% in FY11 and 5.5% in FY12. It is critical to return to the 5.5% level, as the amount of projected debt service in the out-years requires that level of funding. Without it, the Devotion School project will not be affordable.

	FY10	FY11	FY12	FY13	FY14	FY15
@ 5.5%	$10,087,459	$10,232,070	$10,515,070	$10,833,910	$11,146,914	$11,481,947
As proposed	$9,170,365	$9,766,976	$10,515,070	$10,833,910	$11,146,914	$11,481,947
$ Variance	($917,093)	($465,094)	$0	$0	$0	$0
% Variance	-9.1%	-4.5%				

It was a challenge to develop a balanced CIP that addresses the priorities of the community while staying within the funding guidelines. This year was particularly challenging because many of the new requests that arose from the process were clearly priority needs. In addition, there were complexities involved with needing to fund these new requests that meet the criteria for CIP projects while at the same time having to fund $9.7 million of additional liabilities associated with the landfill and budget for two large school renovation projects.

The CIP accommodates $5.125 million for corrective actions associated with the landfill closing, $4.275 million of which is funded via a new bond authorization. The balance comes from existing CIP accounts. In addition, the FY10 Financial Plan outside the CIP had to include $4.6 million for the costs associated with the settlement of this issue, which breaks down as follows:

- $2.03 million from Free Cash budgeted in the Special Appropriations category
- $1.25 million from the Overlay Surplus also accounted for in the Special Appropriations category
- $1.32 million from Free Cash budgeted for in the Liability/Catastrophe Fund. This amount is budgeted here in order to replenish the fund for the drawdown in FY09 for the settlement

The core of any CIP must be the maintenance / repair of and improvement to a community's infrastructure, and many of the new requests do just that. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for schools and an override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

Major projects in the proposed CIP include:

- Devotion School Rehab - $33.2 million of Town funding plus the possibility of $22.1 million of State funding in FY11-FY14 for feasibility, design, and construction

- Runkle School Rehab - $15.8 million of Town funding plus the possibility of $10.6 million of State funding in FY10-FY11 for design and construction

- Newton St. Landfill - $5.1 million (FY10) + $4.4 million (FY15)

- Fisher Hill Reservoir Re-Use - $3.25 million (FY11)

- Village Square - $3 million (FY11)

- Town Hall/Main Libr. Garages and Driveway - $1.2 million (FY10)

Continued major investments include:

- Street and Sidewalk Rehab - $15.6 million

- Parks and Open Space - $11.9 million

- Water and Sewer Infrastructure - $5 million

- General Town/School Building Repairs - $4.3 million

- Town/School Roof Repairs/Replacement - $2.6 million

- Information Technology - $1.5 million

- Public Safety Equipment - $1.3 million

- Pierce School Auditorium - $825 thousand

- Branch Libraries - $585 thousand

LONG-RANGE FINANCIAL PROJECTION

The cornerstone of the Town budgeting process is the Long-Range Financial Projection, often referred to as "the Forecast". It is essential that a government have a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve its goals. The Forecast also acts as a bridge between a municipality's annual operating budget and its CIP, bringing all of the fiscal policy and economic variables together to establish coordinated managerial direction. Revenue and expenditure forecasting, along with capital planning and debt management, are key elements in developing a strong municipal fiscal position.

Prepared annually, the five-year Forecast serves as the starting point for the ensuing budget year - - and also enables decision makers, taxpayers, and employees to garner an understanding of the long-term financial challenges the Town faces. In late-November / early-December, the Deputy Town Administrator and the Director of Finance present the Forecast to the Board of Selectmen. This presentation is the culmination of months of work for those two individuals, work involving the analysis of hundreds of revenue and expenditure line-items, making assumptions about economic conditions, and understanding state budget conditions.

The FY10 – FY14 Long Range Financial Projection for the General Fund makes the following key assumptions:

- In FY10, $1.6 million of New Growth in the Property Tax Levy is assumed. For FY11-FY13, a base of $1.5 million is used, augmented by additional levy growth from the 2 Brookline Place re-development. For FY14, New Growth is set at $1.7 million.

- A 5% cut in General Government Aid (Lottery and Additional Assistance) in FY11 and level-funding of Chapter 70 funding.

- Limited growth in Local Receipts (approximately $250,000 / yr, or 1%).

- A 2% wage increase for FY10-FY14 for all (municipal and school) unions.

- Inflation in most Services, Supplies, and Capital Outlay accounts of 1.5% - 2.5% (approximately $200,000 per year for the schools and $270,000 for town departments).

- Annual utility increases of $100,000.

- Annual SPED growth of $650,000 - $700,000.

- Enrollment growth cost increases of approximately $200,000 per year.

• Step increases in the School Department of $500,000 per year and $150,000 per year for Town Departments.

• Annual Health insurance rate increases of 10%, plus additional enrollment in the health insurance program of 40 per year.

• A Pension appropriation based on the most recent funding schedule approved by PERAC, including an assumption for a large increase in FY12 to reflect the CY08 pension fund performance.

• Debt Service and pay-as-you-go CIP that reflect the plan to get back to fully funding the CIP at 5.5% by FY12.

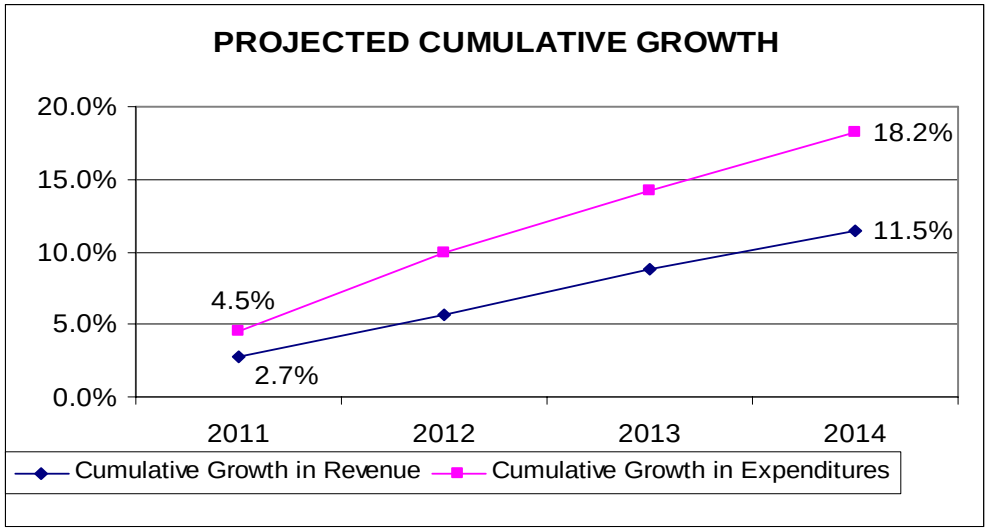
These assumptions create an escalating deficit position for FY11 and beyond, starting at $3.5 million in FY11 and reaching $14.7 million by FY14. The Long Range Financial Projection is detailed on the following pages:

	2010	2011	2012	2013	2014
REVENUE					
Property Taxes	**152,552,834**	**157,995,191**	**163,498,919**	**170,225,575**	**175,630,643**
Local Receipts	**20,217,125**	**20,230,749**	**20,456,962**	**20,707,928**	**20,959,345**
Motor Vehicle Excise (MVE)	4,850,000	4,850,000	4,971,250	5,095,531	5,222,920
Licenses & Permits	975,475	975,475	975,475	975,475	975,475
Parking / Court Fines	4,750,000	4,750,000	4,775,000	4,800,000	4,800,000
General Government	2,518,500	2,510,163	2,513,746	2,538,127	2,562,817
Interest Income	1,193,500	1,200,370	1,232,877	1,266,290	1,300,633
PILOT's	816,650	820,816	825,079	829,441	833,904
Refuse Fee	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Departmental & Other	2,513,000	2,523,925	2,563,535	2,603,065	2,663,596
State Aid	**17,157,180**	**16,888,650**	**16,902,759**	**16,276,712**	**16,291,536**
General Government Aid	6,258,126	5,989,596	6,003,705	6,018,167	6,032,991
School Aid	10,745,047	10,745,047	10,745,047	10,104,538	10,104,538
Tax Abatement Aid	41,896	41,896	41,896	41,896	41,896
Offset Aid	112,111	112,111	112,111	112,111	112,111
Other Available Funds	**8,293,101**	**5,207,580**	**5,330,918**	**5,427,735**	**5,534,520**
Parking Meter Receipts	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Walnut Hill Cemetery Fund	50,000	50,000	50,000	50,000	50,000
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555
Reimb./Pymts from Enterprise Funds	2,255,675	2,343,348	2,454,196	2,537,764	2,630,494
Reimb. from Rec Revolving Fund	210,870	222,676	235,167	248,416	262,471
Tax Abatement Reserve Surplus	1,505,000	0	0	0	0
Capital Project Surplus	1,680,000	0	0	0	0
Free Cash	**7,053,295**	**3,750,000**	**3,750,000**	**3,750,000**	**3,750,000**
Capital Improvements/Other Spec Approp.	5,151,351	3,284,906	3,272,042	3,257,550	3,241,209
Operating Budget Reserve	458,547	465,094	477,958	492,450	506,678
Strategic Reserves	1,443,397	0	0	0	2,113
TOTAL REVENUE	**205,273,534**	**204,072,169**	**209,939,558**	**216,387,951**	**222,166,044**
$$ Increase	5,959,816	(1,201,365)	5,867,389	6,448,392	5,778,093
% Increase	3.0%	-0.6%	2.9%	3.1%	2.7%

	2010	2011	2012	2013	2014
EXPENDITURES					
Departmental	**61,302,426**	**62,882,560**	**64,333,385**	**65,905,043**	**67,347,680**
Personnel	43,694,848	44,904,848	45,979,848	47,169,848	48,224,848
Services	7,892,889	8,086,412	8,283,710	8,484,879	8,690,014
Supplies	1,940,635	1,989,151	2,038,880	2,089,852	2,142,098
Other	433,500	444,338	455,446	466,832	478,503
Utilities	5,179,952	5,279,952	5,379,952	5,479,952	5,579,952
Capital	1,390,601	1,407,859	1,425,548	1,443,679	1,462,264
Intergovernmental	20,000	20,000	20,000	20,000	20,000
Personnel Services Reserve	750,000	750,000	750,000	750,000	750,000
Coll. Barg. / Unfunded Liabilities- Town	**960,000**	**975,000**	**990,000**	**1,005,000**	**1,020,000**
Schools	**67,774,272**	**70,649,272**	**73,549,272**	**76,464,272**	**79,394,272**
Coll. Barg. / Extraordinary Reserve- School	**1,200,000**	**1,200,000**	**1,215,000**	**1,230,000**	**1,245,000**
Non-Departmental - Benefits	**40,270,929**	**43,833,636**	**49,563,100**	**53,720,030**	**58,276,851**
Pensions	12,293,565	12,765,355	15,173,524	15,682,688	16,214,133
Group Health	24,245,364	26,921,932	29,825,357	33,057,734	36,656,310
Retiree Group Health Trust Fund (OPEB's)	250,000	500,000	750,000	1,000,000	1,250,000
EAP	28,000	28,000	33,000	33,000	33,000
Group Life	162,000	166,049	170,201	174,456	178,817
Disability Insurance	16,000	16,000	16,000	16,000	16,000
Workers' Compensation	1,350,000	1,383,750	1,418,344	1,453,802	1,490,147
Public Safety IOD Medical Expenses	300,000	300,000	300,000	300,000	300,000
Unemployment Compensation	166,000	166,000	166,000	166,000	171,000
Medical Disabilities	30,000	35,000	35,000	35,000	40,000
Medicare Coverage	1,430,000	1,551,550	1,675,674	1,801,350	1,927,444
Non-Departmental - General	**1,918,402**	**489,610**	**504,939**	**521,026**	**540,023**
Liability/Catastrophe Fund	1,443,397	0	0	0	2,113
Stabilization Fund	0	0	0	0	0
Affordable Housing	0	0	0	0	0
General Insurance	286,198	300,508	315,533	331,310	347,875
Audit/Management Services	138,987	138,987	138,987	138,987	138,987
Misc.	49,820	50,116	50,419	50,729	51,047
Non-Departmental - Debt Service	**12,572,214**	**12,788,382**	**13,625,799**	**12,853,859**	**12,672,989**
General Fund	12,572,214	12,788,382	13,625,799	12,853,859	12,672,989
Enterprise Funds					
Non-Departmental - Reserve Fund	**1,834,186**	**1,860,376**	**1,911,831**	**1,969,802**	**2,026,712**
Tax Supported	1,375,640	1,395,282	1,433,873	1,477,351	1,520,034
Free Cash Supported	458,547	465,094	477,958	492,450	506,678
Special Appropriations	**10,110,572**	**5,429,001**	**5,241,295**	**6,274,749**	**6,275,147**
Tax Supported	1,005,471	1,356,126	1,161,585	2,189,340	2,185,382
2008 Override	768,750	787,969	807,668	827,860	848,556
Free Cash Supported	3,121,351	3,284,906	3,272,042	3,257,550	3,241,209
Overlay Supported	255,000	0	0	0	0
Capital Project Surplus	1,680,000	0	0	0	0
Landfill Settlement (Free Cash + Overlay Surp)	3,280,000	0	0	0	0
Sale of Town-owned Land Fund	0	0	0	0	0
Non-Appropriated	**7,330,535**	**7,501,783**	**7,677,312**	**7,857,230**	**8,041,646**
State Assessments	5,543,424	5,673,422	5,806,670	5,943,249	6,083,243
Cherry Sheet Offsets	112,111	112,111	112,111	112,111	112,111
Overlay	1,650,000	1,691,250	1,733,531	1,776,870	1,821,291
Tax Titles - Deficits/Judgements	25,000	25,000	25,000	25,000	25,000
TOTAL EXPENDITURES	**205,273,534**	**207,609,620**	**218,611,933**	**227,801,010**	**236,840,318**
$$ Increase	5,959,816	2,336,087	11,002,312	9,189,077	9,039,308
% Increase	3.0%	1.1%	5.3%	4.2%	4.0%

	2010	2011	2012	2013	2014
CUMULATIVE SURPLUS/(DEFICIT)	**0**	**(3,537,451)**	**(8,672,374)**	**(11,413,059)**	**(14,674,274)**
DEFICIT AS A % OF OP REV	**0.0%**	**-1.8%**	**-4.2%**	**-5.4%**	**-6.7%**
Surplus / (Deficit) Prior to Collective Bargaining		(1,362,449)	(6,467,374)	(9,178,059)	(12,409,274)
Town Share of Surplus / (Deficit)		(337,160)	(2,842,228)	(3,702,128)	(4,742,463)
Town Collective Bargaining		975,000	990,000	1,005,000	1,020,000
Total Town Surplus / (Deficit)		**(1,312,160)**	**(3,832,228)**	**(4,707,128)**	**(5,762,463)**
School Share of Surplus / (Deficit)		(1,025,289)	(3,625,146)	(5,475,931)	(7,666,810)
School Collective Bargaining		1,200,000	1,215,000	1,230,000	1,245,000
Total School Surplus / (Deficit)		**(2,225,289)**	**(4,840,146)**	**(6,705,931)**	**(8,911,810)**

As the tables show, annual revenue growth of approximately 3% is outpaced by annual expenditure growth of approximately 4.5%. The growth in expenditures is driven primarily by wages, health insurance (annual budget growth of 11%), pensions (growth of 3.5% per year, except for FY12), and School Department non-collective bargaining (approximately 2% per year), due primarily to SPED, step increases, and enrollment growth. These are significant issues the Town must cope with over the next few years - - unless, of course, more favorable developments occur, such as State Aid being greater than currently assumed; health care costs falling back to more general inflationary levels; compensation adjustments lower than past patterns; or a slowdown in the growth of SPED or school enrollment.



CONCLUSION

The pressure on municipal finance is as intense now as any time in nearly two decades. This in turn can place stress on the structure, practices, and most importantly the inter-relationships involved in local government – among employees, board & commission members, department heads, and elected officials.

The collaborative contributions of all those who have had a role in shaping this Financial Plan are gratefully acknowledged and deeply appreciated. A special note of thanks goes to the Town Department Heads who every day and all day do what it takes to keep town services available on a 24/7 basis. Emergency response services, snow removal functions, the uninterrupted flow of water and so on, can not occur without the ongoing stewardship of those entrusted to oversee town operations. They, more than anyone else, must in this period of retrenchment manage in a cutback environment while expected to maintain services. Their dedication and creativity will be challenged in the next few years more than any time in a generation. I can imagine no other group in Massachusetts local government who will be more up to the task.

Finally, I wish to thank the Board of Selectmen not only for their support and faith in the Town Administration, but also for their ongoing expectation for excellence, the standard by which the Brookline community justifiably measures Town services. And of course a special word of appreciation for Deputy Town Administrator Sean Cronin and Assistant Town Administrator Melissa Goff whose professional craftsmanship is apparent throughout this Financial Plan, without which national budget recognition would not have been awarded by the Government Finance Officers Association (GFOA) for four years running.

We look forward to addressing the many questions and concerns that will arise in the course of the review of the FY2010 Financial Plan.

Respectfully,

Richard J. Kelliher
Town Administrator

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

FY2010 FINANCIAL PLAN SUMMARY

	FY2009	FY2010	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE				
General Fund Revenue	199,313,719	205,273,534	**5,959,815**	**2.99%**
Water and Sewer Enterprise Fund	23,419,452	24,049,943	**630,491**	**2.69%**
(less Water & Sewer Overhead included in General Fund Revenue)	(1,877,687)	(2,069,326)	**(191,639)**	**10.21%**
Golf Enterprise Fund	1,246,200	1,266,201	**20,000**	**1.60%**
(less Golf Overhead included in General Fund Revenue)	(179,064)	(186,349)	**(7,286)**	**4.07%**
Recreation Revolving Fund	1,657,363	1,706,933	**49,571**	**3.0%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(198,027)	(210,870)	**(12,843)**	**6.5%**
TOTAL REVENUE	**223,381,957**	**229,830,065**	**6,448,108**	**2.9%**
APPROPRIATIONS				
General Fund Operating Budget	183,630,562	187,832,427	**4,201,865**	**2.3%**
Non-Appropriated Budget *	7,107,410	7,330,535	**223,125**	**3.1%**
Revenue-Financed CIP Budget / Other Special Appropriations	8,575,748	10,110,572	**1,534,824**	**17.9%**
General Fund Total	199,313,720	205,273,534	**5,959,814**	**3.0%**
Water and Sewer Enterprise Fund	23,419,452	24,049,943	**630,491**	**2.69%**
(less Water & Sewer Overhead included in General Fund Revenue)	(1,877,687)	(2,069,326)	**(191,639)**	**10.21%**
Golf Enterprise Fund	1,246,200	1,266,201	**20,000**	**1.60%**
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(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(198,027)	(210,870)	**(12,843)**	**6.5%**
TOTAL APPROPRIATIONS	**223,381,957**	**229,830,065**	**6,448,109**	**2.9%**
BALANCE	**0**	**0**	**0**	

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

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

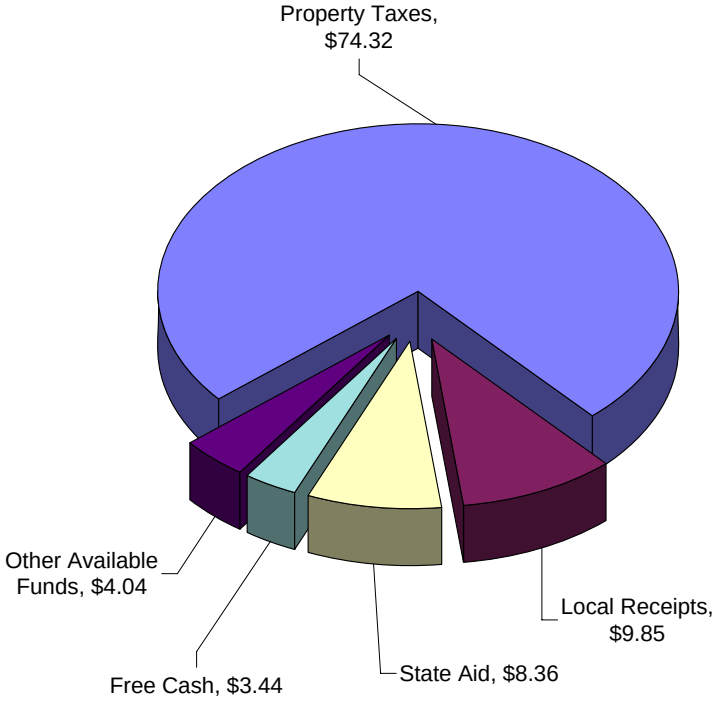
FY2010 GENERAL FUND SUMMARY

	FY2006 ACT.	FY2007 ACT.	FY2008 ACT.	FY2009 BGT.	FY2010 BGT.	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	121,812,454	128,871,387	133,849,950	147,273,069	152,552,834	**5,279,765**	**3.6%**
Local Receipts	22,986,108	23,281,093	24,524,074	20,475,664	20,217,125	**(258,539)**	**-1.3%**
State Aid	17,951,657	18,023,846	18,946,277	19,623,691	17,157,180	**(2,466,511)**	**-12.6%**
Free Cash	4,606,534	5,387,435	3,814,792	5,954,963	7,053,295	**1,098,332**	**18.4%**
Other Available Funds	7,691,658	8,948,053	8,603,612	5,986,332	8,293,101	**2,306,768**	**38.5%**
TOTAL REVENUE	**175,048,412**	**184,511,814**	**189,738,706**	**199,313,719**	**205,273,534**	**5,959,815**	**3.0%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	5,084,477	5,375,086	5,410,405	5,424,518	5,543,424	**118,906**	**2.2%**
Tax Abatement Overlay	1,490,442	1,451,262	1,858,148	1,535,026	1,650,000	**114,974**	**7.5%**
Deficits & Judgments	0	0	0	25,000	25,000	**0**	**0.0%**
Cherry Sheet Offsets	1,280,287	117,738	120,749	122,866	112,111	**(10,755)**	**-8.8%**
TOTAL NON-APPROPRIATED EXPENSES	**7,855,206**	**6,944,086**	**7,389,302**	**7,107,410**	**7,330,535**	**223,125**	**3.1%**
AMOUNT AVAILABLE FOR APPROPRIATION	**167,193,206**	**177,567,728**	**182,349,404**	**192,206,310**	**197,942,999**	**5,736,689**	**3.0%**
APPROPRIATIONS							
Town Departments	56,348,332	57,545,709	59,352,831	62,415,647	62,262,425	**(153,222)**	**-0.2%**
School Department	58,236,785	60,671,696	62,924,864	68,021,240	68,974,271	**953,031**	**1.4%**
Non-Departmental Total	43,682,516	47,431,058	49,058,075	53,193,676	56,595,732	**3,402,057**	**6.4%**
General Fund Non-Departmental	38,628,700	42,077,599	43,985,056	50,938,898	54,129,187	**3,190,289**	**6.3%**
Water and Sewer Enterprise Fund Overhead *	4,554,526	4,836,456	4,513,660	1,877,687	2,069,326	**191,639**	**10.2%**
Golf Enterprise Fund Overhead *	379,553	371,402	373,004	179,064	186,349	**7,286**	**4.1%**
Recreation Revolving Fund Overhead *	119,737	145,601	186,355	198,027	210,870	**12,843**	**6.5%**
OPERATING BUDGET SUBTOTAL	158,267,633	165,648,463	171,335,770	183,630,563	187,832,427	**4,201,864**	**2.3%**
Revenue-Financed Special Appropriations	6,060,803	7,874,562	5,928,000	8,575,748	10,110,572	**1,534,824**	**17.9%**
TOTAL APPROPRIATIONS	**164,328,436**	**173,523,025**	**177,263,770**	**192,206,310**	**197,942,999**	**5,736,689**	**3.0%**
BALANCE				**0**	**0**	**0**	

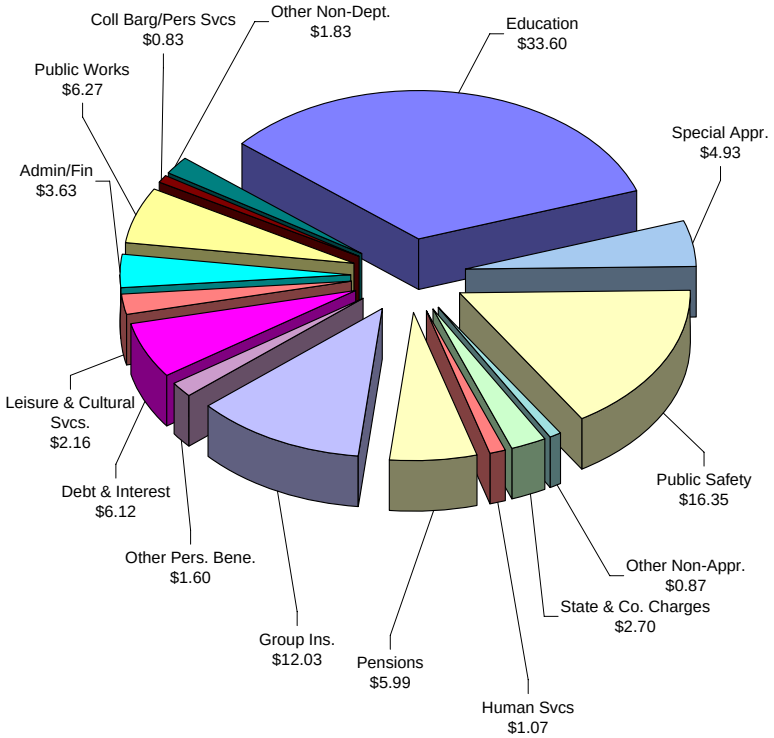
* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

FY2010 GENERAL FUND TOTAL BUDGET
$205,273,534

How Each $100 Will Be Received

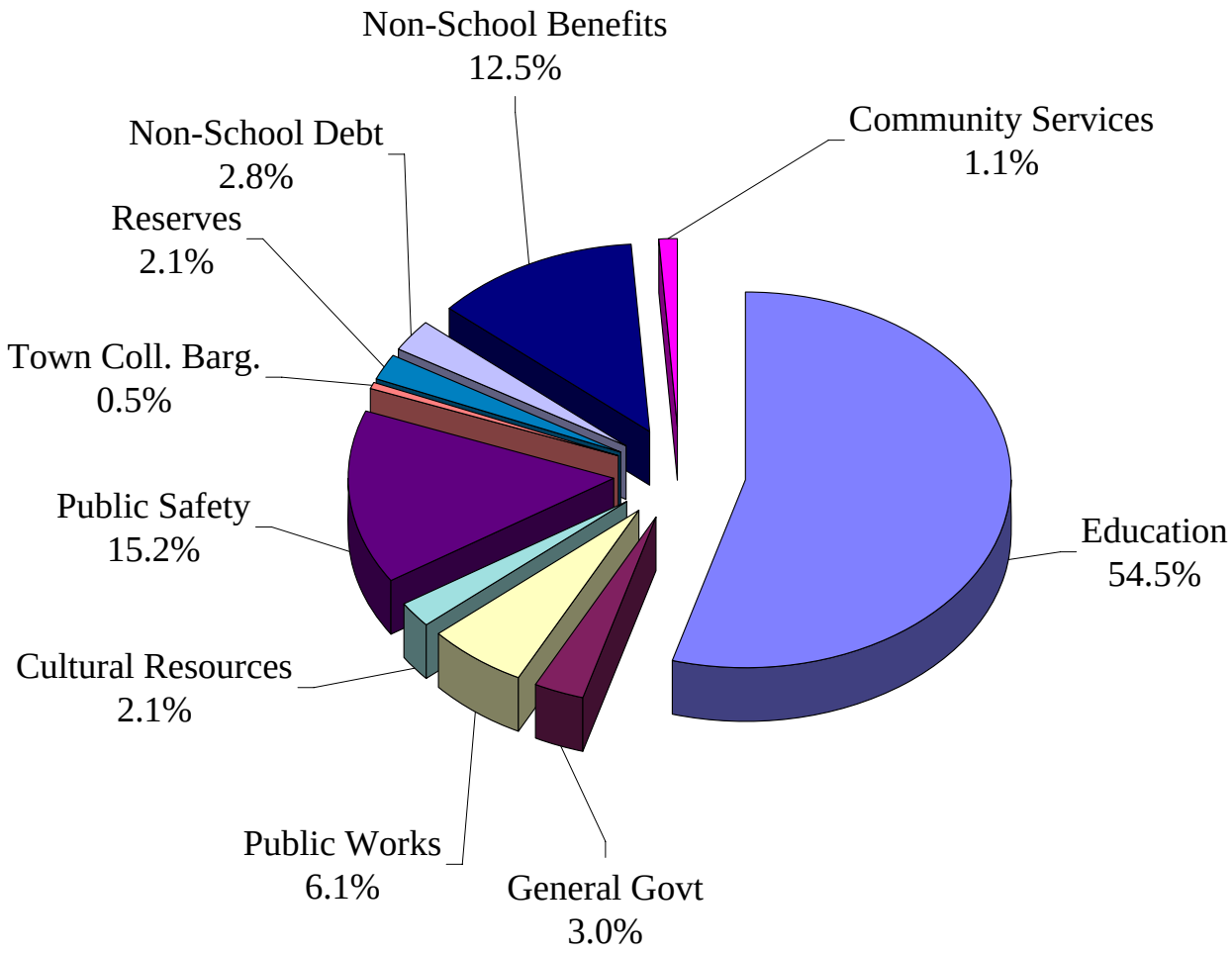


How Each $100 Will Be Appropriated

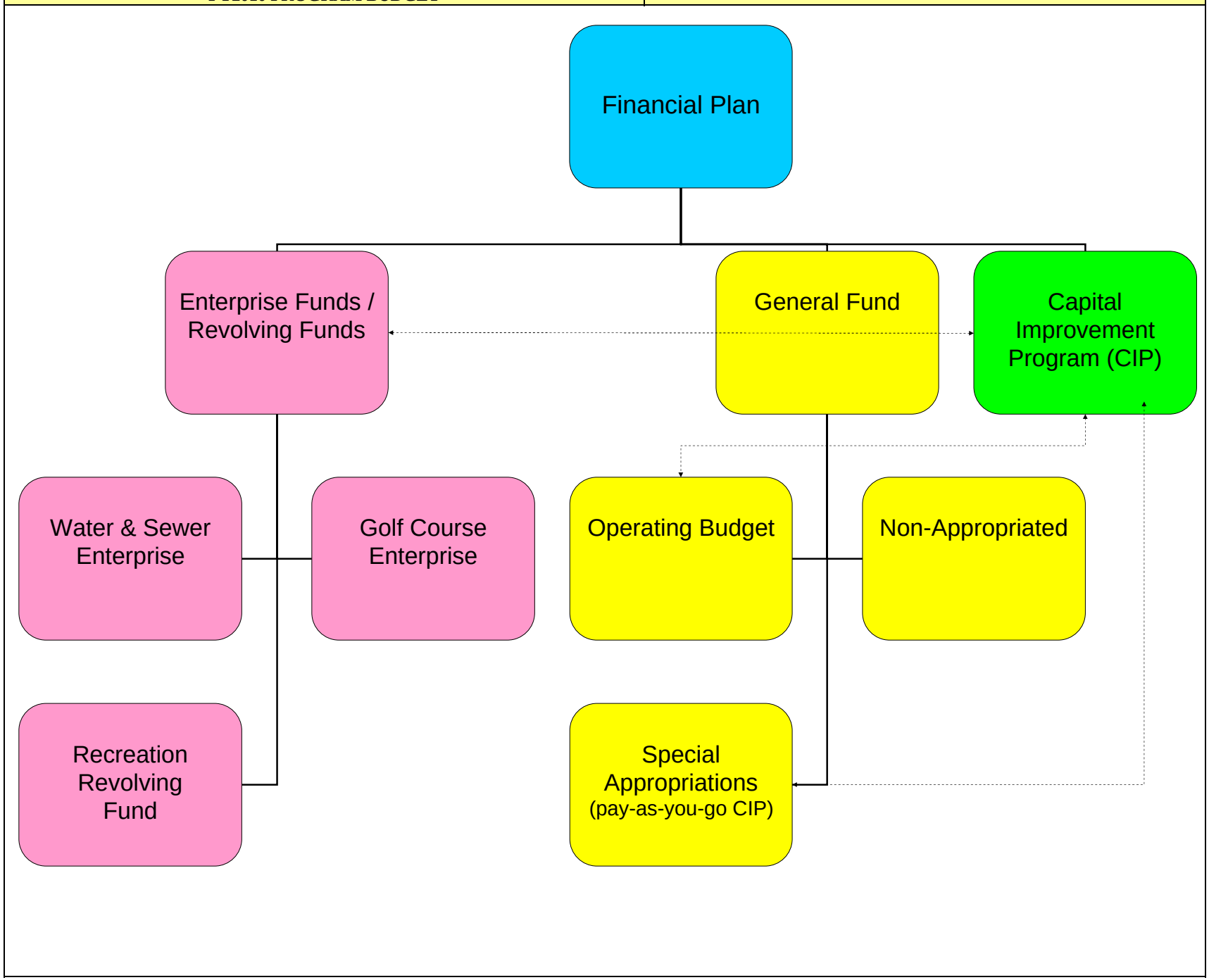


FY2010 GENERAL FUND OPERATING BUDGET
$187,832,427

FULLY ALLOCATED FY2010 GENERAL FUND OPERATING BUDGET



This chart reflects the allocation of all education-related appropriations (some of which are not appropriated in the school budget, such as building maintenance and energy) as reported annually to the State Department of Education (DOE).

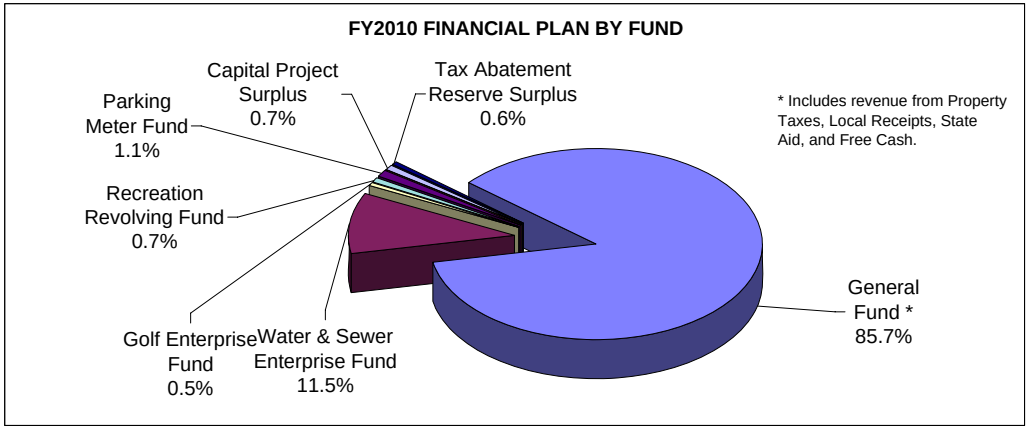

Financial Plan
Enterprise Funds / Revolving Funds
General Fund
Capital Improvement Program (CIP)
Water & Sewer Enterprise
Golf Course Enterprise
Operating Budget
Non-Appropriated
Recreation Revolving Fund
Special Appropriations
(pay-as-you-go CIP)

FY2010 FINANCIAL SUMMARY BY FUND

REVENUES	General Fund *	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund	Cemetery Trust	State Library Aid	Capital Project Surplus	Tax Abatement Reserve Surplus	TOTAL	% of Total
Property Taxes	152,552,834									152,552,834	66.4%
Local Receipts	20,217,125									20,217,125	8.8%
State Aid	17,157,180									17,157,180	7.5%
Parking Meter Receipts					2,550,000					2,550,000	1.1%
Walnut Hill Cemetery Fund						50,000				50,000	0.0%
State Aid for Libraries							41,555			41,555	0.0%
Golf Receipts			1,266,200							1,266,200	0.6%
Recreation Program Revenue				1,706,933						1,706,933	0.7%
Water and Sewer Receipts		24,049,944								24,049,944	10.5%
Tax Abatement Reserve Surplus									1,505,000	1,505,000	0.7%
Capital Project Surplus								1,680,000		1,680,000	0.7%
Free Cash	7,053,295									7,053,295	3.1%
TOTAL FINANCIAL PLAN REVENUE	**196,980,434**	**24,049,944**	**1,266,200**	**1,706,933**	**2,550,000**	**50,000**	**41,555**	**1,680,000**	**1,505,000**	**229,830,066**	
EXPENDITURES **											
General Government	7,458,456									7,458,456	3.2%
Public Safety	32,294,611				1,275,000					33,569,611	14.6%
Public Works	11,554,990	19,567,178			1,275,000	50,000				32,447,168	14.1%
Library	3,424,382						41,555			3,465,937	1.5%
Health & Human Services	2,205,625									2,205,625	1.0%
Recreation	972,808		893,499	1,496,063						3,362,369	1.5%
Schools	68,974,271									68,974,271	30.0%
Personal Services Reserve	750,000									750,000	0.3%
Collective Bargaining (Town)	960,000									960,000	0.4%
Personnel Benefits **	37,904,417	2,069,326	90,285	206,901						40,270,929	17.5%
Non-Departmental **	3,652,552		96,067	3,969						3,752,588	1.6%
Debt Service **	12,572,215	2,413,440	186,349							15,172,004	6.6%
Special Appropriations (Revenue-Financed CIP)	6,925,572							1,680,000	1,505,000	10,110,572	4.4%
Non-Appropriated	7,330,535									7,330,535	3.2%
TOTAL FINANCIAL PLAN EXPENDITURES	**196,980,433**	**24,049,944**	**1,266,200**	**1,706,933**	**2,550,000**	**50,000**	**41,555**	**1,680,000**	**1,505,000**	**229,830,066**	
% OF TOTAL FINANCIAL PLAN	**85.7%**	**10.5%**	**0.6%**	**0.7%**	**1.1%**	**0.0%**	**0.0%**	**0.7%**	**0.7%**		

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

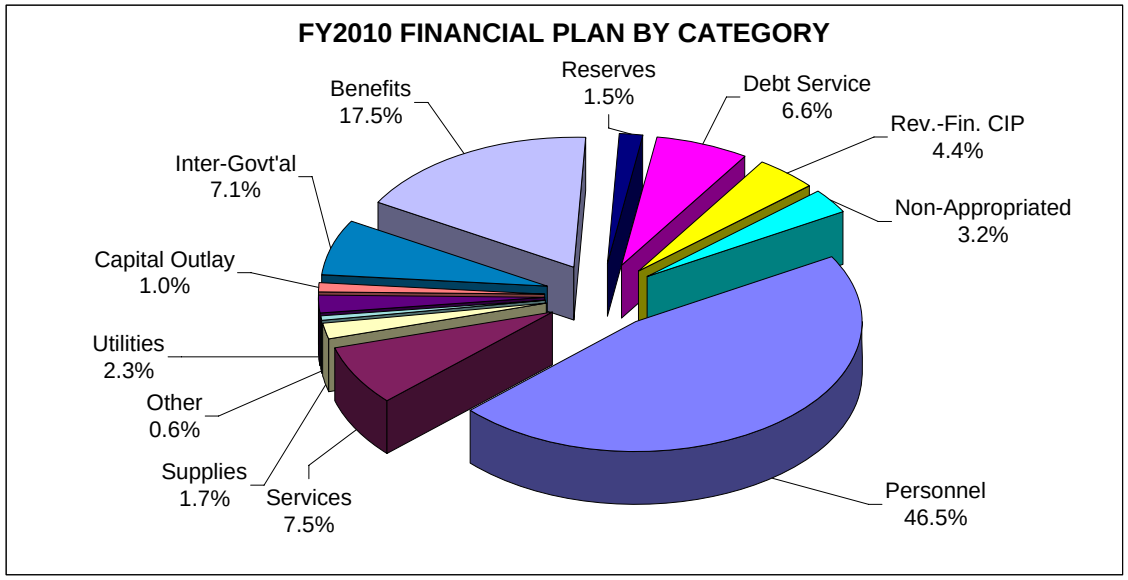
** For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an ** had amounts deducted from them in the General Fund.



FY2010 FINANCIAL PLAN BY CATEGORY OF EXPENDITURE *

	General Fund **	Water & Sewer Enterprise Fund	Golf Course Enterprise Fund	Recreation Revolving Fund	Capital Project Surplus	Tax Abatement Reserve Surplus	TOTAL	% OF TOTAL
Personnel	103,045,854	2,255,956	435,107	1,116,822			106,853,740	46.5%
Services	16,677,621	289,294	177,242	169,482			17,313,639	7.5%
Supplies	3,574,093	118,815	129,976	128,397			3,951,281	1.7%
Other ***	1,252,716	6,400	98,297	42,604			1,400,017	0.6%
Utilities	5,179,952	136,297	48,364	34,057			5,398,670	2.3%
Capital Outlay	1,846,429	279,700	85,580	8,670			2,220,379	1.0%
Inter-Governmental	20,000	16,242,610					16,262,610	7.1%
Benefits ***	37,904,417	2,069,326	90,285	206,901			40,270,929	17.5%
Reserves	3,292,583	238,105	15,000				3,545,689	1.5%
Debt Service	12,572,215	2,413,440	186,349				15,172,004	6.6%
Rev.-Fin. CIP	6,925,572				1,680,000	1,505,000	10,110,572	4.4%
Non-Appropriated	7,330,535						7,330,535	3.2%
TOTAL FINANCIAL PLAN	**199,621,987**	**24,049,943**	**1,266,200**	**1,706,934**	**1,680,000**	**1,505,000**	**229,830,066**	

* Includes an estimate of the breakout of the School Department's appropriation.
** For purposes of this analysis, the General Fund includes the funds transferred from the Parking Meter Fund, Cemetery Trust, and State Library Aid Fund.
*** For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an *** had amounts deducted from them in the General Fund.

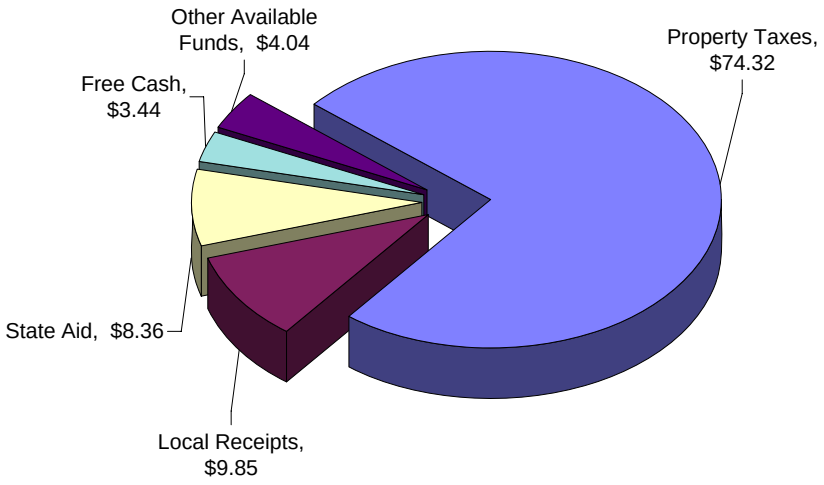


FY2010 RECOMMENDED GENERAL FUND BUDGET SUMMARY

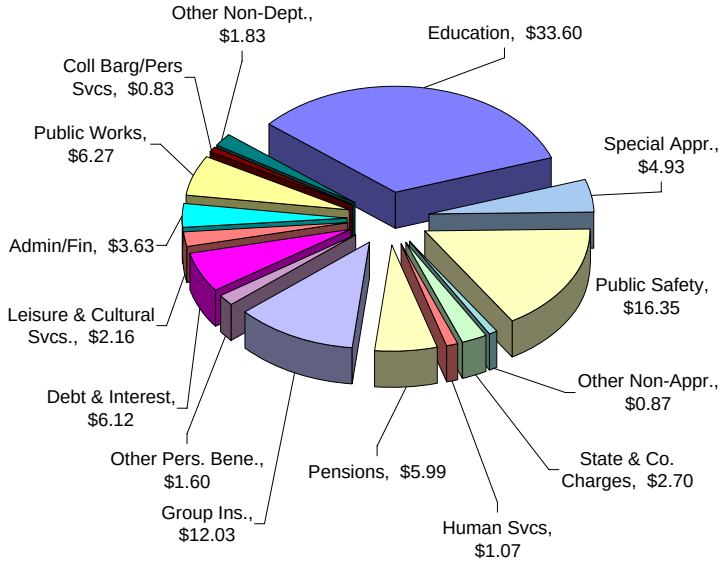
	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	121,812,454	128,871,387	133,849,950	147,273,069	152,552,834	**5,279,765**	**3.6%**
Local Receipts	22,986,108	23,281,093	24,524,074	20,475,664	20,217,125	**(258,539)**	**-1.3%**
State Aid	17,951,657	18,023,846	18,946,277	19,623,691	17,157,180	**(2,466,511)**	**-12.6%**
Free Cash	4,606,534	5,387,435	3,814,792	5,954,963	7,053,295	**1,098,332**	**18.4%**
Other Available Funds	7,691,658	8,948,053	8,603,612	5,986,332	8,293,101	**2,306,768**	**38.5%**
TOTAL REVENUE	**175,048,412**	**184,511,814**	**189,738,706**	**199,313,719**	**205,273,534**	**5,959,815**	**3.0%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	5,084,477	5,375,086	5,410,405	5,424,518	5,543,424	**118,906**	**2.2%**
Tax Abatement Overlay	1,490,442	1,451,262	1,858,148	1,535,026	1,650,000	**114,974**	**7.5%**
Deficits & Judgments	0	0	0	25,000	25,000	**0**	**0.0%**
Cherry Sheet Offsets	1,280,287	117,738	120,749	122,866	112,111	**(10,755)**	**-8.8%**
TOTAL NON-APPROPRIATED EXPENSES	**7,855,206**	**6,944,086**	**7,389,302**	**7,107,410**	**7,330,535**	**223,125**	**3.1%**
AMOUNT AVAILABLE FOR APPROPRIATION				**192,206,310**	**197,942,999**	**5,736,689**	**3.0%**
APPROPRIATIONS							
Town Departments	56,348,332	57,545,709	59,352,831	62,415,647	62,262,425	**(153,222)**	**-0.2%**
School Department	58,236,785	60,671,696	62,924,864	68,021,240	68,974,271	**953,031**	**1.4%**
Non-Departmental Total	43,682,516	47,431,058	49,058,075	53,193,676	56,595,732	**3,402,057**	**6.4%**
General Fund Non-Departmental	38,628,700	42,077,599	43,985,056	50,938,898	54,129,187	**3,190,289**	**6.3%**
Water and Sewer Enterprise Fund Overhead *	4,554,526	4,836,456	4,513,660	1,877,687	2,069,326	**191,639**	**10.2%**
Golf Enterprise Fund Overhead *	379,553	371,402	373,004	179,064	186,349	**7,286**	**4.1%**
Recreation Revolving Fund Overhead *	119,737	145,601	186,355	198,027	210,870	**12,843**	**6.5%**
OPERATING BUDGET SUBTOTAL	158,267,633	165,648,463	171,335,770	183,630,562	187,832,427	**4,201,865**	**2.3%**
Revenue-Financed Special Appropriations	6,060,803	7,874,562	5,928,000	8,575,748	10,110,572	**1,534,824**	**17.9%**
TOTAL APPROPRIATIONS	**164,328,436**	**173,523,025**	**177,263,770**	**192,206,310**	**197,942,999**	**5,736,689**	**3.0%**
BALANCE				**0**	**0**	**0**	

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

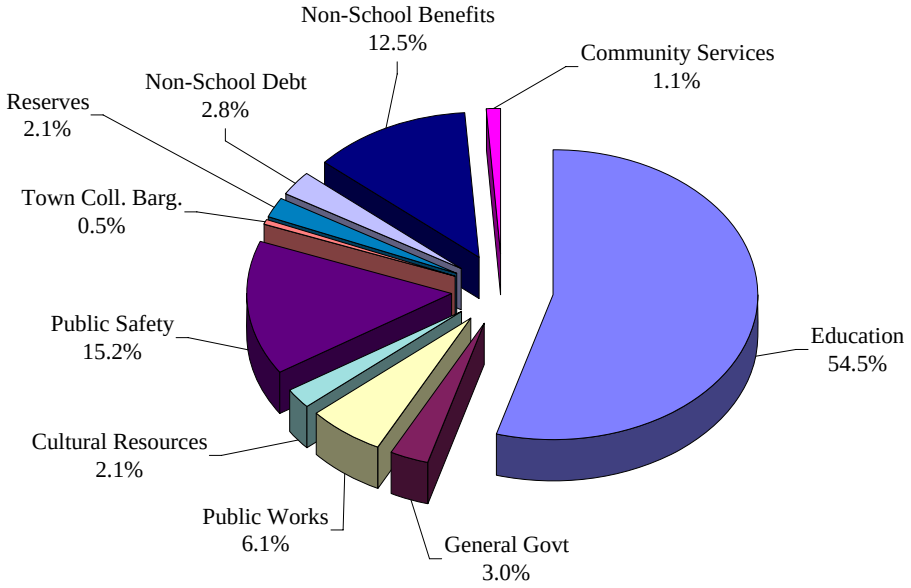
How Each $100 Will Be Received



How Each $100 Will Be Appropriated



FULLY ALLOCATED FY2010 GENERAL FUND OPERATING BUDGET

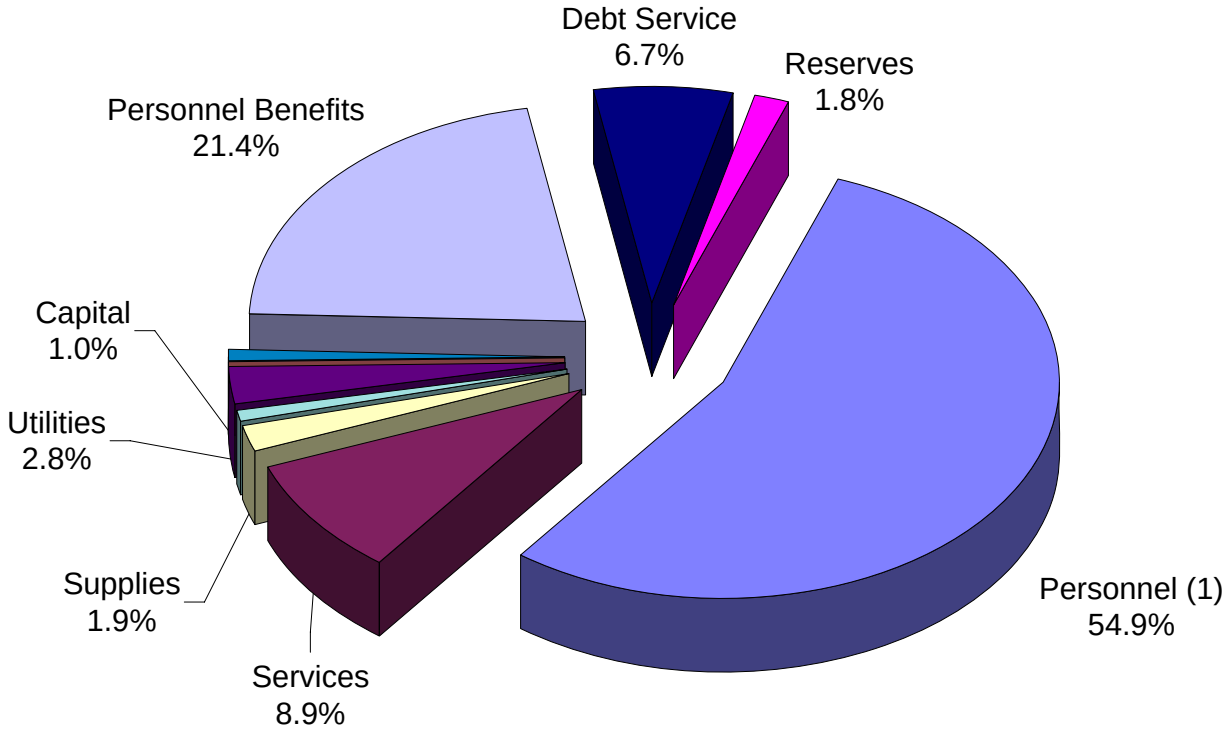


FY2010 RECOMMENDED OPERATING BUDGET SUMMARY - TOTALS BY EXPENDITURE CLASSIFICATION

CLASS OF EXPENDITURE	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
Personnel (1)	91,707,199	94,283,183	97,973,033	102,534,351	103,045,855	511,504	0.5%
Services	14,037,710	14,328,969	13,751,723	16,502,726	16,677,621	174,894	1.1%
Supplies	3,220,631	3,166,681	3,704,787	3,514,876	3,574,093	59,217	1.7%
Other	331,917	482,625	527,604	1,134,617	1,352,752	218,135	19.2%
Utilities	3,958,631	4,547,667	4,756,101	5,263,967	5,179,952	(84,015)	-1.6%
Intergovernmental	0	0	20,000	20,000	20,000	0	0.0%
Capital Outlay	1,744,379	1,910,869	1,949,838	1,919,359	1,846,429	(72,930)	-3.8%
Personnel Benefits	28,973,851	32,289,078	34,564,193	38,307,598	40,270,929	1,963,331	5.1%
Debt Service	13,831,466	14,376,306	13,824,443	12,374,047	12,572,215	198,168	1.6%
Reserves	461,853	263,083	266,435	2,059,022	3,292,583	1,233,562	59.9%
TOTAL EXPENDITURE	**158,267,633**	**165,648,462**	**171,338,158**	**183,630,561**	**187,832,429**	**4,201,868**	**2.3%**

(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve.
(2) The FY09 and FY10 allocations are estimates, as the School budget is voted as a single number by Town Meeting.

FY10 OPERATING BUDGET BY CLASS OF EXPENDITURE



FY2010 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE							
Selectmen	**568,510**	**583,148**	**622,009**	**615,989**	**600,160**	**(15,828)**	**-2.6%**
Personnel	546,618	564,293	598,832	593,658	578,497	(15,160)	-2.6%
Services	9,328	5,259	5,892	6,441	7,463	1,022	15.9%
Supplies	4,780	4,490	3,013	5,750	4,500	(1,250)	-21.7%
Other	2,323	2,595	10,017	5,500	6,400	900	16.4%
Capital	5,461	6,511	4,256	4,640	3,300	(1,340)	-28.9%
Human Resources Department	**409,488**	**400,705**	**478,335**	**485,892**	**512,008**	**26,115**	**5.4%**
Personnel	161,498	218,663	249,428	251,936	256,646	4,710	1.9%
Services	241,579	170,861	216,153	222,332	228,587	6,255	2.8%
Supplies	3,354	8,177	9,500	8,500	8,500	0	0.0%
Other	315	486	934	750	15,900	15,150	2020.0%
Capital	2,743	2,518	2,320	2,375	2,375	0	0.0%
Information Technology Department	**1,358,697**	**1,411,216**	**1,362,103**	**1,416,878**	**1,421,058**	**4,180**	**0.3%**
Personnel	775,319	838,259	812,963	851,464	864,971	13,507	1.6%
Services	517,536	504,169	495,500	488,433	490,432	1,999	0.4%
Supplies	25,300	32,248	12,810	34,127	22,336	(11,791)	-34.6%
Other	2,432	2,543	2,441	2,450	27,550	25,100	1024.5%
Capital	38,110	33,997	38,389	40,404	15,769	(24,635)	-61.0%
Finance Department	**2,916,030**	**2,923,699**	**2,934,091**	**2,997,394**	**3,049,791**	**52,397**	**1.7%**
Personnel	1,802,262	1,844,509	1,832,046	1,862,921	1,886,930	24,009	1.3%
Services	1,035,563	1,009,008	1,030,786	1,061,591	1,088,839	27,248	2.6%
Supplies	42,316	39,430	38,106	40,902	39,502	(1,400)	-3.4%
Other	15,877	11,948	12,334	14,349	17,783	3,434	23.9%
Utilities	552	1,681	1,633	1,387	1,011	(376)	-27.1%
Capital	19,461	17,123	19,185	16,245	15,727	(518)	-3.2%
Legal Services	**753,767**	**690,527**	**772,840**	**688,792**	**748,648**	**59,857**	**8.7%**
Personnel	470,593	468,382	488,300	505,235	511,541	6,307	1.2%
Services	190,167	109,501	135,484	103,442	126,442	23,000	22.2%
Supplies	1,235	1,323	1,976	1,950	2,200	250	12.8%
Other	87,884	107,923	143,229	74,400	104,700	30,300	40.7%
Capital	3,889	3,398	3,851	3,765	3,765	0	0.0%
Advisory Committee	**21,790**	**18,507**	**21,940**	**19,439**	**19,615**	**176**	**0.9%**
Personnel	20,210	17,383	20,604	17,071	17,247	176	1.0%
Services	36	72	91	266	36	(230)	-86.5%
Supplies	753	284	443	1,275	1,275	0	0.0%
Other	300	310	318	340	570	230	67.6%
Capital	491	458	484	487	487	0	0.0%
Town Clerk	**445,207**	**551,363**	**526,641**	**577,007**	**480,094**	**(96,913)**	**-16.8%**
Personnel	384,804	481,977	452,270	491,602	398,974	(92,628)	-18.8%
Services	47,249	53,627	59,053	66,954	67,270	316	0.5%
Supplies	8,476	11,062	9,499	13,401	9,000	(4,401)	-32.8%
Other	1,200	1,547	1,383	1,800	1,600	(200)	-11.1%
Capital	3,477	3,151	4,436	3,251	3,251	0	0.0%
Dept. of Planning and Cmty. Development	**595,323**	**663,107**	**644,375**	**715,850**	**627,081**	**(88,769)**	**-12.4%**
Personnel	531,309	627,473	597,641	663,032	572,282	(90,750)	-13.7%
Services	40,701	15,249	18,771	27,636	25,617	(2,019)	-7.3%
Supplies	13,101	10,096	16,327	13,207	16,707	3,500	26.5%
Other	3,700	3,950	3,468	4,450	4,950	500	11.2%
Capital	6,511	6,339	8,168	7,525	7,525	0	0.0%

FY2010 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE TOTAL	*7,068,812*	*7,242,273*	*7,362,333*	*7,517,241*	*7,458,456*	*(58,786)*	*-0.8%*
Personnel	*4,692,613*	*5,060,939*	*5,052,085*	*5,236,917*	*5,087,088*	*(149,829)*	*-2.9%*
Services	*2,082,159*	*1,867,746*	*1,961,729*	*1,977,094*	*2,034,685*	*57,591*	*2.9%*
Supplies	*99,315*	*107,110*	*91,674*	*119,112*	*104,020*	*(15,092)*	*-12.7%*
Other	*114,031*	*131,302*	*174,124*	*104,039*	*179,453*	*75,414*	*72.5%*
Utilities	*552*	*1,681*	*1,633*	*1,387*	*1,011*	*(376)*	*-27.1%*
Capital	*80,143*	*73,496*	*81,088*	*78,692*	*52,198*	*(26,493)*	*-33.7%*
PUBLIC SAFETY							
Police Department	**13,492,218**	**13,708,009**	**13,636,808**	**14,724,421**	**14,381,212**	**(343,209)**	**-2.3%**
Personnel	12,198,606	12,363,389	12,279,904	13,267,134	13,083,437	(183,697)	-1.4%
Services	436,960	316,806	392,940	372,710	334,845	(37,865)	-10.2%
Supplies	190,130	205,659	230,460	224,047	224,103	56	0.0%
Other	4,525	7,254	14,491	5,500	53,000	47,500	863.6%
Utilities	288,189	355,608	321,589	405,413	324,357	(81,056)	-20.0%
Capital	373,808	459,292	397,423	449,617	361,470	(88,147)	-19.6%
Fire Department	**11,675,645**	**11,719,128**	**12,125,596**	**12,513,780**	**12,206,045**	**(307,735)**	**-2.5%**
Personnel	11,039,145	11,221,537	11,614,097	11,990,129	11,609,007	(381,122)	-3.2%
Services	293,212	100,764	105,652	101,418	95,284	(6,134)	-6.0%
Supplies	97,366	86,544	103,233	90,350	119,500	29,150	32.3%
Other	4,415	5,579	5,529	4,850	25,125	20,275	418.0%
Utilities	180,936	227,977	227,709	236,793	230,486	(6,307)	-2.7%
Capital	60,572	76,727	69,378	90,240	126,643	36,403	40.3%
Building Department	**5,619,611**	**6,059,407**	**6,542,701**	**6,826,827**	**6,982,354**	**155,527**	**2.3%**
Personnel	1,697,489	1,787,456	1,874,770	1,910,165	1,911,243	1,078	0.1%
Services	1,402,407	1,466,428	1,824,289	1,801,547	1,851,968	50,421	2.8%
Supplies	200,066	241,302	249,392	127,770	127,770	0	0.0%
Other	1,011	1,073	1,515	1,900	5,800	3,900	205.3%
Utilities	2,262,690	2,459,030	2,537,134	2,932,807	3,056,685	123,878	4.2%
Capital	55,949	104,118	55,601	52,637	28,887	(23,750)	-45.1%
PUBLIC SAFETY TOTAL	*30,787,474*	*31,486,543*	*32,305,105*	*34,065,028*	*33,569,611*	*(495,417)*	*-1.5%*
Personnel	*24,935,240*	*25,372,382*	*25,768,771*	*27,167,428*	*26,603,687*	*(563,741)*	*-2.1%*
Services	*2,132,579*	*1,883,997*	*2,322,880*	*2,275,675*	*2,282,097*	*6,422*	*0.3%*
Supplies	*487,562*	*533,505*	*583,085*	*442,167*	*471,373*	*29,206*	*6.6%*
Other	*9,951*	*13,906*	*21,535*	*12,250*	*83,925*	*71,675*	*585.1%*
Utilities	*2,731,815*	*3,042,615*	*3,086,432*	*3,575,013*	*3,611,528*	*36,515*	*1.0%*
Capital	*490,329*	*640,137*	*522,401*	*592,495*	*517,000*	*(75,495)*	*-12.7%*
PUBLIC WORKS							
Department of Public Works	**12,031,682**	**12,309,176**	**13,178,800**	**12,913,639**	**12,879,991**	**(33,649)**	**-0.3%**
Personnel	7,207,407	7,277,612	7,403,562	7,240,423	7,267,981	27,558	0.4%
Services	2,424,890	2,484,380	2,706,261	3,029,477	3,026,900	(2,577)	-0.1%
Supplies	884,494	858,466	1,066,633	751,386	784,240	32,854	4.4%
Other	7,107	18,062	53,878	9,639	37,150	27,511	285.4%
Utilities	814,376	968,937	1,156,681	1,162,714	1,043,719	(118,995)	-10.2%
Intergovernmental	0	0	20,000	20,000	20,000	0	0.0%
Capital	693,407	701,720	771,785	700,000	700,000	0	0.0%

FY2010 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
CULTURAL SERVICES							
Library	**3,145,823**	**3,366,890**	**3,398,242**	**3,473,208**	**3,465,937**	**(7,271)**	**-0.2%**
Personnel	2,305,938	2,405,567	2,443,111	2,467,417	2,482,871	**15,455**	**0.6%**
Services	128,464	125,008	133,053	149,492	141,702	**(7,790)**	**-5.2%**
Supplies	485,212	508,204	514,656	514,207	503,454	**(10,753)**	**-2.1%**
Other	1,194	1,283	1,819	1,502	4,502	**3,000**	**199.7%**
Utilities	217,157	280,477	278,836	288,489	281,307	**(7,182)**	**-2.5%**
Capital	7,858	46,351	26,766	52,101	52,101	**0**	**0.0%**
HUMAN SERVICES							
Health Department	**1,011,289**	**1,055,741**	**1,023,908**	**1,081,115**	**1,099,574**	**18,459**	**1.7%**
Personnel	707,751	719,096	715,451	742,491	756,548	**14,057**	**1.9%**
Services	253,990	262,045	243,465	255,096	255,518	**423**	**0.2%**
Supplies	11,440	14,412	14,419	14,570	14,570	**0**	**0.0%**
Other	3,301	3,180	3,362	3,620	4,120	**500**	**13.8%**
Utilities	26,877	28,950	40,906	35,997	40,817	**4,820**	**13.4%**
Capital	7,931	28,058	6,306	29,340	28,000	**(1,340)**	**-4.6%**
Veterans Services	**195,490**	**203,128**	**203,829**	**214,521**	**241,409**	**26,888**	**12.5%**
Personnel	107,341	111,670	118,208	119,228	121,116	**1,888**	**1.6%**
Services	1,909	1,978	1,945	2,718	2,718	**0**	**0.0%**
Supplies	445	630	1,353	650	650	**0**	**0.0%**
Other	84,947	88,200	81,554	91,200	116,200	**25,000**	**27.4%**
Capital	849	650	768	725	725	**0**	**0.0%**
Council on Aging	**698,791**	**718,469**	**746,900**	**778,480**	**762,772**	**(15,708)**	**-2.0%**
Personnel	539,050	551,323	595,532	620,176	601,207	**(18,969)**	**-3.1%**
Services	70,184	50,382	56,946	54,464	58,282	**3,818**	**7.0%**
Supplies	15,184	15,193	16,132	18,850	18,825	**(25)**	**-0.1%**
Other	2,091	2,885	2,645	2,900	5,300	**2,400**	**82.8%**
Utilities	67,333	89,489	67,313	72,790	70,258	**(2,532)**	**-3.5%**
Capital	4,949	9,197	8,332	9,300	8,900	**(400)**	**-4.3%**
Human Relations-Youth Resources	**134,352**	**139,109**	**143,237**	**146,939**	**101,870**	**(45,069)**	**-30.7%**
Personnel	130,494	134,210	139,999	137,136	96,017	**(41,119)**	**-30.0%**
Services	466	1,411	450	4,307	1,807	**(2,500)**	**-58.0%**
Supplies	2,242	2,580	1,898	4,100	2,800	**(1,300)**	**-31.7%**
Other	311	241	192	600	450	**(150)**	**-25.0%**
Capital	839	667	697	796	796	**0**	**0.0%**
HUMAN SERVICES TOTAL	*2,039,922*	*2,116,446*	*2,117,873*	*2,221,054*	*2,205,625*	***(15,430)***	***-0.7%***
Personnel	*1,484,636*	*1,516,299*	*1,569,190*	*1,619,031*	*1,574,888*	***(44,143)***	***-2.7%***
Services	*326,549*	*315,816*	*302,807*	*316,585*	*318,325*	***1,741***	***0.5%***
Supplies	*29,311*	*32,815*	*33,802*	*38,170*	*36,845*	***(1,325)***	***-3.5%***
Other	*90,650*	*94,506*	*87,753*	*98,320*	*126,070*	***27,750***	***28.2%***
Utilities	*94,210*	*118,439*	*108,218*	*108,787*	*111,075*	***2,288***	***2.1%***
Capital	*14,568*	*38,572*	*16,103*	*40,161*	*38,421*	***(1,740)***	***-4.3%***

FY2010 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
LEISURE SERVICES							
Recreation Department	**1,274,620**	**1,024,380**	**992,864**	**943,196**	**972,808**	**29,611**	**3.1%**
Personnel	1,032,969	736,224	737,357	676,285	678,334	2,048	0.3%
Services	101,829	118,226	86,775	91,608	89,179	(2,429)	-2.7%
Supplies	31,001	27,485	36,714	38,946	40,703	1,757	4.5%
Other	2,377	1,592	1,882	2,400	2,400	0	0.0%
Utilities	100,521	135,518	124,300	127,577	131,312	3,735	2.9%
Capital	5,923	5,335	5,836	6,380	30,880	24,500	384.0%
Personnel Services Reserve [1]	0	0	0	1,282,281	750,000	(532,281)	-41.5%
FY10 Collective Bargaining Reserve / Unfunded Liabilities Reserve					960,000	960,000	
DEPARTMENTAL SUB-TOTAL	**56,348,333**	**57,545,709**	**59,355,217**	**62,415,648**	**62,262,426**	**(153,222)**	**-0.2%**
SCHOOLS [2]	**58,236,784**	**60,671,694**	**62,924,864**	**68,021,240**	**68,974,271**	**953,031**	**1.4%**
Personnel	50,048,396	51,914,160	54,998,957	56,844,569	57,641,006	796,437	1.4%
Services	6,437,830	7,044,854	5,848,152	8,224,318	8,339,547	115,229	1.4%
Supplies	1,203,736	1,099,096	1,378,224	1,610,888	1,633,458	22,570	1.4%
Other	94,671	208,326	173,674	891,935	904,432	12,497	1.4%
Capital	452,151	405,258	525,858	449,530	455,828	6,298	1.4%
NON-DEPARTMENTAL							
Personnel Benefits	**28,973,851**	**32,289,078**	**34,564,193**	**38,307,598**	**40,270,929**	**1,963,331**	**5.1%**
Pensions	10,065,393	10,129,853	11,256,221	11,651,618	12,293,565	641,947	5.5%
Group Health	16,562,370	19,011,273	19,855,771	23,084,980	24,245,364	1,160,384	5.0%
Retiree Group Health Trust Fund	0	0	0	0	250,000	250,000	-
Employee Assistance Program (EAP)	24,568	24,568	24,968	28,000	28,000	0	0.0%
Group Life	147,674	152,721	151,643	161,000	162,000	1,000	0.6%
Disability Insurance	0	0	12,813	16,000	16,000	0	0.0%
Workers Comp	945,000	1,450,000	1,600,000	1,550,000	1,350,000	(200,000)	-12.9%
Public Safety IOD Medical Expenses	0	245,000	250,000	300,000	300,000	0	0.0%
Unemployment Comp	167,212	125,000	166,000	166,000	166,000	0	0.0%
Medical Disabilities	14,290	16,643	15,718	30,000	30,000	0	0.0%
Medicare	1,047,343	1,134,020	1,231,059	1,320,000	1,430,000	110,000	8.3%
Debt Service	**13,831,466**	**14,376,306**	**13,824,443**	**12,374,047**	**12,572,215**	**198,168**	**1.6%**
Principal	9,218,951	9,696,587	9,432,797	8,218,816	8,525,243	306,427	3.7%
Interest	4,299,950	4,582,344	4,354,324	3,978,698	3,886,972	(91,726)	-2.3%
Bond Anticipation Notes (BANs)	197,024	55,593	0	116,533	100,000	(16,533)	-14.2%
Abatement Interest and Income	115,541	41,782	37,322	60,000	60,000	0	0.0%

[1] The amounts shown for FY06 - FY08 are $0 because these funds are transferred to departments during the fiscal year.

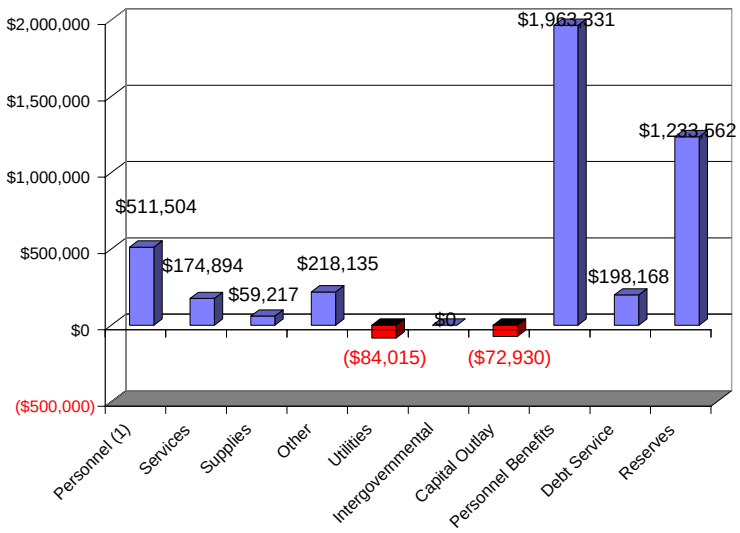
[2] The FY09 and FY10 allocations are estimates, as the School budget is voted as a single number by Town Meeting.

FY2010 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
NON-DEPARTMENTAL (con't.)							
Unclassified	**877,199**	**765,674**	**669,439**	**2,512,031**	**3,752,588**	**1,240,557**	**49.4%**
Reserve Fund [3]	843,474	603,861	774,834	1,746,546	1,834,186	**87,640**	**5.0%**
Liability/Catastrophe Fund	406,616	225,039	254,629	297,476	1,443,397	**1,145,921**	**385.2%**
Affordable Housing	0	0	0	0	0	**0**	**-**
Stabilization Fund	39,004	22,248	0	0	0	**0**	**-**
General Insurance	250,820	275,989	276,146	279,490	286,198	**6,708**	**2.4%**
Audit & Professional Services	136,582	196,148	99,433	138,987	138,987	**0**	**0.0%**
Contingency	16,233	15,796	11,806	15,000	15,000	**0**	**0.0%**
Out of State Travel	1,192	2,260	1,979	3,000	3,000	**0**	**0.0%**
Printing of Reports	16,008	16,805	14,487	20,000	20,000	**0**	**0.0%**
MMA Dues	10,744	11,389	10,959	11,532	11,820	**288**	**2.5%**
NON-DEPARTMENTAL TOTAL	43,682,516	47,431,058	49,058,075	53,193,676	56,595,732	**3,402,057**	**6.4%**
TOTAL OPERATING BUDGET	**158,267,633**	**165,648,462**	**171,338,137**	**183,630,564**	**187,832,427**	**4,201,863**	**2.3%**

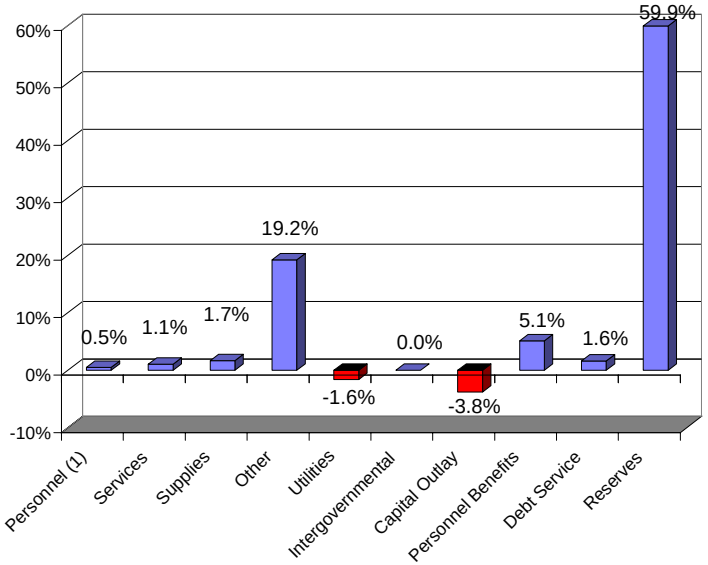
[3] The amounts shown for FY06 -FY08 are for information purposes only, as these funds are transferred to departments during the fiscal year and accounted for in their expenditure total.

FY10 OPERATING BUDGET vs FY09 OPERATING BUDGET - $$ CHANGES



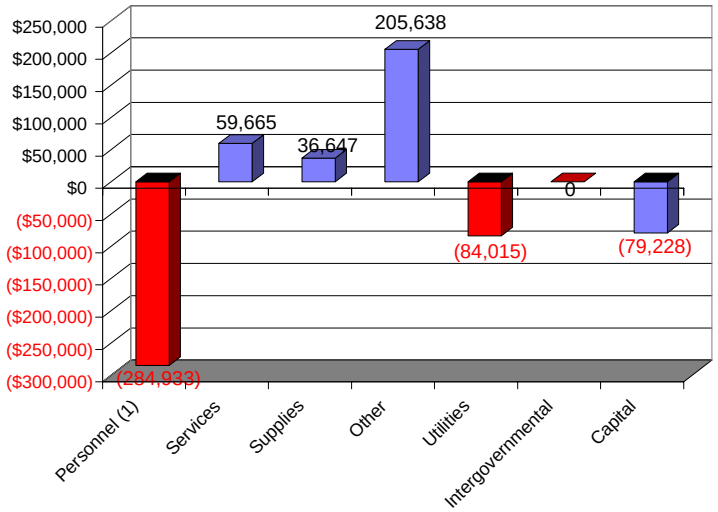
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve
(2) The large increase in "Other" is due to a reclassification of Training and Education expenses in FY10.

FY10 OPERATING BUDGET vs FY09 OPERATING BUDGET - % CHANGES



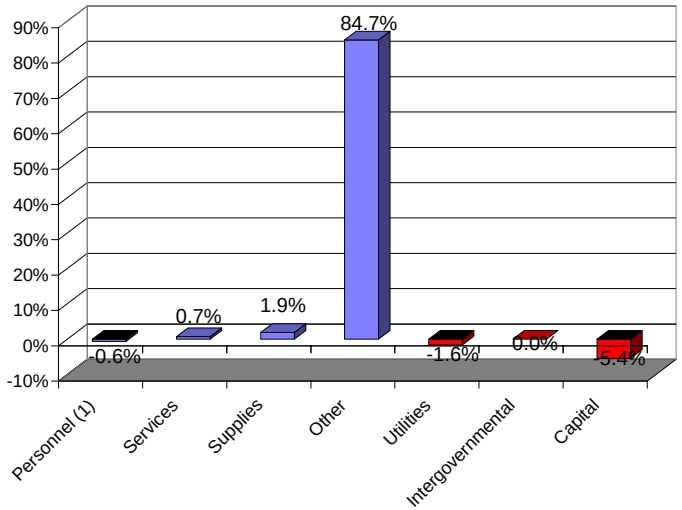
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve
(2) The large increase in "Other" is due to a reclassification of Training and Education expenses in FY10.

FY10 TOWN DEPARTMENTAL BUDGETS vs FY09 TOWN DEPT'AL BUDGETS - $$ CHANGES



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve
(2) The large increase in "Other" is due to a reclassification of Training and Education expenses in FY10.

FY10 TOWN DEPARTMENTAL BUDGETS vs FY09 TOWN DEPT'AL BUDGETS - % CHANGES



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve
(2) The large increase in "Other" is due to a reclassification of Training and Education expenses in FY10.

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Selectmen	***(15,828)***		
	-2.6%		
		6,112	Personnel Fixed Costs
		(21,272)	Reduction in hours of Head Clerk (C-9) from full-time to 20 hours / wk
		22	Office Equipment Repair and Maintenance
		485	Copy Equipment Lease
		1,800	Copier Service
		50	Delivery Services
		(435)	Advertising Services
		(50)	Subscriptions
		(350)	Wireless Communications
		(1,250)	Office Supplies
		400	Professional Dues and Membership
		(1,340)	Capital Outlay
Human Resources Department	***26,115***		
	5.4%		
		4,710	Personnel Fixed Costs
		(50)	Bottled Water
		(15)	Copier Service
		(2,000)	General Consulting
		18,000	Legal Services
		5,000	Professional/Technical Services
		(500)	CDL Drug Testing
		10,000	Pre-Placement Medical Testing
		900	Wireless Communications
		520	Delivery Services
		(11,000)	Advertising Services
		400	Subscriptions
		(100)	Professional Dues and Membership
		250	Conferences
Information Technology Department	***4,180***		
	0.3%		
		13,507	Personnel Fixed Costs
		16,345	Data Processing Equipment Repair and Maintenance
		10,001	Data Processing Software Maintenance
		4,153	Equipment Service Contract
		(5,000)	General Consulting
		1,600	Wireless Communications
		(9,291)	Data Processing Supplies
		(2,500)	Data Processing Software
		(24,635)	Capital Outlay

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Finance Department	***52,397*** ***1.7%***		
Comptroller	***14,567*** ***2.8%***		
		4,890	Personnel Fixed Costs
		(16,926)	Clerical Assistant (moved to Payroll Division of Treasurer as part of Payroll consolidation)
		(1,150)	Office Equipment Repair and Maintenance
		215	Copier Lease
		27,538	Computer Software Repair and Maintenance (MUNIS)
Purchasing	***(1,453)*** ***-0.1%***		
		4,395	Personnel Fixed Costs
		(105)	Bottled Water
		(230)	Office Equipment Repair and Maintenance
		120	Copier Service
		(474)	Advertising Services
		(366)	Educational/Training Services
		200	In-State Travel Expenses
		166	Professional Dues and Membership
		(4,783)	Postage
		(376)	Gasoline
Assessors	***(58,811)*** ***-9.0%***		
		3,479	Personnel Fixed Costs
		(40,490)	Elimination of Senior Clerk Typist (C-5)
		(11,000)	Overtime (Revaluation complete)
		(9,032)	Commercial Valuation Director reclassification from T-11 to T-10
		(100)	Bottled Water
		350	Wireless Communications
		(500)	Subscriptions
		(2,000)	Office Supplies
		1,000	Data Processing Supplies
		(518)	Capital Outlay
Treasurer	***98,094*** ***11.9%***		
		5,424	Personnel Fixed Costs
		7,819	Payroll Director reclassification T-10 to T-14
		52,835	Payroll Coordinator (T-5) (transfer from School budget as part of Payroll consolidation)
		5,615	Payroll Coordinator reclassification from T-2 to T-5
		17,001	Clerical Assistant (moved from the Comptroller's Office as part of Payroll consolidation)
		(200)	Bottled Water
		10,000	Banking Services
		(800)	Software Repair and Maintenance
		1,000	Subscriptions

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Treasurer (con't.)			
		(100)	Office Supplies
		(100)	Data Processing Supplies
		(200)	Books & Periodicals
		(200)	Professional Dues and Membership
Legal Services	***59,857*** ***8.7%***		
		10,342	Personnel Fixed Costs
		(4,035)	Reduction in hours Senior Clerk Typist (C-4) from 24 hours / wk to 20 hours / wk
		20,000	General Consulting- Outside Counsel
		3,000	Subscriptions
		250	Office Supplies
		300	Professional Dues and Membership
		30,000	Claims and Settlements
Advisory Committee	***176*** ***0.9%***		
		176	Personnel Fixed Costs
Town Clerk	***(96,913)*** ***-16.8%***		
		2,372	Personnel Fixed Costs
		(97,000)	Election Workers - 3 Elections in FY09, 1 in FY10
		2,000	Moved Town Clerk's ZBA Stipend from Building Department budget
		(100)	Bottled Water
		366	Copier lease
		(500)	Wireless Communications
		550	Subscriptions
		649	Office Supplies
		(250)	Copy Machine Supplies
		(800)	Equipment Maintenance Supplies
		(4,000)	Meals and Receptions- 3 Elections in FY09, 1 in FY10
		(460)	Other Travel
		260	Professional Dues/Memberships
Dept. of Planning & Cmty. Development	***(88,769)*** ***-12.4%***		
		12,735	Personnel Fixed Costs
		(78,046)	Elimination of Zoning Administrator (T-10)
		(32,336)	Reduction in hours Commercial Areas Coordinator from full-time to 20 hours / wk
		6,897	Decrease in CDBG Charge-Off
		(100)	Bottled Water Service
		1,959	Leased Copier
		(115)	Copier Service
		(263)	Wireless Communication
		(3,500)	Printing Services
		3,500	Office Supplies

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Dept. of Planning & Cmty. Development (con't.)			
		1,000	Dues & Memberships
		(500)	Conferences
Police Department	***(343,209)*** ***-2.3%***		
		(1,285)	Personnel Fixed Costs
		(292,412)	Reduction of 4 Police Officers
		90,000	Civilian Meter Collectors (2)
		20,000	Additional Part-Time Parking Control Officers
		235	Copier Service
		500	Printing Services
		2,200	Laundry Services
		(1,000)	Veterinary Services
		1,200	Subscriptions
		2,056	Books & Periodicals
		(2,000)	Photographic Supplies
		4,000	In-State Travel Expenses
		2,500	Dues/Memberships
		(11,002)	Electricity
		(3,411)	Natural Gas
		(66,540)	Gasoline
		(103)	Diesel
		(88,147)	Capital (includes two fewer vehicle replacements)
Fire Department	***(307,735)*** ***-2.5%***		
		45,852	Personnel Fixed Costs
		(220,316)	Reduction of 4 vacant Firefighters (Suppression Division)
		(128,452)	Reduction of 2 vacant Firefighters (Prevention Division staffing to be reduced)
		50,000	Civilian Clerk for Prevention Division
		(128,206)	Transfer of Fire Alarm personnel to DPW
		(7,300)	Communications Equipment Repair
		1,000	Public Safety Equipment Repair and Maintenance
		19,064	Motor Vehicle/Equipment Repair
		(181)	Copy Equipment Rentals and Leases
		758	Photocopy Service Contract
		800	Data Processing Supplies
		(1,100)	General Supplies
		(1,500)	Construction supplies
		2,000	Custodial Supplies
		500	Oil and Lubricants
		500	Tires
		25,000	Motor Vehicle Supplies
		(1,300)	Books and Periodicals
		4,250	Public Safety Supplies
		800	Professional Dues and Membership
		(193)	Electricity
		5,428	Natural Gas

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Fire Department (con't.)	(11,522)	Gasoline
	(20)	Diesel Fuel
	36,403	Capital
Building Department	***155,527***	
	2.3%	
	17,805	Personnel Fixed Costs
	(14,727)	Eliminate Part-Time Data Entry Clerk (C-4)
	(2,000)	Moved Town Clerk's ZBA Stipend to Town Clerk budget
	17	Copier Service
	(100)	Bottled Water
	19,500	Building Repair and Maintenance - Town
	32,700	Building Repair and Maintenance - Schools
	2,204	Building Cleaning Services
	103,862	Electricity - Town
	(65,792)	Electricity - Schools
	40,853	Natural Gas - Town
	1,082,828	Natural Gas - Schools
	(62,750)	Oil - Town
	(965,283)	Oil - Schools
	(5,715)	Gasoline -Town
	(4,125)	Gasoline - Schools
	(23,750)	Capital
Department of Public Works	***(33,649)***	
	-0.3%	
	61,039	Personnel Fixed Costs
	(51,637)	Eliminate Traffic System Technician (LN-7)
	(43,901)	Eliminate MEO II (LN-3)
	(68,649)	Eliminate Town Arborist (GN-13)
	2,500	Increase Arborist Stipend (for Conservation Administrator)
	128,206	Transfer of Fire Alarm personnel to DPW
	2,277	Data Processing Equipment Repair and Maintenance
	(7,713)	Data Processing Software Maintenance
	6,964	Communications Equipment Repair
	(4,333)	Other Equipment Repair and Maintenance
	1,500	Public Building Repair and Maintenance
	(1,000)	Skating Rink Repair and Maintenance
	980	Photocopy Service Contract
	(3,150)	Other Rentals and Leases
	3,600	Storage Services
	5,600	Building Cleaning Services
	34,977	Solid Waste Disposal Contract
	2,150	Equipment Cleaning/Repair
	(1,500)	Landscaping Services
	(17,000)	Professional/Technical Services
	1,666	Wireless Communications
	4,000	Printing Services
	2,000	Banking Services (ParkCard)

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Department of Public Works (con't.)		(2,895)	Licenses
		2,000	Uniform Cleaning Service
		(2,000)	Pest Control/Trees
		800	Subscriptions
		4,147	Office Supplies
		(2,000)	Data Processing Software
		(1,800)	Copy Machine Supplies
		4,500	Parking Meter Parts/Supplies
		10,000	Recycling Supplies
		(1,715)	Construction Supplies
		12,000	Oil and Lubricants
		10,000	Tires
		600	Books/Periodicals
		(1,000)	Safety Supplies
		(1,878)	Uniforms and Protective Clothing
		400	Other Travel
		(4,389)	Motor Vehicle Insurance
		32,121	Electricity
		(8,767)	Natural Gas
		(33)	Heating Oil
		(80,072)	Gasoline
		(62,244)	Diesel Fuel
Library	***(7,271)***		
	-0.2%		
		15,453	Personnel Fixed Costs
		(2,500)	Office Equipment Repair and Maintenance
		(1,000)	Audio-visual Repairs
		500	Data Processing Equipment Repair and Maintenance
		(1,320)	Data Processing Software Maintenance
		980	Building Cleaning
		(532)	Telephone and Telegraph
		(418)	Wireless Communications
		(1,000)	Postage
		1,500	Printing Services
		(1,000)	Binding Services
		(10,753)	Library Materials
		(12,821)	Electricity
		5,640	Natural Gas
Health Department	***18,459***		
	1.7%		
		10,853	Personnel Fixed Costs
		41,589	Transfer of Senior Clerk Stenographer from Human Relations (Human Services clerical pool)
		(38,386)	Elimination of Senior Clerk Typist
		900	Photocopy Service Contract
		(1,539)	Other Rentals and Leases
		1,482	General Consulting (VNS)

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Health Department (con't.)		80	Wireless Communications
		(199)	Electricity
		6,668	Natural Gas
		(1,649)	Gasoline
		(1,340)	Capital
Veterans Services	***26,888*** ***12.5%***		
		1,888	Personnel Fixed Costs
		25,000	Veterans' Benefits
Council on Aging	***(15,708)*** ***-2.0%***		
		6,436	Personnel Fixed Costs
		(6,552)	Reduction in Hours for Group Leader (GN-2) from 30 / wk to 22 / wk
		(18,853)	Eliminate vacant Outreach Worker
		(426)	Office Equipment Repair and Maintenance
		(72)	Data Processing Equipment Repair and Maintenance
		500	Photocopy Service
		1,976	Motor Vehicle/Equipment Rentals and Leases
		4,240	Building Cleaning
		225	Office Supplies
		(250)	Copy Machine Supplies
		(2,532)	Electricity
		(400)	Leased Equipment (Computers)
Human Relations - Youth Resources	***(45,069)*** ***-30.7%***		
		470	Personnel Fixed Costs
		(41,589)	Transfer of Senior Clerk Stenographer to Health Department (Human Services clerical pool)
		(500)	Educational/Training Services
		(2,000)	Advertising Services
		(500)	Office Supplies
		(500)	Special Program Supplies
		(300)	Books and Periodicals
		(150)	Dues/Memberships
Recreation Department	***29,611*** ***3.1%***		
		2,048	Personnel Fixed Costs
		726	Copier Equipment Rental/Lease
		(1,200)	Other Rentals and Leases
		(1,500)	Telephone and Telegraph
		(455)	Wireless Communications
		3,125	Office Supplies
		2,475	Custodial Supplies
		(1,200)	Food Service Supplies

SUMMARY OF FY2010 OPERATING BUDGET INCREASES/DECREASES

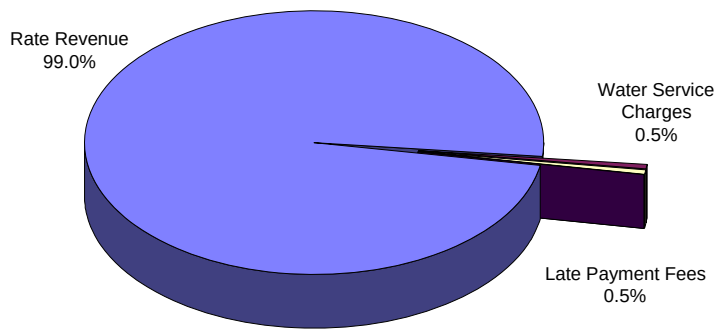
DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Recreation Department (con't.)		(2,643)	Recreation Supplies
		8,589	Natural Gas
		(2,556)	Gasoline
		(2,298)	Diesel
		24,500	Capital
Schools	***953,031*** ***1.4%***		
		953,031	School Budget
Personnel Benefits	***1,963,331*** ***5.1%***		
		641,947	Pensions
		1,160,384	Group Health Insurance (OPEB's)
		250,000	Retiree Group Health Trust Fund
		1,000	Group Life
		(200,000)	Worker's Compensation
		110,000	Medicare
Debt and Interest	***198,168*** ***1.6%***		
		306,427	Funded Debt - Principal
		(91,726)	Funded Debt - Interest
		(16,533)	Bond Anticipation Notes (BANs)
Unclassified	***1,240,557*** ***49.4%***		
		87,640	Reserve Fund
		1,145,921	Liability/Catastrophe Fund
		6,708	General Insurance
		288	MMA Dues
Personnel Reserves	***427,719***		
		(532,281)	Personnel Services Reserve
		960,000	Collective Bargaining Reserve
OPERATING BUDGET GRAND TOTAL		**4,201,865** **2.3%**	

FY2010 RECOMMENDED WATER & SEWER ENTERPRISE FUND SUMMARY

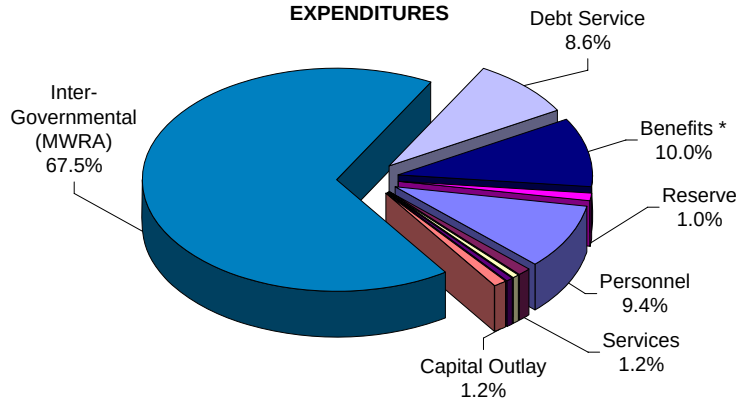
	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Rate Revenue	20,267,005	22,270,193	22,235,871	23,149,017	23,800,644	**651,627**	**2.8%**
Late Payment Fees	76,347	100,918	103,714	120,000	120,000	**0**	**0.0%**
Water Service Charges	67,841	108,839	119,336	120,000	120,000	**0**	**0.0%**
Rate Relief (State Aid)	21,134	57,486	49,798	21,134	0	**(21,134)**	**-100.0%**
Misc.	3,009	11,304	29,066	9,300	9,300	**0**	**0.0%**
TOTAL REVENUE	**20,435,336**	**22,548,740**	**22,537,785**	**23,419,451**	**24,049,944**	**630,493**	**2.7%**
EXPENDITURES							
Personnel	2,003,575	2,014,019	2,134,642	2,202,576	2,255,956	**53,380**	**2.4%**
Services	286,187	176,458	186,760	284,863	289,294	**4,431**	**1.6%**
Supplies	115,209	98,142	96,612	108,815	118,815	**10,000**	**9.2%**
Other	3,000	4,108	3,435	2,500	6,400	**3,900**	**156.0%**
Utilities	91,611	110,799	130,608	148,043	136,297	**(11,746)**	**-7.9%**
Capital Outlay	309,683	285,174	265,405	358,300	279,700	**(78,600)**	**-21.9%**
Inter-Governmental (MWRA)	13,659,215	14,365,303	14,873,170	15,694,610	16,242,610	**548,000**	**3.5%**
Debt Service *	2,360,636	2,732,455	4,513,660	1,877,687	2,069,326	**191,639**	**10.2%**
Benefits *	2,193,890	2,104,001	0	2,511,192	2,413,440	**(97,752)**	**-3.9%**
Reserve	0	0	0	230,866	238,105	**7,239**	**3.1%**
TOTAL EXPENDITURE	**21,023,006**	**21,890,459**	**22,204,291**	**23,419,451**	**24,049,944**	**630,493**	**2.7%**
BALANCE				**0**	**0**	**0**	

* For FY06-FY08, these comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category. Beginning in FY09, Debt Service was budgeted for directly in the Enterprise Fund, so it is no longer part of the reimbursement to the General Fund.

FY2010 WATER & SEWER ENTERPRISE FUND - REVENUES



FY2010 WATER & SEWER ENTERPRISE FUND - EXPENDITURES



* This is the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

SUMMARY OF FY2010 WATER & SEWER ENTERPRISE FUND INCREASES/DECREASES

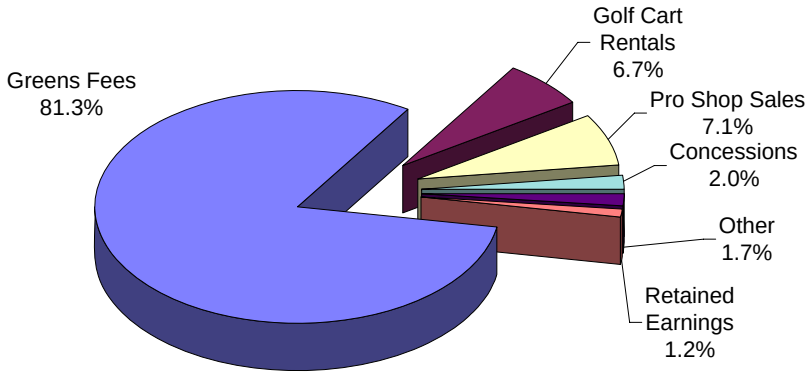
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Water and Sewer Enterprise Fund	***630,493***	
	2.7%	
	10,279	Personnel Fixed Costs
	43,101	Collective Bargaining
	10,000	Building Repair and Maintenance
	281	Copy Equipment Rentals/Leases
	50	Photocopy Service Contract
	(2,000)	E-Commerce Services
	10,000	Construction Supplies
	108,000	MWRA Water Assessment
	440,000	MWRA Sewer Assessment
	191,639	Reimbursement to General Fund (Overhead Charges)
	(97,752)	Debt Service
	(2,700)	Electricity
	4,843	Natural Gas
	(435)	Heating Oil
	(13,071)	Gasoline
	(383)	Diesel Fuel
	7,239	Reserve
	(78,600)	Capital
WATER & SEWER ENTERPRISE FUND TOTAL	**630,493**	
	2.7%	

FY2010 RECOMMENDED GOLF COURSE ENTERPRISE FUND SUMMARY

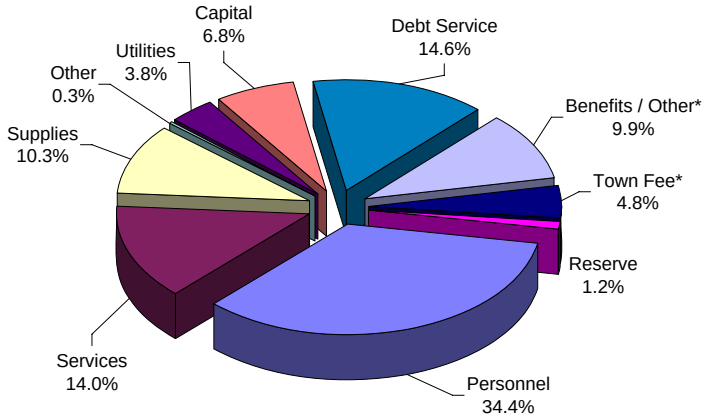
	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Greens Fees	1,005,503	999,729	1,031,274	1,030,000	1,030,000	**0**	**0.0%**
Golf Cart Rentals	72,795	81,974	95,167	85,000	85,000	**0**	**0.0%**
Pro Shop Sales	87,406	78,476	92,243	90,000	90,000	**0**	**0.0%**
Concessions	15,672	13,569	19,327	20,000	25,000	**5,000**	**25.0%**
Other	15,155	16,230	15,055	21,200	21,200	**0**	**0.0%**
Retained Earnings	0	0	0	0	15,000	**15,000**	**-**
TOTAL REVENUE	**1,196,531**	**1,189,978**	**1,253,066**	**1,246,200**	**1,266,200**	**20,000**	**1.6%**
EXPENDITURES							
Personnel	365,210	389,536	385,032	429,411	435,105	**5,694**	**1.3%**
Services	142,590	131,486	148,601	161,815	177,242	**15,427**	**9.5%**
Supplies	115,921	118,854	113,482	137,575	129,975	**(7,600)**	**-5.5%**
Other	2,167	2,812	4,124	4,100	4,100	**0**	**0.0%**
Utilities	33,735	45,165	42,246	42,512	48,364	**5,852**	**13.8%**
Capital Outlay	85,089	86,015	87,981	85,580	85,580	**0**	**0.0%**
Debt Service *	209,219	202,566	194,530	191,143	184,484	**(6,659)**	**-3.5%**
Benefits / Other*	77,996	88,111	101,425	103,506	125,975	**22,470**	**21.7%**
Town Fee (Transfer to Town for general use) *	92,338	80,725	77,049	75,558	60,374	**(15,184)**	**-20.1%**
Reserve	0	0	0	15,000	15,000	**0**	**0.0%**
TOTAL EXPENDITURE	**1,124,265**	**1,145,270**	**1,154,470**	**1,246,200**	**1,266,200**	**20,000**	**1.6%**
BALANCE				**0**	**0**	**0**	

* For FY06-FY08, these comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category. Beginning in FY09, Debt Service was budgeted for directly in the Enterprise Fund, so it is no longer part of the reimbursement to the General Fund.

FY2010 GOLF COURSE ENTERPRISE FUND - REVENUES



FY2010 GOLF COURSE ENTERPRISE FUND - EXPENDITURES



* These comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category.

SUMMARY OF FY2010 GOLF COURSE ENTERPRISE FUND INCREASES/DECREASES

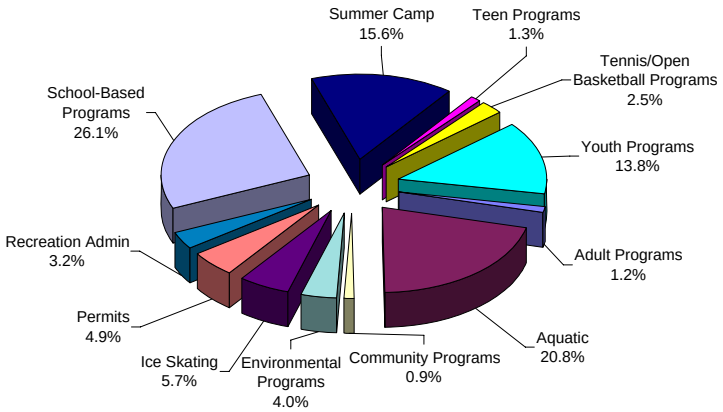
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Golf Enterprise Fund	***20,000***	
	1.6%	
	(2,821)	Personnel Fixed Costs
	8,515	Collective Bargaining
	4,000	Water
	60	Cable TV
	(2,000)	Office Equipment Repair and Maintenance
	1,500	Data Processing Repair and Maintenance
	(1,500)	Building Repair and Maintenance
	2,500	Computer Hardware Rental
	532	Copier Lease
	(165)	Photocopy Service Contract
	(1,500)	General Consulting Services
	15,000	Technical Services
	(4,000)	Custodial Supplies
	(5,000)	Advertising Services
	6,000	Banking Services
	(400)	Office Supplies
	3,300	Equipment Maintenance Supplies
	(2,000)	Agricultural Supplies
	(8,000)	Recreation Supplies
	(500)	Public Safety Supplies
	(112)	Electricity
	6,506	Natural Gas
	4,050	Heating Oil
	(3,836)	Gasoline
	(756)	Diesel Fuel
	(6,659)	Debt Service
	7,286	Reimbursement to General Fund
GOLF COURSE ENTERPRISE FUND TOTAL	**20,000**	
	1.6%	

FY2010 RECOMMENDED RECREATION REVOLVING FUND SUMMARY

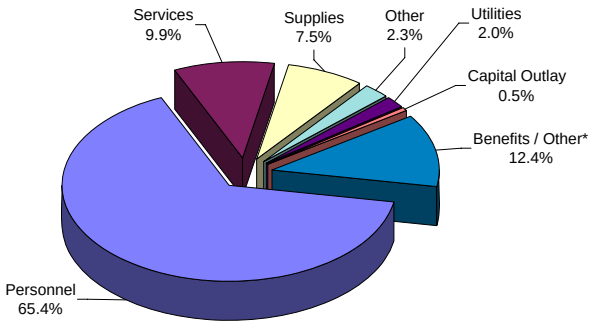
	FY2006 ACTUAL	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2010 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Adult Programs	0	0	0	17,000	20,000	**3,000**	**17.6%**
Amory & Main Gym	7,250	51,394	35,730	0	0	**0**	**-**
Aquatic	204,211	79,672	264,114	350,163	355,163	**5,000**	**1.4%**
Community Programs	0	0	0	16,160	16,160	**0**	**0.0%**
Environmental Programs	24,778	22,206	27,584	65,378	68,647	**3,269**	**5.0%**
Facility Program	27,191	86,905	98,109	0	0	**0**	**-**
Ice Skating	27,221	97,018	109,717	97,018	97,018	**0**	**0.0%**
Permits	0	0	0	80,050	84,060	**4,010**	**5.0%**
Recreation Admin	0	0	0	53,800	53,800	**0**	**0.0%**
School-Based Programs	382,055	368,463	431,432	414,054	445,605	**31,551**	**7.6%**
Ski Programs and Trips	13,580	17,410	17,524	0	0	**0**	**-**
Summer Camp	0	166,582	226,550	263,000	265,740	**2,740**	**1.0%**
Teen Programs	28,825	28,312	41,558	23,000	23,000	**0**	**0.0%**
Tennis/Open Basketball Programs	0	0	0	42,700	42,700	**0**	**0.0%**
Youth Programs	223,661	220,190	233,795	235,040	235,040	**0**	**0.0%**
TOTAL REVENUE	**938,772**	**1,138,152**	**1,486,113**	**1,657,363**	**1,706,933**	**49,570**	**3.0%**
EXPENDITURES							
Personnel	586,544	695,410	968,859	1,091,973	1,116,822	**24,849**	**2.3%**
Services	99,894	125,196	163,542	169,547	169,482	**(65)**	**0.0%**
Supplies	91,025	104,179	132,836	147,897	128,397	**(19,500)**	**-13.2%**
Other	8,308	18,823	12,384	18,400	38,635	**20,235**	**110.0%**
Utilities	581	820	4,689	27,848	34,057	**6,209**	**22.3%**
Capital Outlay	7,144	35,894	2,547	3,670	8,670	**5,000**	**136.2%**
Benefits / Other*	119,737	145,601	186,355	198,027	210,870	**12,843**	**6.5%**
TOTAL EXPENDITURE	**913,233**	**1,125,922**	**1,471,211**	**1,657,363**	**1,706,933**	**49,570**	**3.0%**
BALANCE				**0**	**0**	**0**	

* This comprises the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

FY2010 RECREATION REVOLVING FUND - REVENUES



FY2010 RECREATION REVOLVING FUND - EXPENDITURES



* This comprises the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

SUMMARY OF FY2010 RECREATION REVOLVING FUND INCREASES/DECREASES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Recreation Revolving Fund	***49,570***	
	4.9%	
	3,021	Personnel Fixed Costs
	21,828	Collective Bargaining
	(1,000)	Other Rentals / Leases
	4,710	Building Cleaning Service
	5,000	General Consulting Services
	860	Professional / Technical Service
	1,000	Printing
	7,000	Athletic Event Officials
	(8,000)	E-Commerce Services
	(50)	Laundry Services
	450	Subscriptions
	(2,500)	Office Supplies
	(17,000)	Recreation Supplies
	1,200	Education/Training/Conferences (new acct grouping)
	9,000	Other Travel
	(445)	Electricity
	5,854	Natural Gas
	800	Propane
	5,000	Capital
	12,843	Reimbursement to General Fund
RECREATION REVOLVING FUND TOTAL	**49,570**	
	3.0%	

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Selectmen	8 Leased PC's	3,300
	Selectmen Total	**3,300**
Human Resources Department	6 Leased PC's	2,375
	Human Resources Department Total	**2,375**
Information Technology Department	18 Leased PC's / Laptops	10,896
	2 Leased Servers	4,873
	Information Technology Department Total	**15,768**
Finance Department		
Comptroller	10 Leased PC's	5,020
Purchasing	5 Leased PC's / Laptops	2,700
Assessors	10 Leased PC's	3,900
Treasurer	10 Leased PC's	4,107
	Finance Department Total	**15,727**
Legal Services	8 Leased PC's / Laptops	3,765
	Legal Services Total	**3,765**
Advisory Committee	1 Leased PC	487
	Advisory Committee Total	**487**
Town Clerk	6 Leased PC's	3,251
	Town Clerk Total	**3,251**
Planning and Community Development	16 Leased PC's	7,525
	Planning & Community Development Dept. Total	**7,525**
Police Department	9 Vehicles	298,135
	Communications Equipment	9,800
	26 Leased Rugged In-Car Laptops	35,017
	40 Leased PC's	18,518
	Police Department Total	**361,470**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Fire Department	16 Leased PC's	9,280
	6 Leased Printers	2,105
	Ford Taurus	30,000
	Chevrolet Tahoe	40,000
	Public Safety Equipment	8,925
	Furnishings	10,000
	Pressure Washer	3,500
	SPX Vehicle Diagnostic Test Eqpt.	5,500
	Turnout Gear	17,333
	Fire Department Total	**126,643**
Building Department	16 Leased PC's	5,887
	1 Hybrid	23,000
	Building Department Total	**28,887**
Department of Public Works		
Administration	7 Leased PC's	4,060
Engineering/Transportation	16 Leased PC's	9,280
	1 Hybrid Sedan	24,500
	1 Compact Pickup	17,000
	Sub-Total Engineering	50,780
Sanitation		
	4 Leased PC's	2,320
	6 CY Rubbish Packer (Third year of a three-year lease)	24,500
	33 CY Rubbish Packer (First year of a three-year lease)	60,375
	Sub-Total Sanitation	87,195
Highway	9 Leased PC's	5,220
	44,000 GVW Dump Truck (Second year of three-year lease)	60,000
	Pelican Street Sweeper (Second year of three-year lease	36,000
	Rubber Tire Excavator (First year of a three-year lease)	85,050
	4 Wheel Drive Pickup Truck	27,000
	4 Wheel Drive Rack Body Pickup	44,575
	Sub-Total Highway	257,845

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Parks and Open Space	12 Leased PC's/Laptops	6,960
	Dump Truck with Snowplow (Third year of three-year lease)	24,150
	Hybrid Sedan	24,200
	4Wheel Drive Pick Up	34,000
	4Wheel 1 Ton Dump Truck Pick Up	50,000
	Lawn Maintenance Tractor	72,000
	Fuel Management System	20,000
	Refurbish Dump Bodies (vehicles 402 and 404)	18,000
	Small Motor Equipment	10,000
	Aerator	21,000
	4 Wheel Utility Wagon	9,000
	Landscape Trailer	5,000
	Backhoe Attachment	5,810
	Sub-Total Parks and Open Space	300,120
	Department of Public Works Total	**700,000**
Library	5 Leased PC's	2,901
	30 Leased PC's for Branch Libraries	17,400
	70 Leased PC's for Main Library	31,800
	Library Total	**52,101**
Health Department	15 Leased PC's	5,000
	1 Toyota Prius	23,000
	Health Department Total	**28,000**
Veterans Services	2 Leased PC's	725
	Veterans Services Total	**725**
Council on Aging	23 Leased PC's	8,900
	Council on Aging Total	**8,900**
Human Relations-Youth Resources	2 Leased PC's	796
	Human Relations-Youth Resources Total	**796**
Recreation Department	11 Leased PC's / Laptops	6,380
	1 Hybrid Sedan	24,500
	Recreation Department Total	**30,880**
	TOTAL GENERAL FUND	**1,390,600**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
	ENTERPRISE FUNDS	
Water	10 Leased PC's	5,800
	Construction Materials and Equipment	50,000
	Maintenance Equipment	10,000
	18,000 GVW Cab and Chassis w/Service Body and PTO Compressor	75,600
	Sub-Total Water Enterprise	141,400
Sewer	Construction Materials and Equipment	25,000
	Compact Service Van	23,300
	Pipeline Inspection Equipment	90,000
	Sub-Total Sewer Enterprise	138,300
	Water and Sewer Enterprise Fund Total	**279,700**
Golf Course	1 Leased PC	580
	Landscaping Equipment (leased)	85,000
	Golf Course Enterprise Fund Total	**85,580**
	TOTAL ENTERPRISE FUNDS	**365,280**
	RECREATION REVOLVING FUND	
Recreation Revolving Fund	7 Leased PC's / Laptops	3,670
	Furniture	5,000
	Recreation Revolving Fund Total	**8,670**
	TOTAL REVOLVING FUNDS	**8,670**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED				
GENERAL FUND	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**
Selectmen	**7.53**	**7.00**	**7.00**	**7.00**	**6.53**
Human Resources	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Information Technology	**11.40**	**11.40**	**11.40**	**11.40**	**11.40**
Finance	**32.10**	**31.43**	**31.01**	**30.43**	**30.43**
Comptroller	*6.70*	*6.70*	*6.70*	*6.70*	*6.00*
Purchasing	*6.93*	*6.93*	*6.51*	*5.93*	*5.93*
Assessor	*9.47*	*8.80*	*8.80*	*8.80*	*7.80*
Treasurer/ Collector	*9.00*	*9.00*	*9.00*	*9.00*	*10.70*
Legal Services	**6.41**	**6.64**	**6.64**	**6.64**	**6.53**
Advisory Committee	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**
Town Clerk	**6.50**	**6.00**	**6.00**	**6.00**	**6.00**
Planning and Community Development	**12.29**	**13.33**	**13.33**	**13.33**	**11.86**
Police	**178.79**	**178.79**	**177.78**	**178.78**	**177.30**
Fire	**168.00**	**168.00**	**168.00**	**168.00**	**161.00**
Building	**34.55**	**33.17**	**33.17**	**33.41**	**33.01**
Public Works	**146.01**	**146.01**	**139.86**	**135.86**	**134.86**
Administration	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*
Engineering/Transportation	*14.50*	*14.50*	*13.00*	*13.00*	*13.00*
Highway	*56.00*	*56.00*	*55.00*	*55.00*	*55.00*
Sanitation	*21.07*	*21.07*	*21.07*	*17.07*	*17.07*
Parks and Open Space	*44.44*	*44.44*	*40.79*	*40.79*	*39.79*
Library	**53.33**	**53.75**	**52.75**	**52.75**	**52.75**
Health	**13.43**	**12.03**	**11.83**	**11.83**	**11.83**
Veterans Services	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Council on Aging	**11.83**	**11.83**	**11.95**	**12.59**	**11.85**
Human Relations / Youth Resources	**2.00**	**2.00**	**2.00**	**2.00**	**1.00**
Recreation	**14.00**	**14.00**	**12.00**	**12.00**	**12.00**
GENERAL FUND TOTAL	**705.52**	**702.73**	**692.07**	**689.37**	**675.70**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED				
NON-GENERAL FUND	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**
Water & Sewer Enterprise Fund	**44.50**	**43.50**	**43.50**	**42.50**	**42.50**
Water	*39.50*	*38.50*	*38.50*	*37.50*	*37.50*
Sewer	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*
Recreation Revolving Fund	**12.61**	**12.41**	**13.51**	**14.51**	**14.51**
Golf Enterprise Fund	**9.93**	**9.93**	**9.93**	**9.93**	**9.93**
Community Development Block Grant (CDBG)	**2.50**	**3.01**	**3.01**	**3.01**	**2.90**
Handicapped Parking Fines Fund	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**
Grants / Gifts	**7.18**	**7.57**	**9.07**	**9.48**	**9.48**
Police	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*
Health Department	*3.00*	*3.39*	*4.89*	*5.30*	*5.30*
Council on Aging	*3.18*	*3.18*	*3.18*	*3.18*	*3.18*
NON-GENERAL FUND TOTAL	**77.04**	**76.74**	**79.34**	**79.75**	**79.64**
ALL FUNDS TOTAL	**782.56**	**779.47**	**771.41**	**769.12**	**755.34**

OVERALL SUMMARY

Prior to 1981, Massachusetts local government budgets were controlled by expenditure projections. Property taxes were raised to the extent needed to finance the level of expenditures adopted by the local appropriating authority. In the early-1980's, tax limitation legislation, including Proposition 2 1/2, was enacted, making revenue limitations the beginning of the budget process. Projected revenues have now replaced expenditures as the budget base. As a result of this change, a greater amount of care and caution go into the development of revenue forecasts.

In Brookline, there are four primary funds that support operations: General Fund, Water and Sewer Enterprise Fund, Golf Course Enterprise Fund, and Recreation Revolving Fund. The General Fund is the largest, totaling $205.27 million, or 88% of total Financial Plan revenues. Total Financial Plan revenue is $229.83 million, which represents an increase of $6.45 million, or 2.9%.

FY10 General Fund revenues are projected to increase by $5.96 million (3%) from the FY09 budgeted amounts. Operating revenue, which is basically General Fund revenue less revenues that support the Capital Improvement Program (CIP), increases $2.84 million, or 1.5%. The below left table summarizes where the increases and decreases come from while the below right table shows the calculation of Operating Revenue.

SOURCE	$ CHANGE (Millions)	% CHANGE
Property Taxes	$5.28	3.6%
State Aid	-$2.47	-12.6%
Interest Income	-$0.42	-26.1%
Building Permits	-$0.20	-9.1%
Motor Vehicle Excise	-$0.17	-3.4%
Recycling	-$0.16	-82.0%
Parking Fines / Fees	$0.38	7.7%
"Free Cash"	$1.10	18.4%
Overlay Reserve Surplus	$1.51	-
Enterprise Fund Reimb. to Gen. Fund	$0.21	9.4%
Capital Project Surplus	$1.09	174.6%
Sale of Town-owned Land Fund	-$0.55	-84.5%
All Others	$0.38	2.4%
TOTAL	**$5.96**	**3.0%**

	FY09	FY10	$ Change	% Change
Total Gen Fund Rev	199,313,718	205,273,534	5,959,816	3.0%
Less:				
SBA Reimbursements	3,267,372	3,267,372	0	0.0%
Net Debt Exclusions	1,692,697	1,667,074	(25,623)	-1.5%
Revenue for CIP	7,094,963	10,238,295	3,143,332	44.3%
Free Cash	5,954,963	7,053,295	1,098,332	18.4%
Tax Abatement Reserve Surplus	0	1,505,000	1,505,000	-
Sale of Town-owned Land Fund	550,000	0	(550,000)	-100.0%
Capital Project Surplus	590,000	1,680,000	1,090,000	184.7%
OPERATING REVENUE	**187,258,687**	**190,100,794**	**2,842,107**	**1.5%**

The State Aid figures used in this Financial Plan are based on the Governor's FY10 budget proposal, which was submitted on January 28th. For Brookline, the Governor's proposal resulted in a total State Aid decrease of $2.47 million, or 12.6%. Exclusive of school building assistance (SBA) reimbursements, the cut is 15.1%. Since the final State Aid figures could be different by the time a final FY10 state budget is approved, there is the possibility of amendments to the Financial Plan.

A detailed description and analysis of the FY10 revenue items and related changes are found within the pages that follow. The FY07 and FY08 columns represent revenues collected during those respective years. The FY09 Budget column reflects the revenue projections used in setting the FY09 tax rate, while the FY09 Estimate column contains current expectations of revenues for the fiscal year based upon actual receipts through December 31, 2008 and revised estimates for the remaining six months. The FY10 Budget column is the current estimate for the ensuing fiscal year. The Budget Increase column is the increase (or decrease), expressed in both dollar and percentage terms, expected in FY10 versus the FY09 Budget.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Property Taxes *	130,076,534	135,811,901	147,273,068	147,273,068	152,552,834	5,279,766	3.6%
Local Receipts	23,281,092	24,524,074	20,475,664	21,659,185	20,217,125	(258,539)	-1.3%
State Aid	18,023,846	18,946,277	19,623,691	18,853,697	17,157,180	(2,466,511)	-12.6%
Free Cash	5,387,435	3,814,792	5,954,963	5,954,963	7,053,295	1,098,332	18.4%
Other Available Funds	8,948,053	8,603,612	5,986,333	5,986,333	8,293,101	2,306,768	38.5%
General Fund Revenues	**185,716,961**	**191,700,656**	**199,313,718**	**199,727,246**	**205,273,534**	**5,959,816**	**3.0%**
Water and Sewer Enterprise **	17,712,284	18,024,125	21,541,764	21,520,630	21,980,618	438,854	2.0%
Golf Enterprise **	818,576	880,062	1,067,136	1,067,136	1,079,851	12,715	1.2%
Recreation Revolving Fund **	992,551	1,299,758	1,459,336	1,459,336	1,496,063	36,727	2.5%
Total Financial Plan Revenues	**205,240,372**	**211,904,601**	**223,381,955**	**223,774,348**	**229,830,066**	**6,448,111**	**2.9%**

* The figures provided for the FY07 and FY08 Property Tax Actuals represent the total levy, not actual collections
** These figures are net of reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category

TOWN OF BROOKLINE FY2010 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary

DETAILED REVENUE SUMMARY

GENERAL FUND	FY07 ACTUAL	FY08 ACTUAL	FY09 BUDGET	FY10 BUDGET	FY10 vs FY09 $$	FY10 vs FY09 %
Property Taxes *	**130,076,534**	**135,811,901**	**147,273,068**	**152,552,834**	**5,279,766**	**3.6%**
Local Receipts	**23,281,092**	**24,524,074**	**20,475,664**	**20,217,125**	**(258,539)**	**-1.3%**
Motor Vehicle Excise (MVE)	4,691,252	5,291,912	5,021,739	4,850,000	(171,739)	-3.4%
Licenses & Permits	945,113	942,811	863,475	975,475	112,000	13.0%
Parking / Court Fines	4,141,143	4,690,251	4,395,000	4,750,000	355,000	8.1%
General Government	4,462,711	4,866,555	2,648,000	2,518,500	(129,500)	-4.9%
Interest Income	3,211,157	2,374,433	1,614,455	1,193,500	(420,955)	-26.1%
PILOT's	774,270	907,315	719,545	816,650	97,105	13.5%
Refuse Fee	2,204,634	2,650,476	2,595,000	2,600,000	5,000	0.2%
Departmental & Other	2,850,812	2,800,321	2,618,450	2,513,000	(105,450)	-4.0%
State Aid	**18,023,846**	**18,946,277**	**19,623,691**	**17,157,180**	**(2,466,511)**	**-12.6%**
General Government Aid	8,631,339	8,654,772	8,687,715	6,258,126	(2,429,589)	-28.0%
School Aid	5,789,916	6,686,568	7,503,679	7,477,676	(26,003)	-0.3%
School Construction Aid	3,442,794	3,442,794	3,267,372	3,267,372	0	0.0%
Tax Abatement Aid	42,059	41,394	42,059	41,896	(163)	-0.4%
Offset Aid	117,738	120,749	122,866	112,110	(10,756)	-8.8%
Other Available Funds	**8,948,053**	**8,603,612**	**5,986,333**	**8,293,101**	**2,306,768**	**38.5%**
Parking Meter Receipts	1,930,000	2,495,486	2,500,000	2,550,000	50,000	2.0%
Walnut Hill Cemetery Fund	50,000	100,000	50,000	50,000	0	0.0%
State Aid for Libraries	41,555	41,555	41,555	41,555	0	0.0%
Golf Enterprise Fund Reimb.	371,402	373,004	179,064	186,349	7,285	4.1%
Recreation Revolving Fund Reimb.	145,601	186,355	198,027	210,870	12,843	6.5%
Water and Sewer Enterprise Fund Reimb.	4,836,456	4,513,660	1,877,687	2,069,326	191,639	10.2%
Tax Abatement Reserve Surplus	950,000	850,000	0	1,505,000	1,505,000	-
Capital Project Surplus	623,039	43,552	590,000	1,680,000	1,090,000	184.7%
Sale of Town-owned Land	0	0	550,000	0	(550,000)	-100.0%
Free Cash	**5,387,435**	**3,814,792**	**5,954,963**	**7,053,295**	**1,098,332**	**18.4%**
Capital Improvements	4,491,704	2,891,385	5,020,852	3,121,351	(1,899,500)	-37.8%
Operating Budget Reserve	398,444	418,778	436,636	458,547	21,910	5.0%
Strategic Reserves / Other Spec Approp's	497,287	504,629	497,475	3,473,397	2,975,922	598.2%
TOTAL GENERAL FUND REVENUE	**185,716,961**	**191,700,656**	**199,313,718**	**205,273,534**	**5,959,816**	**3.0%**
ENTERPRISE FUND / REVOLVING FUND REVENUE						
Water and Sewer Enterprise Fund **	17,712,284	18,024,125	21,541,764	21,980,618	438,854	2.0%
Golf Course Enterprise Fund **	818,576	880,062	1,067,136	1,079,851	12,715	1.2%
Recreation Revolving Fund **	992,551	1,299,758	1,459,336	1,496,063	36,727	2.5%
TOTAL ENTERPRISE / REVOLVING FUND REVENUE	**19,523,411**	**20,203,945**	**24,068,236**	**24,556,531**	**488,295**	**2.0%**
TOTAL REVENUES	**205,240,372**	**211,904,601**	**223,381,955**	**229,830,066**	**6,448,111**	**2.9%**

* The figures provided for the FY07 and FY08 Property Tax Actuals represent the total levy, not actual collections.
** These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

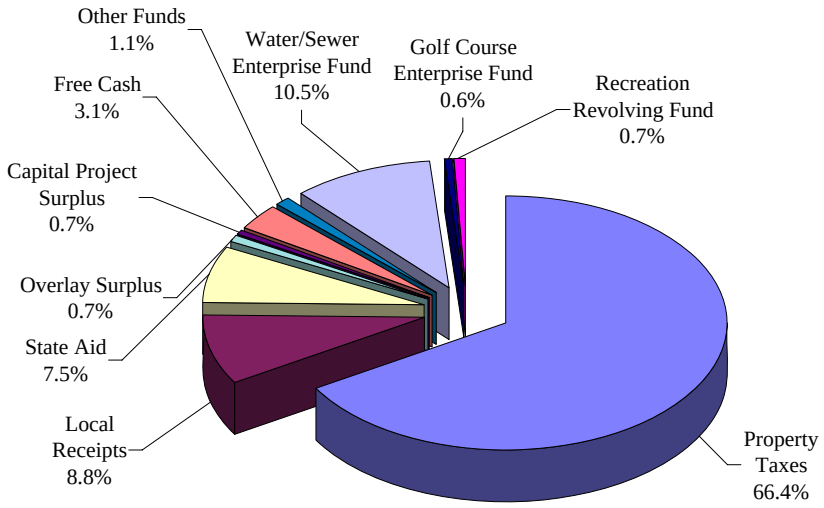
TOWN OF BROOKLINE FY2010 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - By Fund

FY2010 REVENUE BY FUND

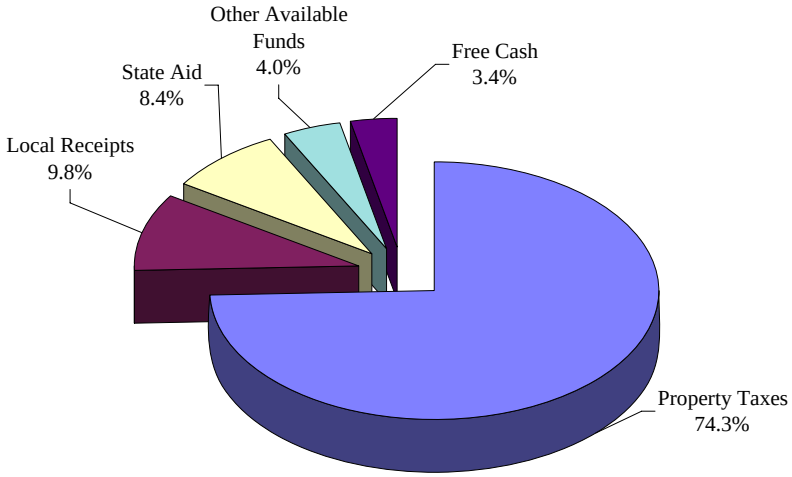
	General Fund [1]	Water & Sewer Enterprise	Golf Enterprise	Recreation Revolving Fund	Parking Meter Fund [2]	Cemetery Fund [2]	State Library Aid [2]	Tax Abatement Reserve Surplus [2]	TOTAL
Property Taxes	152,552,834								**152,552,834**
Local Receipts	20,217,125								**20,217,125**
State Aid	17,157,180								**17,157,180**
Parking Meter Receipts					2,550,000				**2,550,000**
Walnut Hill Cemetery Fund						50,000			**50,000**
State Aid for Libraries							41,555		**41,555**
Golf Enterprise Fund Reimbursement			186,349						**186,349**
Recreation Revolving Fund Reimbursement				210,870					**210,870**
Water and Sewer Enterprise Fund Reimbursement		2,069,326							**2,069,326**
Tax Abatement Reserve Surplus								1,505,000	**1,505,000**
Capital Project Surplus	1,680,000								**1,680,000**
Sale of Town-owned Land Fund								0	**0**
Free Cash	7,053,295								**7,053,295**
TOTAL GENERAL FUND	**198,660,434**	**2,069,326**	**186,349**	**210,870**	**2,550,000**	**50,000**	**41,555**	**1,505,000**	**205,273,534**
Water and Sewer Enterprise Fund [3]		21,980,618							**21,980,618**
Golf Course Enterprise Fund [3]			1,079,851						**1,079,851**
Recreation Revolving Fund [3]				1,496,063					**1,496,063**
TOTAL FINANCIAL PLAN	**198,660,434**	**24,049,944**	**1,266,200**	**1,706,933**	**2,550,000**	**50,000**	**41,555**	**1,505,000**	**229,830,066**

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

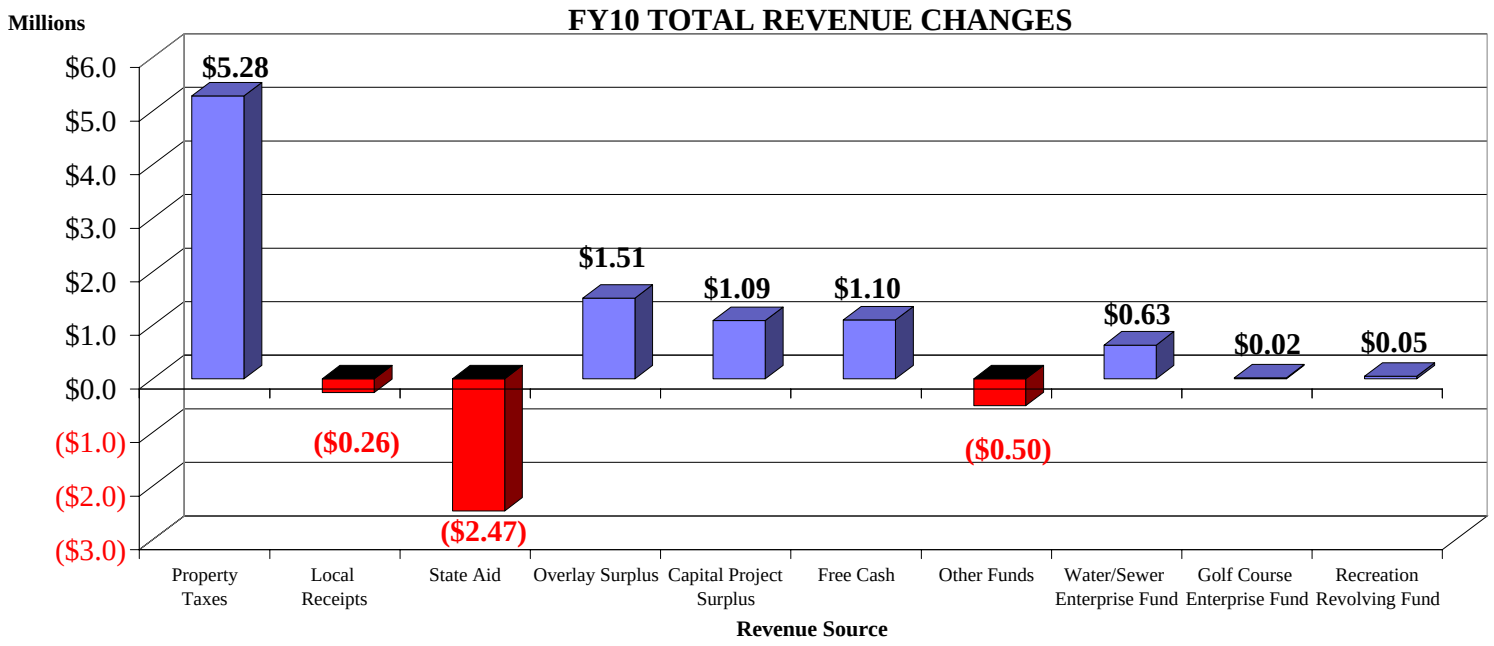
FY10 TOTAL REVENUE COMPOSITION

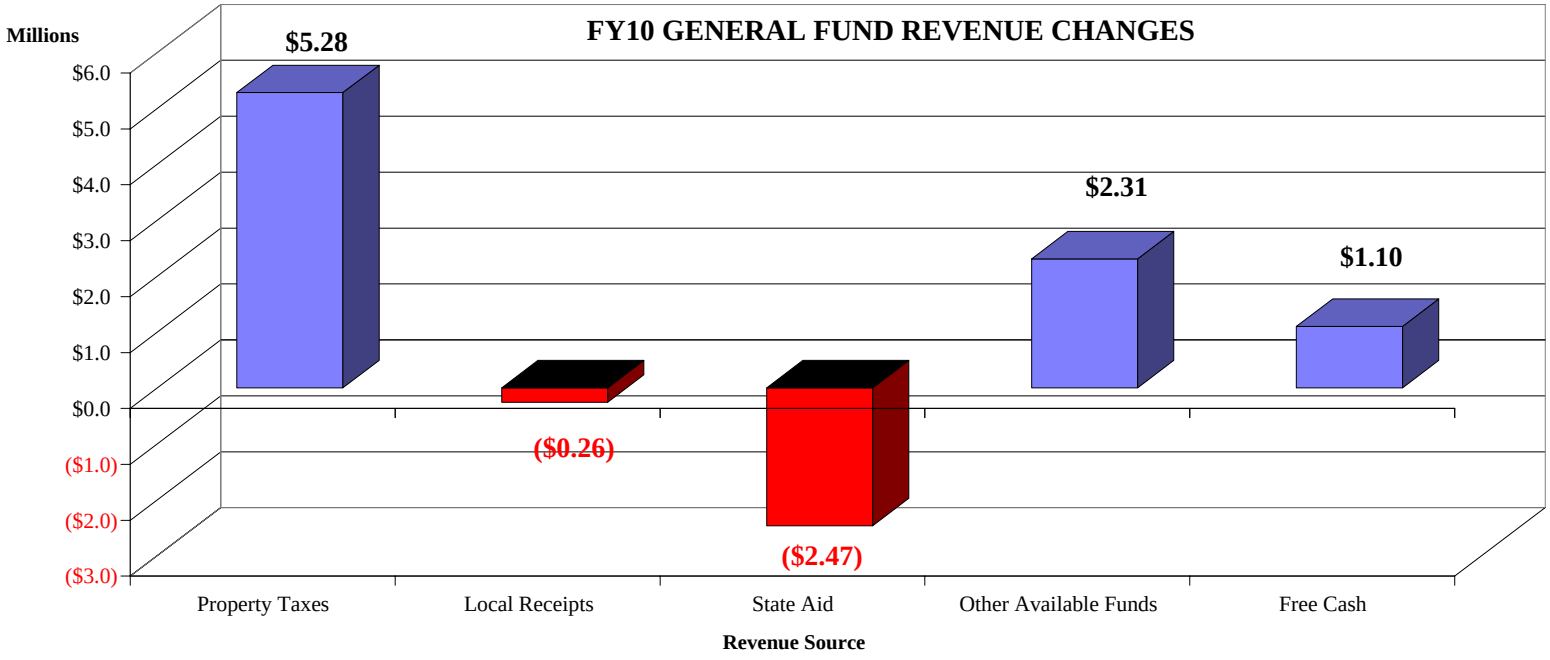


FY10 GENERAL FUND REVENUE COMPOSITION



TOWN OF BROOKLINE FY2010 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - Versus FY2009





TOWN OF BROOKLINE FY2010 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary - Historical

TOTAL REVENUES

$ (millions)
% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY01 ACT.	FY02 ACT.	FY03 ACT.	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 BUD.	FY10 BUD.
PROPERTY TAX	$45.8	$40.8	$99.5	$103.7	$108.2	$114.2	$119.5	$121.8	$128.9	$135.8	$147.3	$152.6
	76.4%	71.0%	65.3%	64.2%	66.1%	69.6%	67.8%	69.6%	69.8%	70.8%	73.9%	74.3%
LOCAL RECEIPTS	$3.8	$5.3	$22.2	$19.4	$23.0	$19.0	$21.2	$23.0	$23.3	$24.5	$20.5	$20.2
	6.4%	9.2%	14.5%	12.0%	14.0%	11.6%	12.0%	13.1%	12.6%	12.8%	10.3%	9.8%
STATE AID	$5.5	$7.2	$19.3	$20.0	$19.1	$17.3	$17.4	$18.0	$18.0	$18.9	$19.6	$17.2
	9.2%	12.5%	12.7%	12.4%	11.6%	10.5%	9.9%	10.3%	9.8%	9.9%	9.8%	8.4%
FEDERAL REVENUE SHARING	$1.1	$1.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	1.8%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	$3.4	$2.7	$4.8	$11.5	$5.3	$5.6	$7.0	$4.6	$5.4	$3.8	$6.0	$7.1
	5.7%	4.7%	3.2%	7.1%	3.2%	3.4%	4.0%	2.6%	2.9%	2.0%	3.0%	3.4%
OTHER AVAIL. FUNDS	$0.3	$0.5	$6.5	$6.8	$8.3	$7.9	$11.1	$7.7	$8.9	$8.6	$6.0	$8.3
	0.5%	0.9%	4.3%	4.2%	5.1%	4.8%	6.3%	4.4%	4.8%	4.5%	3.0%	4.0%
GENERAL FUND BUDGET TOTAL	$59.9	$57.5	$152.4	$161.4	$163.9	$164.1	$176.3	$175.0	$184.5	$191.7	$199.3	$205.3
WATER & SEWER ENT FUND (1) (2)	$2.1	$2.9	$17.0	$13.3	$14.2	$15.0	$15.7	$15.9	$17.7	$18.0	$21.5	$22.0
GOLF COURSE ENT FUND (1)	$0.0	$0.0	$1.0	$0.8	$0.6	$0.8	$0.8	$0.8	$0.8	$0.9	$1.1	$1.1
RECREATION REVOLVING FUND (1)	$0.0	$0.0	$0.4	$0.5	$0.6	$0.6	$0.8	$0.8	$1.0	$1.3	$1.5	$1.5
TOTAL FINANCIAL PLAN	$62.0	$60.4	$170.7	$176.0	$179.3	$180.5	$193.6	$192.6	$204.0	$211.9	$223.4	$229.8

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.
(2) Prior to FY02, all Water & Sewer revenue was accounted for in the General Fund.

ANNUAL REVENUE CHANGES BY SOURCE

$ (millions)

REVENUE SOURCE	FY82	FY01 ACT.	FY02 ACT.	FY03 ACT.	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 BUD.	FY09 BUD.	FY10 BUDGET
PROPERTY TAX	($5.1)	$3.6	$4.1	$4.5	$6.0	$5.3	$2.3	$7.1	$6.9	$11.5	$5.3
	-11.1%	3.7%	4.2%	4.4%	5.5%	4.6%	1.9%	5.8%	5.4%	8.4%	3.6%
LOCAL RECEIPTS	$1.5	$0.4	($2.8)	$3.6	($3.9)	$2.2	$1.8	$0.3	$1.2	($4.0)	($0.3)
	39.1%	2.0%	-12.5%	18.4%	-17.1%	11.5%	8.3%	1.3%	5.3%	-16.5%	-1.3%
STATE AID	$1.7	$3.8	$0.7	($0.9)	($1.8)	$0.1	$0.5	$0.1	$0.9	$0.7	($2.5)
	31.1%	24.4%	3.4%	-4.6%	-9.3%	0.7%	3.1%	0.4%	5.1%	3.6%	-12.6%
FEDERAL REVENUE SHARING	($0.1)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	-5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	($0.6)	($1.8)	$6.7	($6.3)	$0.3	$1.4	($2.4)	$0.8	($1.6)	$2.1	$1.1
	-17.9%	-27.0%	139.8%	-54.4%	6.5%	24.3%	-33.9%	17.0%	-29.2%	56.1%	18.4%
OTHER AVAIL. FUNDS	$0.2	$4.2	$0.2	$1.6	($0.5)	$3.2	($3.4)	$1.3	($0.3)	($2.6)	$2.3
	70.8%	183.4%	3.6%	22.9%	-5.4%	41.0%	-30.8%	16.3%	-3.8%	-30.4%	38.5%
GENERAL FUND BUDGET TOTAL	($2.4)	$10.2	$9.0	$2.5	$0.2	$12.2	($1.2)	$9.5	$7.2	$7.6	$6.0
	-4.1%	7.2%	5.9%	1.5%	0.1%	7.4%	-0.7%	5.4%	3.9%	4.0%	3.0%
WATER & SEWER ENT FUND (1) (2)	$0.9	($1.0)	($3.7)	$0.9	$0.8	$0.7	$0.1	$1.8	$0.3	$3.5	$0.4
	41.0%	-5.5%	-21.6%	6.8%	5.8%	4.7%	0.9%	11.5%	1.8%	19.5%	2.0%
GOLF COURSE ENT FUND (1)	$0.0	$0.3	($0.1)	($0.2)	$0.2	$0.0	($0.0)	$0.0	$0.1	$0.2	$0.0
	0.0%	57.3%	-14.3%	-23.0%	25.3%	5.4%	-2.2%	0.2%	6.2%	14.4%	0.9%
RECREATION REVOLVING FUND (1)	$0.0	($0.0)	$0.2	$0.1	$0.0	$0.1	$0.1	$0.2	$0.3	$0.2	$0.0
	0.0%	-1.2%	42.4%	15.4%	7.4%	17.9%	8.9%	0.1%	0.2%	0.1%	0.0%
TOTAL FINANCIAL PLAN	($1.5)	$9.6	$5.4	$3.3	$1.2	$13.1	($1.0)	$11.5	$7.9	$11.5	$6.4
	-2.6%	6.0%	3.1%	1.9%	0.7%	7.2%	-0.5%	6.0%	3.9%	5.4%	2.9%

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.
(2) Prior to FY02, all Water & Sewer revenue was accounted for in the General Fund.

PROPERTY TAX

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Brookline, Property taxes represent 74% of annual General Fund revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Brookline's non-manufacturing business firms. State law mandates that communities update their property values every three years and obtain state certification that such values represent full and fair cash value. A comprehensive town-wide revaluation was completed in FY09, with the next one scheduled for FY12.

Under the provisions of Proposition 2 1/2, property taxes, in the aggregate, may not exceed 2 1/2% of their "full and fair cash value". This limit is known as the "levy ceiling". In addition, annual levy increases may not exceed 2 1/2% more than the previous year's levy plus the taxes added from any new properties, renovations to existing properties, or condominium conversions added to the tax rolls (known as "New Growth"). This is known as the "levy limit". Any Proposition 2 1/2 override or debt exclusion amounts voted are added to the levy limit while all related school construction reimbursements from the State (SBA) are similarly subtracted.

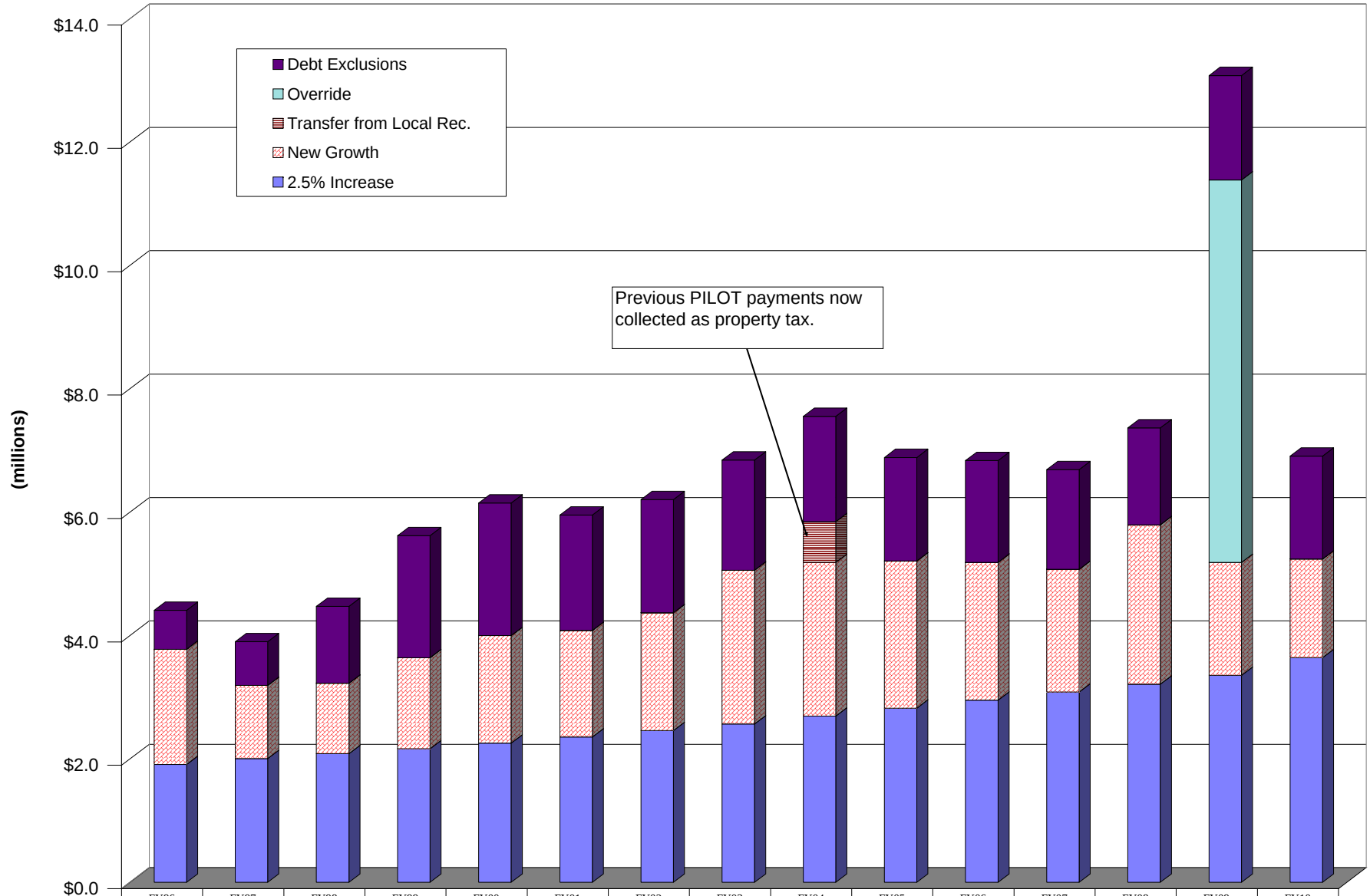
Property values and new growth for FY10 are preliminary estimates used to project the levy limit. The FY10 maximum allowable levy is projected to total $152,552,834 representing an increase of $5,279,766 (3.6%) over the FY09 Levy. The figures below detail how the estimated FY10 levy is calculated:

FY09 LEVY LIMIT	$145,644,644
PROP. 2 1/2 INCREASE	$3,641,116
SUB-TOTAL	$149,285,760
NEW GROWTH (est.)	$1,600,000
ESTIMATED FY10 LEVY LIMIT	$150,885,760
DEBT EXCLUSIONS	$4,347,320
STATE SCHOOL BLDG ASSISTANCE (SBA) REIMB'S	($2,680,246)
NET DEBT EXCLUSIONS	$1,667,074
FY10 TOTAL PROPERTY TAX LEVY	$152,552,834

New Growth in FY09 ($1.8 million) was the lowest figure since FY01, when it was $1.7 million. Early indications are that FY10 New Growth will be even less than FY09, and possibly lower than the FY01 level. This downward trend, if it continues, negatively impacts both FY10 and future fiscal years.

REVENUE SOURCE	FY2007 LEVY CALC.	FY2008 LEVY CALC.	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Prior Year Levy Limit	123,389,202	128,463,616	134,259,886	134,259,886	145,644,644		
2.5% Increase	3,084,730	3,211,590	3,356,497	3,356,497	3,641,116		
New Growth	1,989,683	2,584,680	1,828,261	1,828,261	1,600,000		
Override	0	0	6,200,000	6,200,000	0		
Net Debt Exclusions	1,614,854	1,568,947	1,692,697	1,692,697	1,667,074		
(less) Excess Capacity	(1,935)	(16,932)	(64,273)	(64,273)	0		
Total Property Tax Levy	130,076,534	135,811,901	147,273,068	147,273,068	152,552,834	5,279,766	3.6%

COMPOSITION OF ANNUAL GROWTH IN THE PROPERTY TAX LEVY - FY96-FY10 (est.)



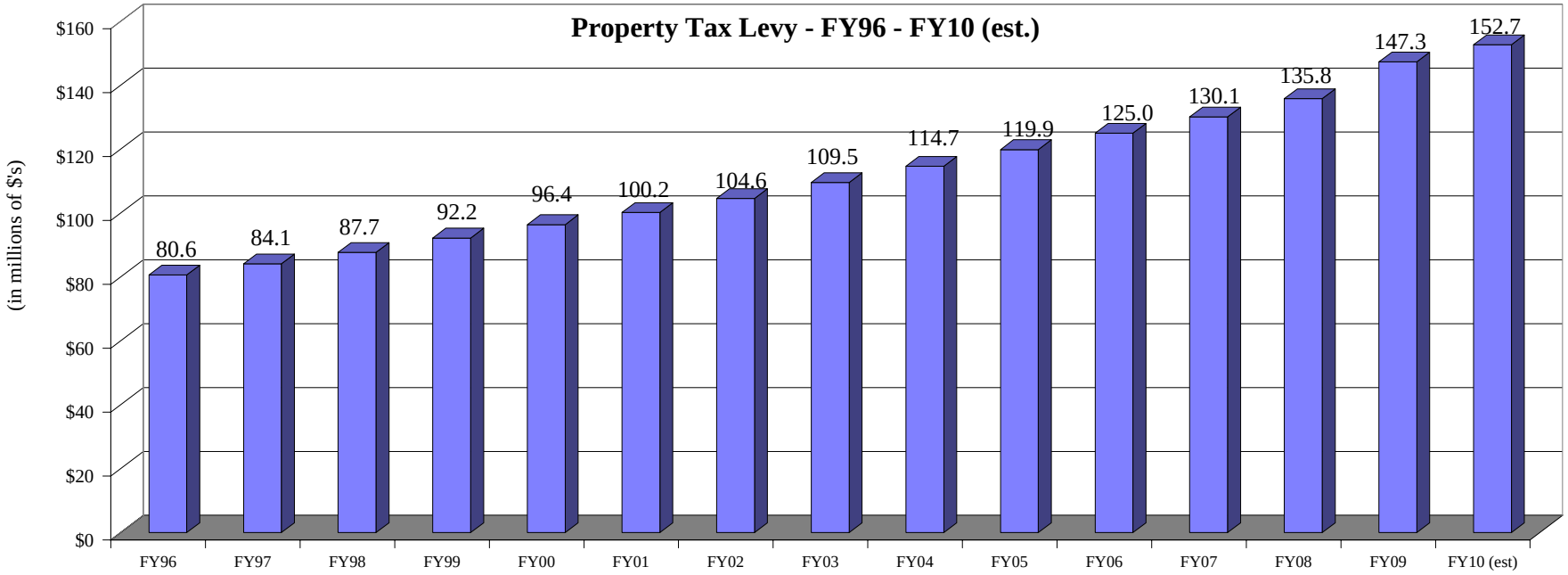
	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Debt Exclusions	0.6311	0.7101	1.2438	1.977223	2.149	1.868	1.837	1.785	1.705	1.676	1.64873441	1.615	1.569	1.692696	1.667
Override	0	0	0	0	0	0	0	0	0	0	0	0	0	6.2	0
Transfer from Local Rec.	0	0	0	0	0	0	0	0	0.661	0	0	0	0	0	0
New Growth	1.8687	1.1866	1.1443	1.475516	1.742	1.728	1.909	2.491979	2.491073	2.386251	2.232945	1.99	2.58468	1.828261	1.6
2.5% Increase	1.910312	2.004893	2.084679	2.165404	2.256427	2.356711	2.459234	2.568252	2.694758	2.824403838	2.954709109	3.08473	3.211590388	3.356497148	3.641116102

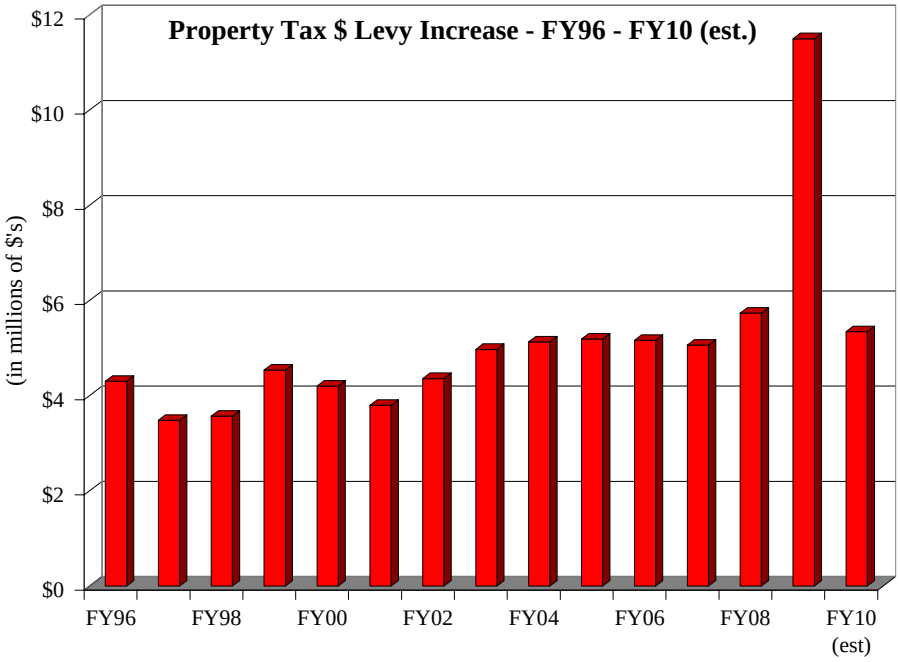
PROPERTY TAXES
COLLECTIONS AND UNPAID BALANCES
FOR FISCAL YEARS ENDED JUNE 30

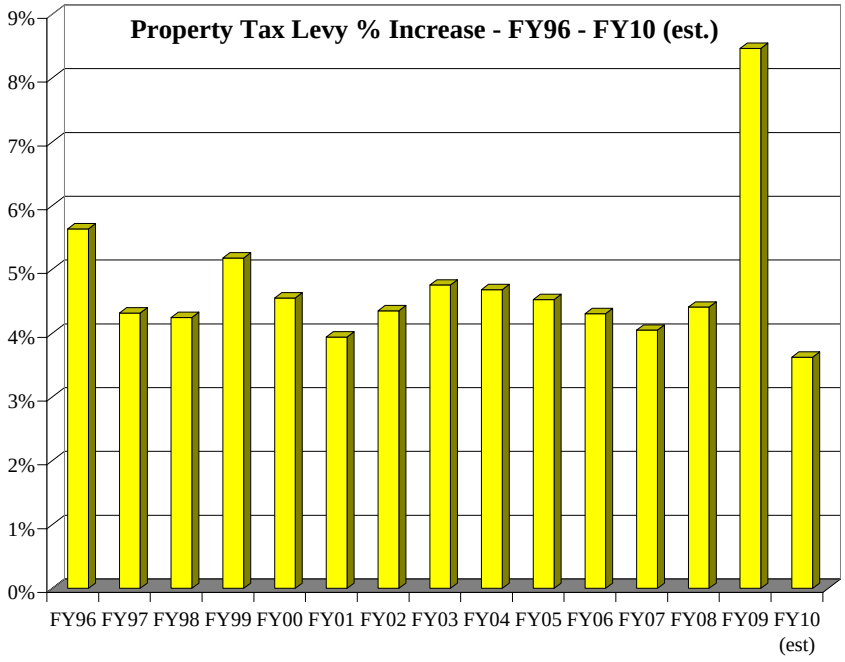
Fiscal Year	Real Estate and Pers. Property Levy	(1) Collections As Of Base Yr End	% As Of Base Yr End	Uncollected Bal As Of Base Yr End	(2) Cumulative Pr Yr Collections Yr End **As Of Dec 31, 2007**	Uncollected Real Estate, Pers. Prop., & Tax Title **As Of Dec 31, 2007**	% Collected As **Of Dec 31, 2007**	(3) Tax Titles / Foreclosures Receivable As of Yr-End
1994	72,293,772	69,529,948	96.2%	2,763,824	2,763,824	0	100.00%	1,410,950
1995	77,700,314	75,817,926	97.6%	1,882,388	1,882,388	0	100.00%	1,203,962
1996	80,893,488	79,015,942	97.7%	1,877,546	1,877,546	0	100.00%	1,832,383
1997	84,086,279	82,401,669	98.0%	1,684,610	1,684,610	0	100.00%	861,700
1998	87,880,687	86,352,738	98.3%	1,527,949	1,527,949	0	100.00%	852,386
1999	92,203,063	91,376,684	99.1%	826,379	826,379	0	100.00%	384,660
2000	96,399,645	95,425,278	99.0%	974,367	974,367	0	100.00%	446,610
2001	100,217,510	99,792,628	99.6%	424,882	424,882	0	100.00%	437,625
2002	104,560,815	104,041,776	99.5%	519,039	426,506	119,859	99.91%	396,040
2003	109,532,058	108,596,481	99.1%	935,577	880,099	82,824	99.95%	545,592
2004	114,660,482	113,242,093	98.8%	1,418,389	1,292,528	161,713	99.89%	657,047
2005	119,871,025	118,861,627	99.2%	1,009,398	884,866	124,532	99.90%	602,897
2006	125,192,168	123,383,654	98.6%	1,808,515	1,700,053	108,462	99.91%	909,734
2007	130,078,303	129,277,684	99.4%	800,619	565,423	235,196	99.82%	873,404
2008	135,822,982	134,144,599	98.8%	1,678,383	522,819	1,155,564	99.15%	1,306,938

1. Accounts Receivable Balance on June 30 of Base Year.
2. Each year-end sum of activities is added to the previous year. This column changes every year until the uncollected balance is $0. The balance may equal the Tax Title balance for that year.
3. Base Year Tax Title amount.

TOWN OF BROOKLINE FY2010 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax







ASSESSED VALUE AND TAX BILL HISTORIES

DESCRIPTION	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Median Single Family Assessed Value	451,550	523,050	602,000	667,000	756,750	837,050	903,850	1,017,100	1,023,550	986,900	1,017,000
% Change	8.9%	15.8%	15.1%	10.8%	13.5%	10.6%	8.0%	12.5%	0.6%	-3.6%	3.0%
Median Two Family Assessed Value	387,800	471,200	548,650	592,800	702,000	777,900	837,200	950,000	950,900	932,450	953,200
% Change	9.6%	21.5%	16.4%	8.0%	18.4%	10.8%	7.6%	13.5%	0.1%	-1.9%	2.2%
Median Three Family Assessed Value	418,700	491,100	577,400	624,800	786,500	870,250	931,150	1,088,000	1,102,900	1,078,450	1,113,200
% Change	11.6%	17.3%	17.6%	8.2%	25.9%	10.6%	7.0%	16.8%	1.4%	-2.2%	3.2%
Median Condo Assessed Value	172,200	198,500	231,300	257,000	322,200	346,900	373,700	411,400	424,800	411,450	423,500
% Change	8.7%	15.3%	16.5%	11.1%	25.4%	7.7%	7.7%	10.1%	3.3%	-3.1%	2.9%
Median Commercial Assessed Value	399,000	499,000	547,000	655,700	738,400	790,100	875,000	943,500	914,300	971,500	1,015,600
% Change	2.8%	25.1%	9.6%	19.9%	12.6%	7.0%	10.7%	7.8%	-3.1%	6.3%	4.5%
Median Single Family Tax Bill	6,432	6,522	6,809	7,247	7,057	7,412	7,716	8,137	8,341	8,437	9,130
% Change	5.1%	1.4%	4.4%	6.4%	-2.6%	5.0%	4.1%	5.5%	2.5%	1.2%	8.2%
Median Two Family Tax Bill	5,354	5,753	6,091	6,290	6,443	6,783	7,034	7,497	7,634	7,883	8,448
% Change	5.9%	7.5%	5.9%	3.3%	2.4%	5.3%	3.7%	6.6%	1.8%	3.3%	7.2%
Median Three Family Tax Bill	5,877	6,049	6,478	6,703	7,391	7,765	7,995	8,815	9,113	9,369	10,158
% Change	8.2%	2.9%	7.1%	3.5%	10.3%	5.1%	3.0%	10.2%	3.4%	2.8%	8.4%
Median Condo Tax Bill	1,708	1,709	1,820	1,958	2,186	2,202	2,292	2,353	2,515	2,579	2,786
% Change	5.0%	0.1%	6.5%	7.6%	11.6%	0.7%	4.1%	2.6%	6.9%	2.6%	8.0%
Median Commercial Tax Bill	11,132	12,235	12,100	13,816	13,424	13,637	14,534	14,587	14,519	16,224	17,590
% Change	-0.3%	9.9%	-1.1%	14.2%	-2.8%	1.6%	6.6%	0.4%	-0.5%	11.7%	8.4%
Residential Tax Rate (per $1,000 of value)	16.91	14.83	13.46	12.90	11.21	10.63	10.23	9.55	9.73	10.18	10.69
Commercial Tax Rate (per $1,000 of value)	27.90	24.52	22.12	21.07	18.18	17.26	16.61	15.46	15.88	16.70	17.32

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

LOCAL RECEIPTS SUMMARY

Local Receipts, estimated to add $20.2 million to the Town's revenue stream, represent 9.9% of total General Fund revenues. They include motor vehicle excise, fees, fines, charges for licenses and permits, violations, investment earnings, and other similar non-tax type items. These items are reviewed by departments to ensure that they continue to cover their fair share of the related administrative costs and are in accordance with the policies adopted by the respective oversight boards and commissions. The projected decrease is $258,539 (1.3%), which includes the assumption of the adoption of some Fire Prevention and Town Clerk fee increases that total $150,000. Those proposed increases, all of which require Board of Selectmen approval, are as follows:

- **Fire Prevention Fees** - a recommendation of the Efficiency Initiative Committee (EIC) was to increase fees so that they more appropriately cover the costs of the Fire Prevention Division. Included in the proposed fee increases are the Master Box Fee, Multiple Dwelling Unit Inspections, and Certificate of Occupancy Fees. If approved, these would add $117,500 to Local Receipts. These fees are accounted for under Licenses and Permits.

- **Town Clerk Fees** - the Town Clerk has proposed increasing Marriage Certificates, Certified Copies, Business Certificates, Gasoline Permit Renewals, and ZBA Fees. If approved, these would add $32,500 to Local Receipts.

Without those increases, Local Receipts decease $408,539 (2%). A summary of all changes are as follows:

1.) **Parking and Court Fines** - increase $355,000 (8.1%) to $4.75 million.

2.) **Licenses / Permits** - increase $112,000 (13%) due to (1) the proposed increases in Fire Prevention fees ($117,500), (2) an increase in the estimate for liquor license revenues ($11,500, 4.8%), (3) marriage licenses, as proposed by the Town Clerk ($2,000, 13.3%), and (4) a loss of $19,000 due to the State taking over the inspection of massage parlors.

3.) **Payment in Lieu of Taxes (PILOT's)** - increase $97,105 (13.5%).

4.) **Interest Income** - decreases $420,955 (26.1%) to $1.2 million.

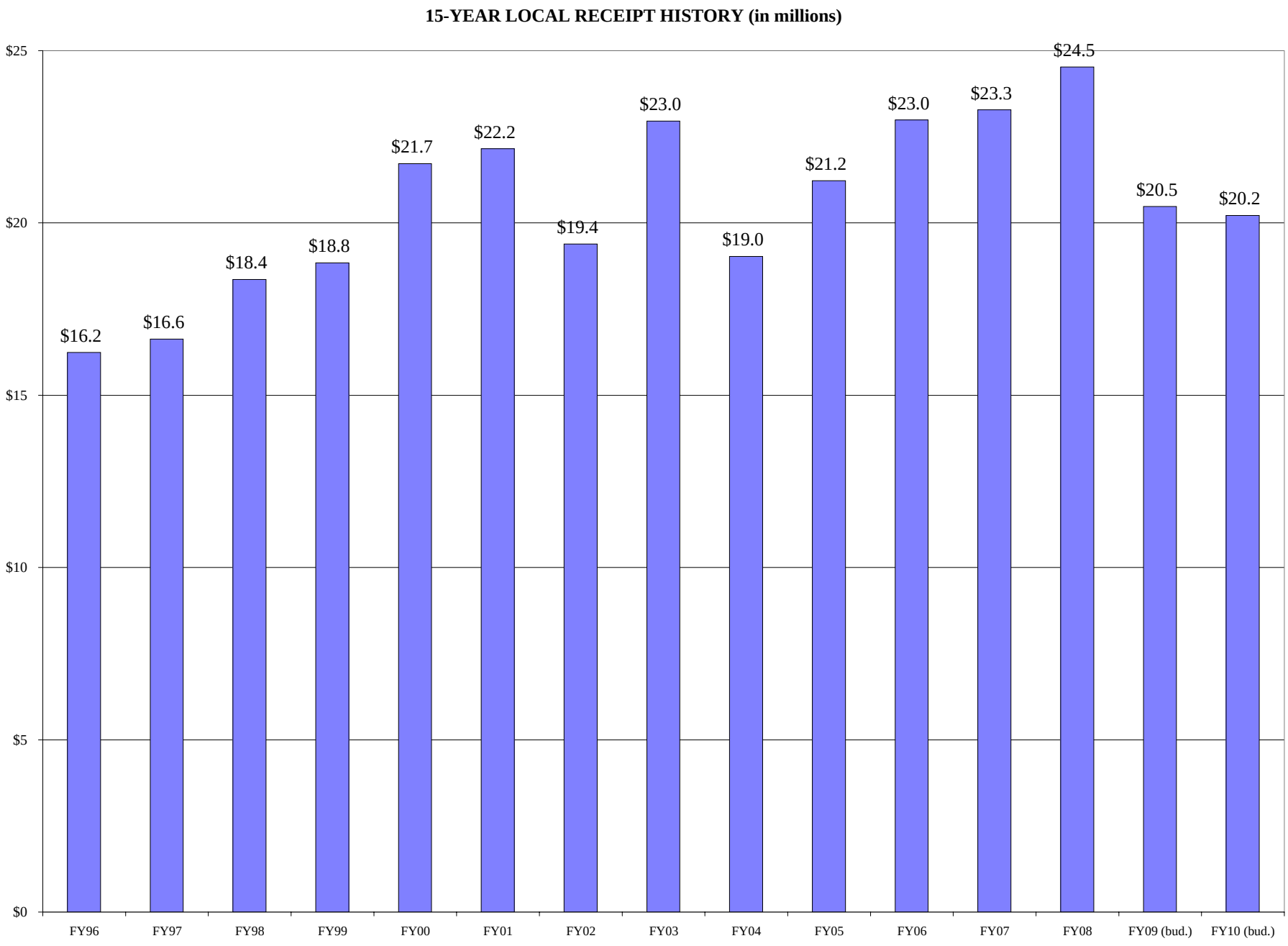
5.) **Motor Vehicle Excise (MVE)** - decreases $171,739 (3.4%) to $4.85 million.

6.) **General Government** - this category decreases $129,500 (4.9%) to $2.5 million due primarily to a $200,000 (9.1%) decline in Building Permits, partially offset by increases in Property Rental Payments ($30,000, 429%), Town Clerk Fees ($20,500, 27.3%), and Benefit Reimbursements ($15,000, 9.1%).

7.) **Departmental and Other** - decreases $105,450 (4%) to $2.5 million because of a drop in revenue from the Town's Recycling contract ($164,000, 82%), which is partially offset by increases in CATV revenue ($38,550, 7.9%), Parking Fees ($19,500, 4.2%), and Convenience Fees associated with the on-line parking ticket application ($10,000, 20%).

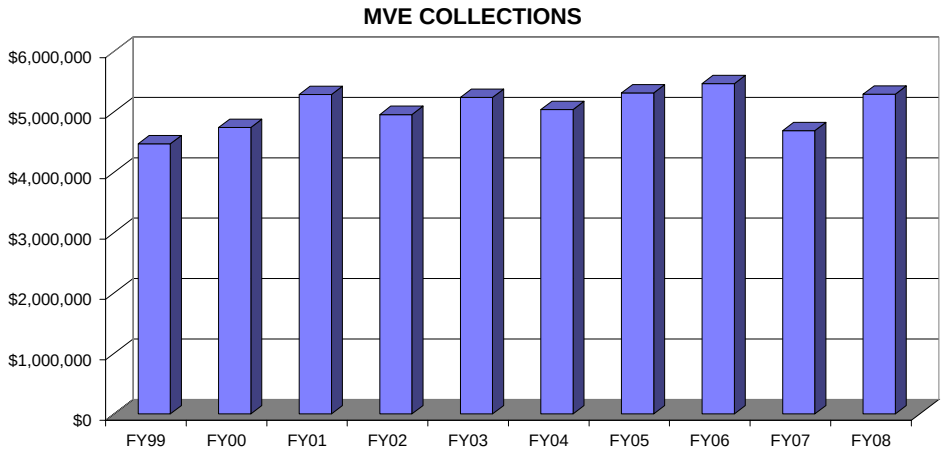
Further details of these and other revenue sources are discussed on the following pages.

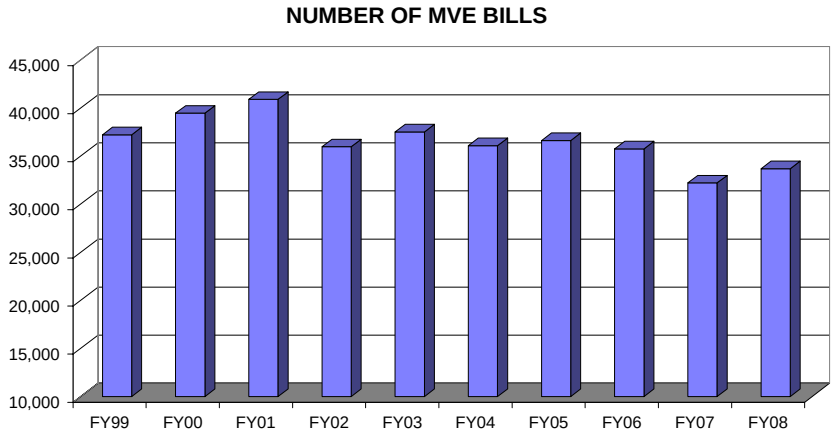
REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	4,691,252	5,291,912	5,021,739	5,093,185	4,850,000	(171,739)	-3.4%
Licenses and Permits	945,113	942,811	863,475	907,000	975,475	112,000	13.0%
Parking and Court Fines	4,141,143	4,690,251	4,395,000	4,650,000	4,750,000	355,000	8.1%
General Government	4,462,711	4,866,555	2,648,000	3,072,000	2,518,500	(129,500)	-4.9%
Recreation	0	0	0	0	0	0	-
Interest Income	3,211,157	2,374,433	1,614,455	1,600,000	1,193,500	(420,955)	-26.1%
In Lieu of Tax Payments	774,270	907,315	719,545	940,000	816,650	97,105	13.5%
Refuse Fees	2,204,634	2,650,476	2,595,000	2,600,000	2,600,000	5,000	0.2%
Departmental and Other	2,850,812	2,800,321	2,618,450	2,797,000	2,513,000	(105,450)	-4.0%
Total	23,281,092	24,524,074	20,475,664	21,659,185	20,217,125	(258,539)	-1.3%

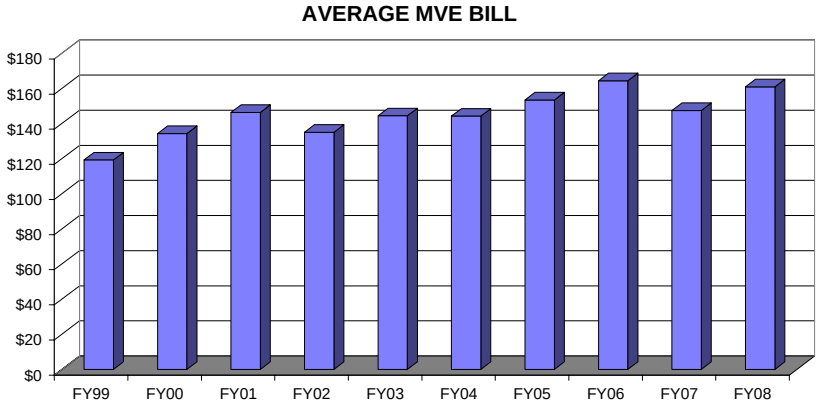

15-YEAR LOCAL RECEIPT HISTORY (in millions)
$25
$20
$15
$10
$5
$0
$16.2
$16.6
$18.4
$18.8
$21.7
$22.2
$19.4
$23.0
$19.0
$21.2
$23.0
$23.3
$24.5
$20.5
$20.2
FY96
FY97
FY98
FY99
FY00
FY01
FY02
FY03
FY04
FY05
FY06
FY07
FY08
FY09 (bud.)
FY10 (bud.)

MOTOR VEHICLE EXCISE

State law establishes the Motor Vehicle Excise (MVE) tax rate. Proposition 2 1/2 set the rate of $25 per $1,000 in automobile value. In the first year of ownership, the rate of $25 per $1,000 is assessed on 90% of the value of the vehicle; in year two, it is 60%; in year three, it is 40%; in year four, it is 25%; and in year five and thereafter, it is 10%. The actual billings are prepared by the Registry of Motor Vehicles (RMV) and then turned over to the Town for printing, distribution, and collection. The MVE tax is the Town's largest local receipt source and is expected to generate $4.9 million in FY10, an amount that is $171,739 (3.4%) less than the FY09 budget.







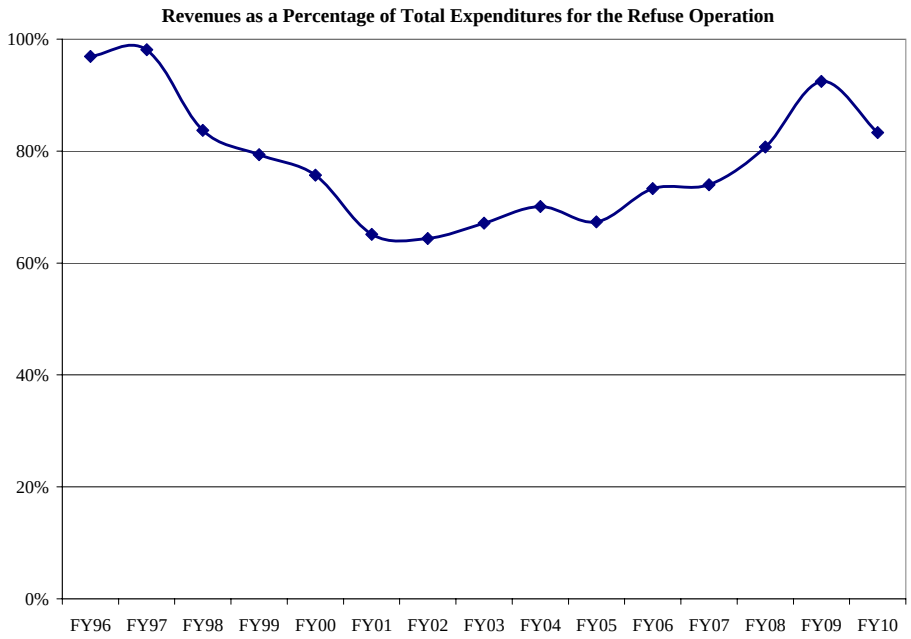
REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	4,691,252	5,291,912	5,021,739	5,093,185	4,850,000	(171,739)	-3.4%

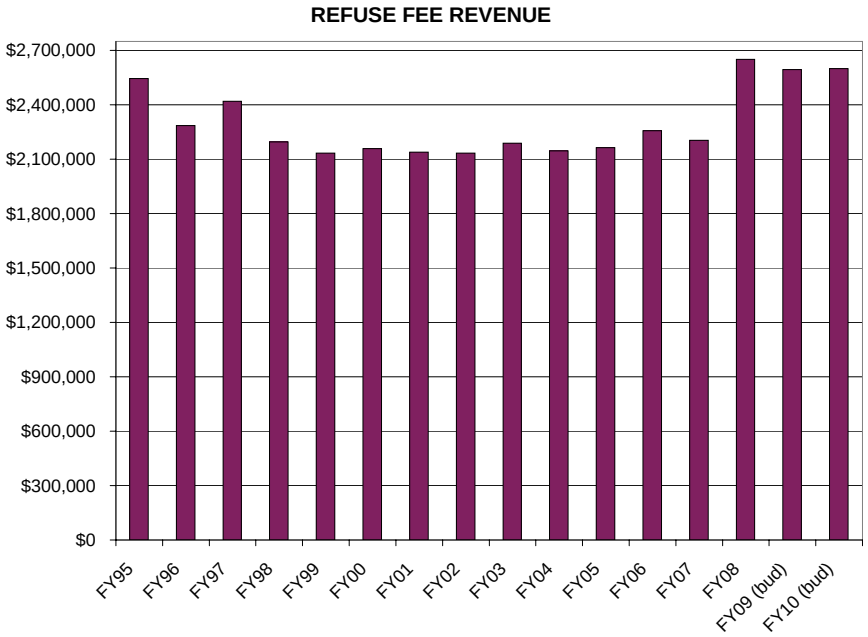
REFUSE FEE

For FY10, the Refuse Fee is assumed to remain level at $200 per year. This should generate $2,580,000 from residential collections and $20,000 from commercial collections, for a total of $2.6 million. The Residential Refuse Fee was first instituted in FY89 when the Town was faced with a 300% increase in refuse disposal costs. The fee was set at $150 per dwelling unit and has changed since then as follows:

FY89-FY91	FY92	FY93-FY94	FY95-FY07	FY08-FY09	FY10 est.
$150	$175	$200	$165	$200	$200

The Proposition 2 1/2 override of 1994 included restoring a portion of the fee back to the tax levy. The amount of $460,000 was added to the override and reduced from refuse fee revenue, resulting in a fee reduction from $200 to $165. The fee revenue covers approximately 80% of the service costs, as shown in the below left graph.

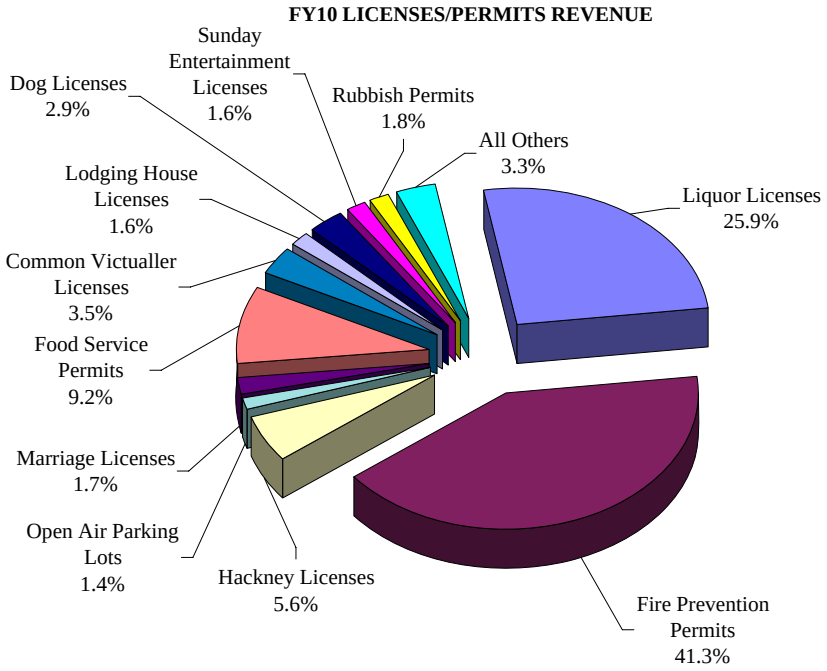


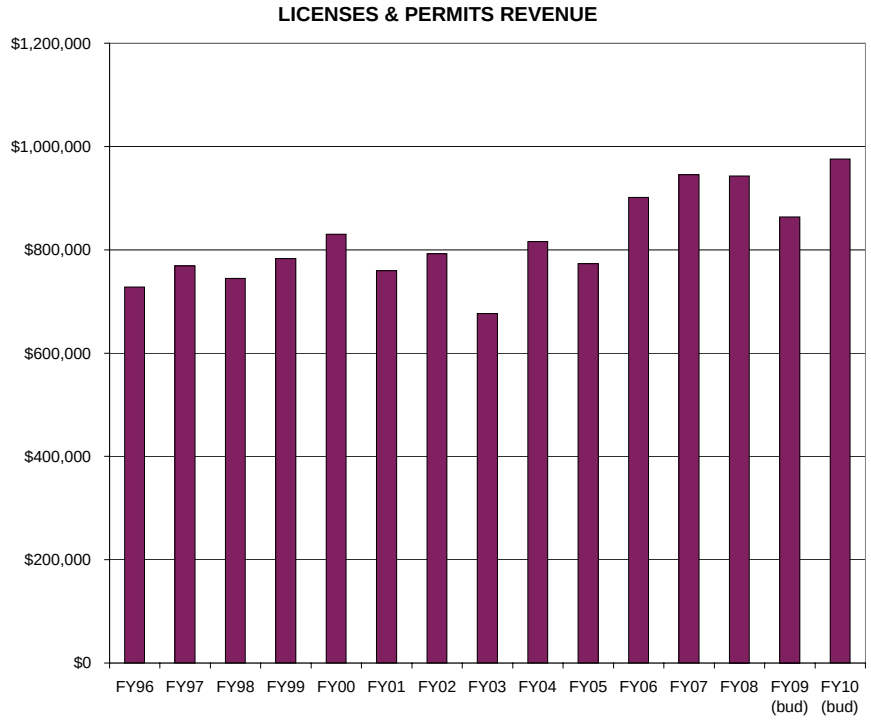


REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Refuse Fee	2,204,634	2,650,476	2,595,000	2,600,000	2,600,000	5,000	0.2%

LICENSES AND PERMITS

The majority of the revenue from Licenses and Permits is derived from fire prevention permits, liquor licenses, and licenses from a variety of food establishments. For FY10, revenues from this category are expected to total $975,475, an increase of $112,000 (13%) from FY09 levels. The increase is due to the proposal to increase fees for Fire Prevention ($117,500) and Marriage Licenses ($2,000), both of which require Board of Selectmen approval; an increase in the estimate for liquor license receipts; and the loss of $19,000 from massage parlor inspections, which is now done by the State.

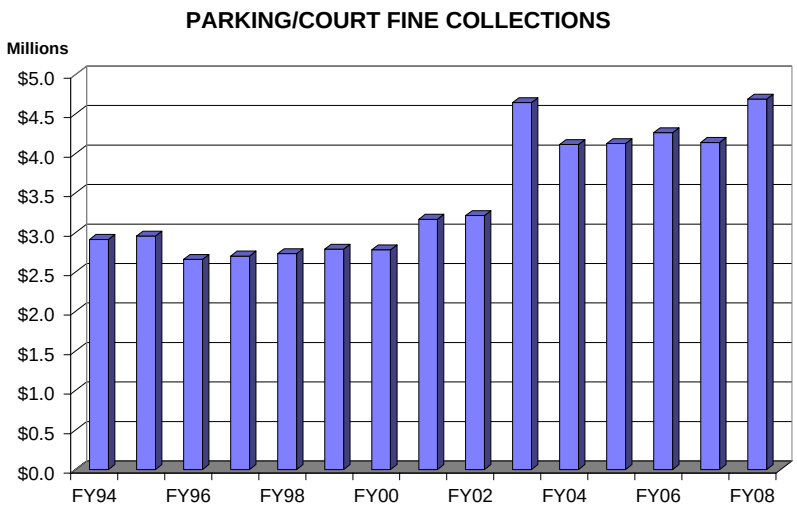


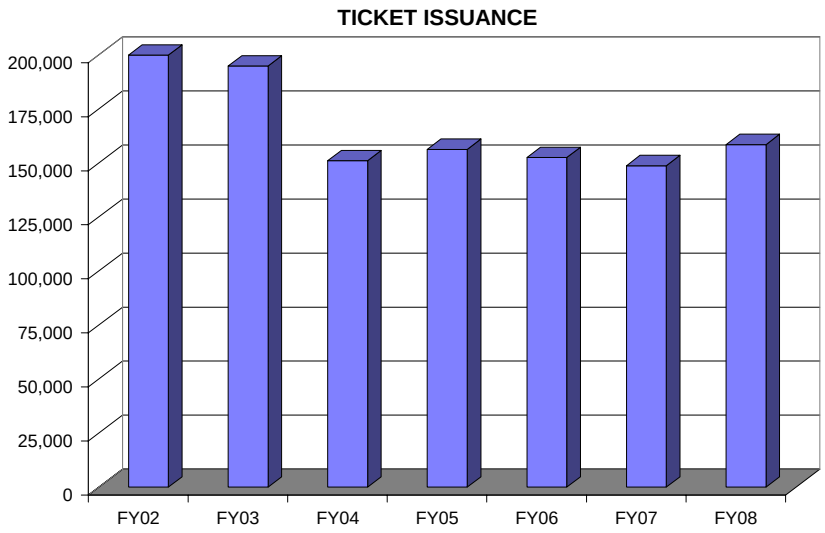


REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Liquor Licenses	272,050	262,939	241,500	250,000	253,000	11,500	4.8%
Fire Prevention Permits	326,590	303,591	285,000	305,000	402,500	117,500	41.2%
Hackney Licenses	63,342	70,066	55,000	65,000	55,000	0	0.0%
Open Air Parking Lots	14,115	14,390	14,000	14,000	14,000	0	0.0%
Marriage Licenses	15,740	13,410	15,000	12,000	17,000	2,000	13.3%
Food Service Permits	87,966	98,863	90,000	95,000	90,000	0	0.0%
Common Victualler Licenses	33,665	35,065	34,000	34,000	34,000	0	0.0%
Lodging House Licenses	14,771	15,910	16,000	16,000	16,000	0	0.0%
Dog Licenses	30,601	34,214	28,000	30,000	28,000	0	0.0%
Sunday Entertainment Licenses	17,250	18,675	16,000	16,000	16,000	0	0.0%
Rubbish Permits	18,820	20,350	17,500	20,000	17,500	0	0.0%
All Others	50,204	55,338	51,475	50,000	32,475	(19,000)	-36.9%
Totals	945,113	942,811	863,475	907,000	975,475	112,000	13.0%

PARKING AND COURT FINES

Parking and Court Fines are the second largest local receipt of the Town. Approximately two-thirds of the revenue is derived from parking tickets for expired meters and violation of the Town's overnight parking ban. In September of 2002, the Board of Selectmen increased the fines for certain parking violations, including doubling the Overnight Parking fine from $15 to $30 and increasing the fine for expired meters from $15 to $25. This was made possible by the passage of Home Rule legislation, approved by the 2001 Annual Town Meeting and signed into law in November, 2001 after approval by the Legislature and Governor. This legislation allowed the Board of Selectmen to raise parking violations to a maximum of $50. In March, 2007 and July, 2007, the Selectmen further revised the schedule by adopting additional fine increases, including doubling the fine for violating the 2-hour parking rule from $15 to $30 and increasing the late fee from $10 to $15.





While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increase (the $4.75 million estimate is $1.8 million, or approximately 60%, higher than the average annual collections prior to the fine increase), there has been a decrease since the FY03 peak. In FY04, there were 44,000 fewer tickets written, resulting in a decrease of $533,000. In FY06, the number of tickets issued decreased by 3,700 (2.4%) to 153,000 and in FY07 it decreased 3,800 (2.5%) to 149,000. In FY08, this downward was reversed, as ticket issuance increased in FY08 by 9,750 (6.6%). The graph to the above left shows fine revenue since FY94 while the graph to the above right shows the number of tickets issued annually. The estimate for FY10 is increased $355,000 (8.1%) to $4.75 million due to the (a) the general increase in ticket issuance realized in FY08 and (b) the anticipated increase from increased enforcement of the 2-hour rule.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Parking and Court Fines	4,141,143	4,690,251	4,395,000	4,650,000	4,750,000	355,000	8.1%

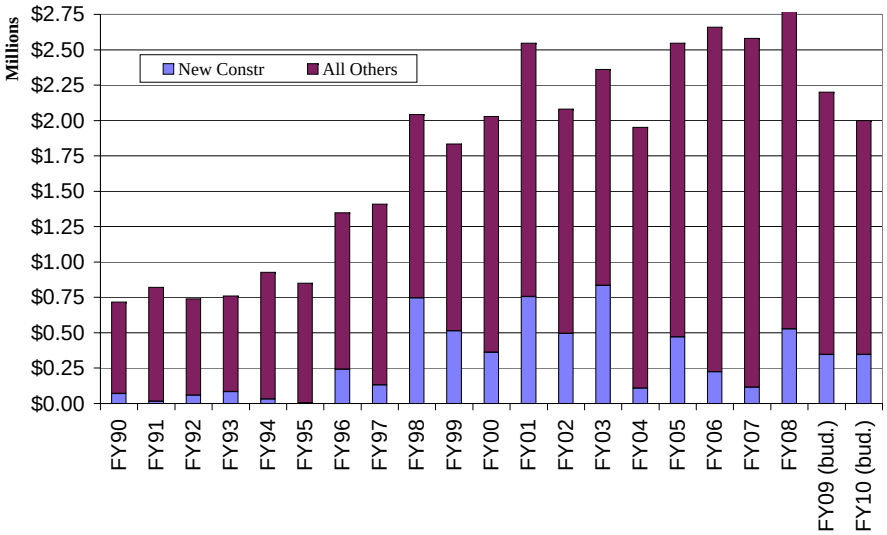
GENERAL GOVERNMENT

Revenues derived from this category are expected to decrease $129,500 (4.9%) due primarily to a $200,000 (9.1%) decline in Building Permits, partially offset by increases in Property Rental Payments ($30,000, 429%), Town Clerk Fees ($20,500, 27.3%), and Benefit Reimbursements ($15,000, 9.1%). The increase in Town Clerk Fees are due to a proposal from the Town Clerk to increase various fees, which require Board of Selectmen approval. As shown in the graph below, Building Permit collections are quite volatile. Because of the recession, the Building Permit activity is expected to decline in FY10 by $200,000 (9.1%) to $2 million. The graph also shows the composition of Building Permits. New construction permits, on average, account for approximately 15% of all Building Permit revenue. The other 85% comes primarily from renovation-related permits.

Legal Damage Recovery revenue results from certain legal actions undertaken by the Town. The amounts collected vary greatly year to year because they are derived from unpredictable events that are the basis for the Town's recoveries. Town Clerk Fees include fees for records and certified copies and Collector's Fees consist primarily of Municipal Lien Certificates (MLC's) and Tailings. Plan Design Review fees are charged by the Building Department when a project requires approval from the Zoning Board of Appeals (ZBA).

The Property Rental payments come from two sources: a $7,000 payment made by the Town's ambulance provider for space at Fire Station #7 and payments from the two companies that have built Distributed Antenna Systems (DAS) in town. The DAS payments are expected to total $30,000 in FY10. The Medicare Part D Subsidy was an outcome of the Medicare Prescription Drug Improvement and Modernization Act of 2003, which added a prescription drug coverage component for seniors. The subsidy serves as an incentive for those employers that currently offer prescription drug coverage to its retirees to continue to offer the coverage. As part of the plan design changes to the Town's health insurance plans that were agreed to by the Town and its employees in mid-2007, a three-tiered co-pay Prescription Drug Program (PDP) Medicare supplement plan for retirees was chosen. As a result, the subsidy now goes to the insurance company, with the Town receiving the benefit through reduced premiums rather than through direct receipt of the subsidy.

BUILDING PERMIT COLLECTIONS



The Benefits Reimbursement item consists primarily of reimbursements from the School Department for employees who have benefits and are paid from special revenue funds, in addition to COBRA fees and reimbursements for those Town employees funded through the Community Development Block Grant (CDBG). That budget is increased $15,000 (9.1%). The All Others category is comprised of Zoning Board of Appeals fees, fees for copying documents of various departments, and many one-time reimbursements for miscellaneous expenditures. The budget for those are increased $5,000 (10.9%) to $51,000.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Building Permits and Inspections	2,581,629	2,785,724	2,200,000	2,500,000	2,000,000	(200,000)	-9.1%
Legal Damage Recovery	35,000	804,405	5,000	46,000	5,000	0	0.0%
Town Clerk's Fees	73,915	69,429	75,000	60,000	95,500	20,500	27.3%
Collector's Fees	152,790	153,786	100,000	100,000	100,000	0	0.0%
Plan Design Review	44,885	53,105	50,000	100,000	50,000	0	0.0%
Property Rental Payments	17,000	7,000	7,000	40,000	37,000	30,000	428.6%
Medicare Part D Subsidy	637,770	210,766	0	0	0	0	-
Benefits Reimbursement	164,666	181,224	165,000	180,000	180,000	15,000	9.1%
All Others	755,056	601,117	46,000	46,000	51,000	5,000	10.9%
Totals	4,462,711	4,866,555	2,648,000	3,072,000	2,518,500	(129,500)	-4.9%

INTEREST INCOME

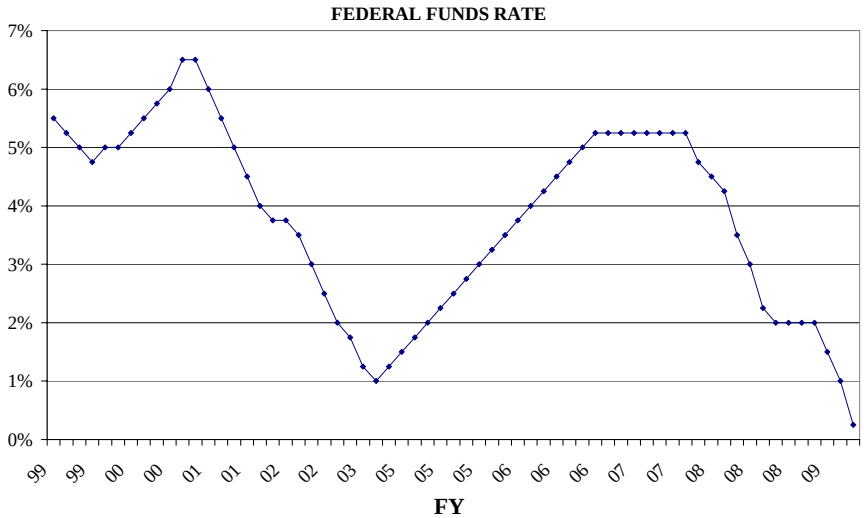
The Town Treasurer regularly invests any cash not required for current disbursements. The interest earned from these investments is credited to the Interest Income account. The amount of investment income earned in any given year is dependent upon a number of variables, the most important of which are:

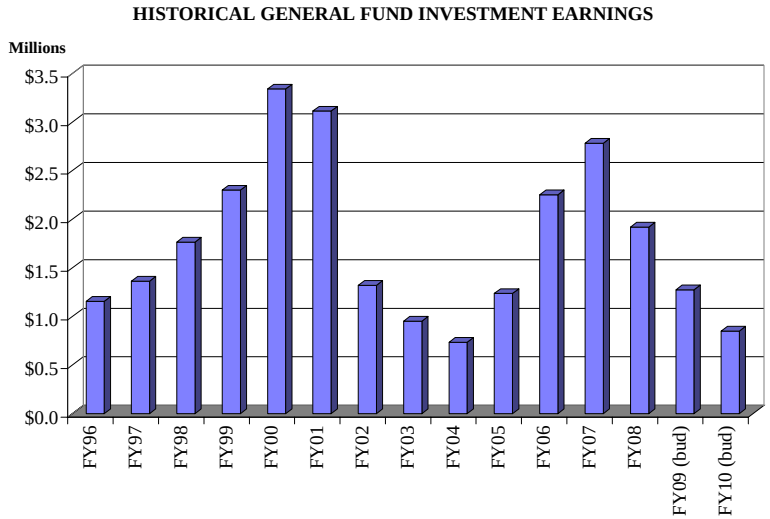
1. Available cash balances 2. Anticipated cash flows 3. Cash management policies and practices 4. Market interest rates

Investment income accounted for more than 81% of the interest income earned in FY08. The other significant source of interest is from payments made by delinquent taxpayers.

The estimate for interest earned on investments for FY10 is $850,000, a decrease of $424,455 (33.3%). The large decrease is the result of recent actions taken by the Federal Reserve Bank to help improve the nation's economy. For historical context, between January, 2001 and June, 2003, the Federal Reserve lowered the Federal Funds Rate 13 times, from 6.5% to 1%. Since funds available for investment in FY04 were earning approximately 1% (compared to 5% - 6.5% in FY00; 3.75% - 6.5% in FY01; 1.75% - 3.75% in FY02; and 1% - 1.25% in FY03), actual earnings were well below the levels realized during FY's 00-02. From FY00 to FY04, there was a drop of $2.6 million, or 78%. Between June, 2003 and June, 2006, the Federal Reserve increased rates 17 times, bringing the rate to 5.25%. The Town's earnings increased in conjunction with those actions.

The rate stayed at 5.25% until September, 2007, when the rate was dropped 50 basis points to 4.75%. Since then, it has been lowered nine more times to virtually 0%. This included an extraordinary week in late-January, 2008 when the rate dropped 75 basis points on January 22 and another 50 basis points on January 30. With a reduced rate of return, the Town cannot expect to earn as much as it did in FY08. The $850,000 estimate reflects this reality. The two graphs below show the changes in the Federal Funds rate (left) and the historical Investment Income earnings (right).





The amount budgeted in FY10 for interest earned from delinquent taxpayers is increased $3,500 (1%) to $343,500.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Interest Income	2,781,905	1,918,511	1,274,455	1,100,000	850,000	(424,455)	-33.3%
Delinquent Tax Interest	429,252	455,922	340,000	500,000	343,500	3,500	1.0%
Totals	3,211,157	2,374,433	1,614,455	1,600,000	1,193,500	(420,955)	-26.1%

PAYMENTS IN LIEU OF TAXES

This category of Local Receipts consists of payments made by corporations that have entered into a State authorized agreement, known as Chapter 121A agreements, and payments made in lieu of taxes (known as "PILOTs") by tax-exempt institutions.

Under the provisions of Chapter 121A, a community may enter into an agreement with a developer, under certain conditions, to pay a percentage of their income from a project rather than pay property taxes. The Town has agreements on two Chapter 121A properties that call for payments of a percentage of gross income varying from 10% to 16.5%. This payment is subject to a minimum and maximum amount set by state law. The minimum payment is $10.00 per thousand of property value, plus 5% of gross income for the project. A portion of the minimum payment is considered an excise tax and is paid to the State and then turned over to the Town. The difference between the excise tax portion and the total payment (based on 10% to 16.5% of gross income) is directly billed and collected by the Town. The Ch. 121A agreements, along with their estimated FY10 estimated payment, are as follows: $114,000 for 1371 Beacon St. (Beacon Park Associates) and $521,000 for 55 Village Way, for a total of $635,000. This reflects a $61,000 (10.6%) increase.

PILOTs are estimated to yield $181,650 for FY10, with $75,000 coming from the Brookline Housing Authority (BHA). The increase in "Other" is due to the agreements the Board of Selectmen have entered into with a number of non-profits in Brookline, the purpose of which is to help cover a portion of the cost of public safety and public works services. The two largest agreements are with Boston University (estimated at $55,010) and the Chestnut Benevolent Association (estimated at $37,322).

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Chapter 121A Projects	641,612	618,040	574,000	630,000	635,000	61,000	10.6%
Brookline Housing Authority	96,351	72,655	95,000	75,000	75,000	(20,000)	-21.1%
Other	36,307	216,620	50,545	235,000	106,650	56,105	111.0%
Totals	774,270	907,315	719,545	940,000	816,650	97,105	13.5%

DEPARTMENTAL AND OTHER

All other local receipt sources combined are expected to total $2.5 million, an amount that is $105,450 (3.7%) less than the FY09 budgeted amount. This is primarily due to a reduction in the amount of money the Town receives from the sale of its paper waste for recycling purposes. A summary of the items that comprise this category are as follows:

- Public Safety Fees - these include Towing Fees and Firearms Licenses and are level-funded at $92,000.

- Health and Sanitation - these fees, which include Tobacco and Asbestos Fees, are collected by the Health Department. They are level-funded at $50,000.

- Public Works Fees - these consist primarily of street cutting permits. They are reduced $1,500 (1.8%) to $81,000.

- Recycling - this comes from the Town's recycling contract. Entered into in September of 2005, the contract guarantees the Town a minimum of $10 per ton for recycled paper. Through the Fall of 2008, the Town was receiving more than $100 per ton for paper. After that, because of the worldwide recession, the demand for goods made with recycled paper dropped off dramatically, driving the per ton price down to the contractual minimum price of $10 per ton. Therefore, the FY10 estimate is $36,000, a decrease of $164,000, or 82%.

- Parking Fees - these fees include revenues from various parking permits, including the residential and commercial permit parking programs; municipal parking space rentals; and rental vehicle lease surcharges. They are increased $19,500 (4.2%) to $480,000.

- Credit Card Convenience Fees - this is derived from the $2 convenience fee charged to users of the On-Line Parking Ticket Payment application. (The $2 fee is added to the fine amount in an effort to fully recover the costs of the application.) This is increased $10,000 (20%) to $60,000.

- Schools (Medicaid Reimbursement) - this is the Medicaid reimbursement for medical services provided to qualified Brookline special education students. It is level-funded at $230,000.

- Library - these consist of overdue fines and miscellaneous fees and are level-funded at $110,000.

- Detail Surcharge - this represents the 10% surcharge imposed on private police detail rates, the maximum percentage allowed under Massachusetts General Law, Chapter 44, Section 53C. It is level-funded at $140,000.

- Hotel/Motel Excise - this revenue source is a 4% tax on gross receipts from room rentals of hotels and motels. It is level-funded at $685,000.

- Cable Television Franchise Fee - this is a 3% tax on the gross receipts of the local cable television companies. It is estimated to increase $38,550 (7.9%) to $525,000 because of previous experience and the fact that the fee is based upon gross receipts of the companies.

- Pension Reimbursement - this includes the annual reimbursement from the State for cost of living adjustments (COLA's) for Brookline's non-contributory retirees, along with reimbursements from other Massachusetts pension systems for retirees who worked in other municipalities at some time during their career. The FY10 estimate is $24,000, a reduction of $8,000 (25%).

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Public Safety	94,190	100,631	92,000	90,000	92,000	0	0.0%
Health and Sanitation	46,070	48,949	50,000	50,000	50,000	0	0.0%
Public Works	83,106	81,653	82,500	80,000	81,000	(1,500)	-1.8%
Recycling	199,318	270,194	200,000	150,000	36,000	(164,000)	-82.0%
Parking Fees	380,477	427,569	460,500	460,000	480,000	19,500	4.2%
Credit Card Convenience Fees	50,002	63,254	50,000	60,000	60,000	10,000	20.0%
Schools (Medicaid Reimbursement)	257,890	209,057	230,000	230,000	230,000	0	0.0%
Library	121,035	122,132	110,000	115,000	110,000	0	0.0%
Detail Surcharges	142,712	158,448	140,000	180,000	140,000	0	0.0%
Hotel/Motel Excise	799,339	742,744	685,000	785,000	685,000	0	0.0%
Cable TV Franchise	630,129	538,290	486,450	565,000	525,000	38,550	7.9%
Pension Reimbursement	46,544	37,401	32,000	32,000	24,000	(8,000)	-25.0%
Totals	2,850,812	2,800,321	2,618,450	2,797,000	2,513,000	(105,450)	-4.0%

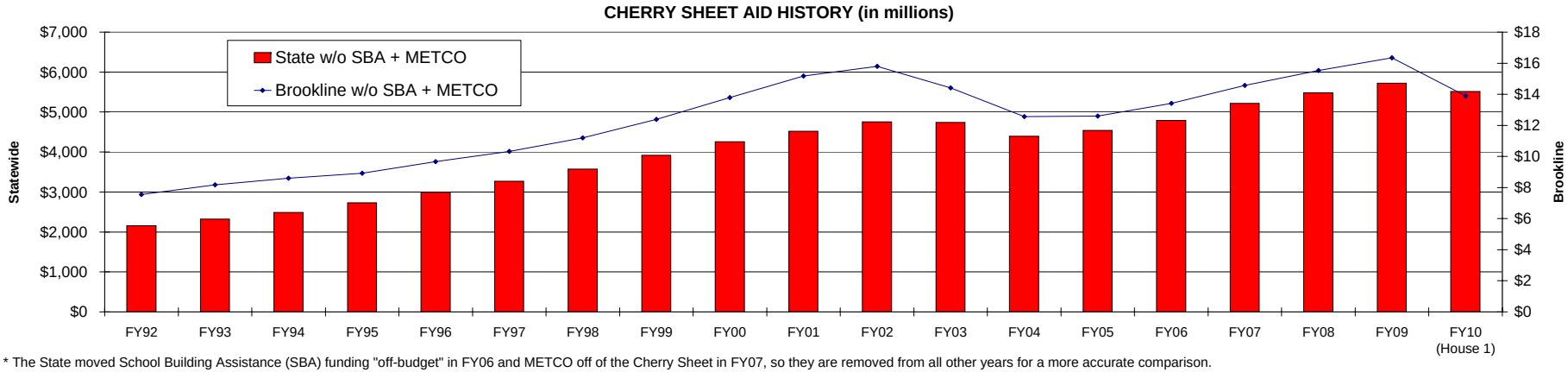
STATE AID SUMMARY

Since the passage of Proposition 2 1/2, municipalities have been dependent upon the State to provide an equitable share of all growth tax revenues. (Growth taxes include income, sales, and corporate taxes.) Since the intergovernmental relationship between municipalities and the State is a vital component of service delivery for cities and towns, any reductions in local aid could well lead to service cuts at the local level. This is especially true in Massachusetts, where the only local tax revenue is property tax; no local sales or income taxes are allowed under current law. Therefore, it is important that the State and municipalities work toward an equitable distribution of state revenue.

After sustaining major cuts in the early-1990's, local aid began to increase significantly in FY94 when the Legislature adopted a major Education Reform bill. Another source of the increase was Lottery revenue, which began in FY93 when the cap on disbursements back to municipalities was phased out. (The cap was put into effect in the early-1990's to help balance the State budget.) Unfortunately, reductions in local aid began in FY03, both for Cherry Sheet programs (e.g., Ch. 70 (Education) Aid, Additional Assistance, Lottery) and discretionary grant programs (e.g., Education Grants, MWRA Debt Assistance, DARE). The cuts came as the State grappled with consecutive multi-billion dollar deficits. At the beginning of FY02, Cherry Sheet aid totaled $5.14 billion; by FY04, it had been reduced by more than 6% ($327.9 million) to $4.81 billion. For Brookline, over this same period, Cherry Sheet aid was cut by 15% ($2.9 million) to $17.1 million. The final FY05 state budget increased state aid by $142.3 million (3%), but Brookline's state aid increased by less than one-half of 1% ($44,000). In FY06, the State begin restoring some of the cuts it imposed in FY03 and FY04. This restoration continued into FY09, until the Governor announced $128 million of mid-year "9C cuts" to Lottery and Additional Assistance in January, 2009, which reduced aid for Brookline by $770,000. These changes are shown in the table below:

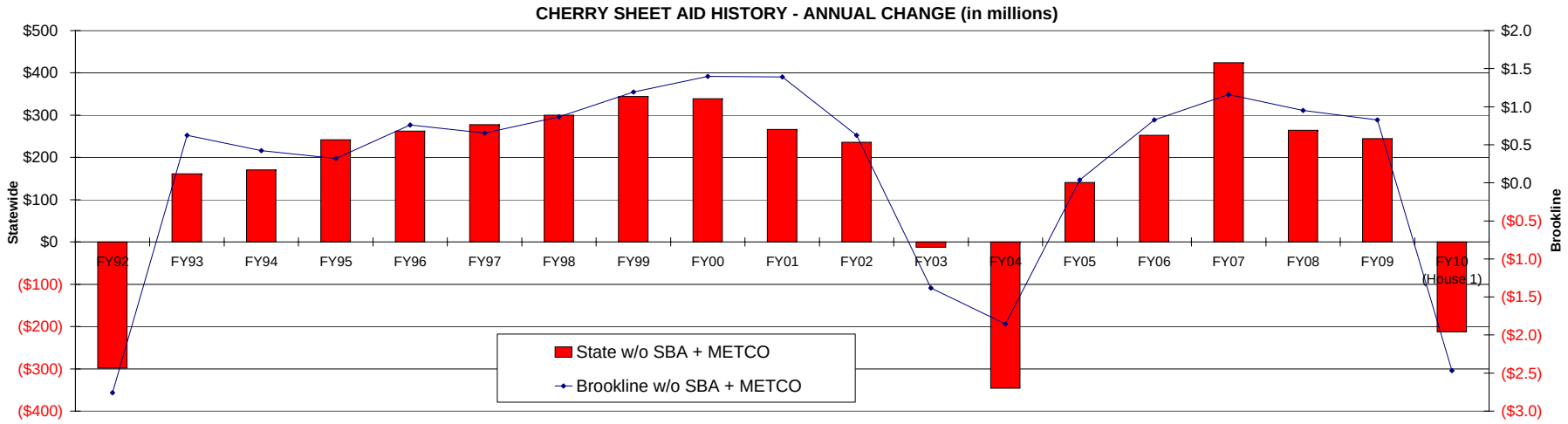
	STATEWIDE INCR.	BROOKLINE INCR.
FY06	$252M (5.6%)	$825K (6.6%)
FY07	$424M (8.8%)	$1.2M (8.6%)
FY08	$269M (5.2%)	$952K (6.5%)
FY09	$240M (4.4%)	$826K (5.3%)
FY09 Post-9C	$112M (2%)	$56K (0.4%)

* These figures do not include School Building Assistance (SBA) or METCO funding.



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

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
General Government Aid	8,631,339	8,654,772	8,687,715	7,917,721	6,258,126	(2,429,589)	-28.0%
School Aid	5,789,916	6,686,568	7,503,679	7,503,679	7,477,676	(26,003)	-0.3%
School Construction Aid	3,442,794	3,442,794	3,267,372	3,267,372	3,267,372	0	0.0%
Tax Exemptions	42,059	41,394	42,059	42,059	41,896	(163)	-0.4%
Education Offset Items	117,738	120,749	122,866	122,866	112,110	(10,756)	-8.8%
Totals	18,023,846	18,946,277	19,623,691	18,853,697	17,157,180	(2,466,511)	-12.6%



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

The Governor's FY10 budget proposal combines Additional Assistance and Lottery into a new category called "Unrestricted Aid" and then cuts "Section 3 Aid" (Ch. 70, Lottery, and Additional Assistance) by $375 million (7.1%) and total Cherry Sheet aid by $382 million (6.8%). In an effort to reduce that cut, he proposes a one percentage point increase in the State's meals tax and hotel/ motel tax, which would raise $150 million. That $150 million would then be allocated back to cities and towns based on a formula, not based on point of origin. If approved, the Section 3 Aid cut would be $219 million (4.2%) and the total local aid cut would be $233 million (4.1%). For Brookline, without the allocation from the tax increases, the proposed Section 3 Aid cut would be $2.3 million (14.7%) and the total local aid cut would be $2.5 million (12.6%). If the additional taxes were approved, Brookline would receive close to $900,000, reducing the Section 3 Aid cut to $1.4 million (8.8%) and reducing the total local aid cut to $1.6 million (8%).

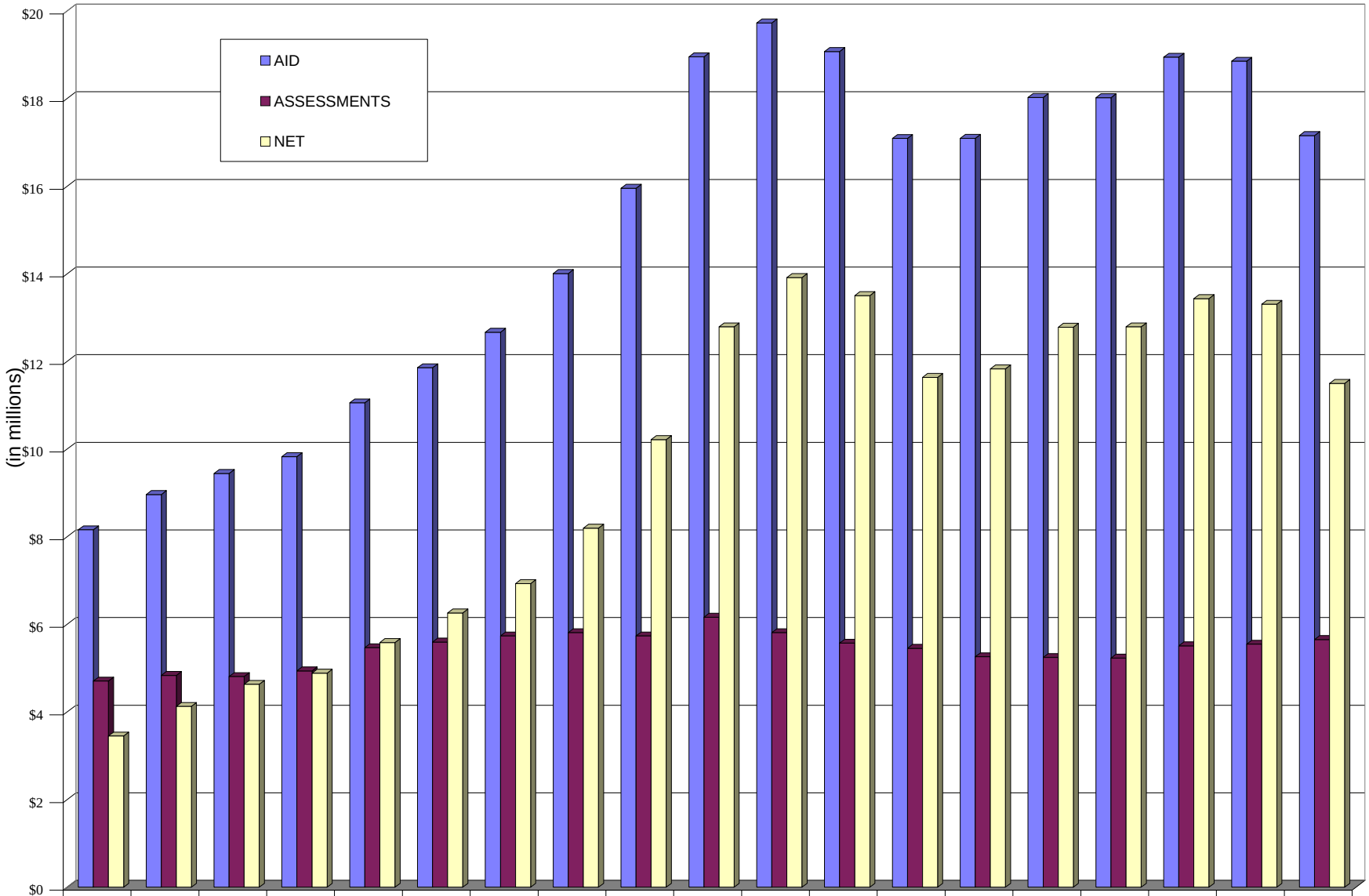
The tables below shows how the Governor's FY10 local aid proposals are calculated, both statewide (left) and for Brookline (right):

	FY09	FY10	
Chapter 70	3,948,824,061	3,948,824,061	
Additional Assistance	378,517,988		
Lottery	935,028,283		
Unrestricted Aid	0	938,546,271	
"Section 3 Aid" Total	**5,262,370,332**	**4,887,370,332**	**(375,000,000)**
Without Additional Taxes			**-7.1%**
1% Meals		125,000,000	
1% Hotel / Motel		24,247,706	
Mitigation Aid for < 10%		6,290,435	
Sub-Total Additional Local Aid		155,538,141	
"Section 3 Aid" Total	**5,262,370,332**	**5,042,908,473**	**(219,461,859)**
With Additional Taxes			**-4.2%**

	FY09 SEC. 3	FY10 SEC. 3		
Ch. 70	7,473,142	7,473,142		
Unrestricted General Gov't Aid		5,645,898		
Add. Assistance	3,497,741	0		
Total Lottery	4,403,998	0		
Revenues from Meals Tax Increase		751,947		
Revenues from Rooms Tax Increase		145,864		
Section 3 Total without Add'l Taxes	**15,374,881**	**13,119,040**	**(2,255,841)**	**-14.7%**
Section 3 Total with Add'l Taxes	**15,374,881**	**14,016,851**	**(1,358,030)**	**-8.8%**

TOWN OF BROOKLINE FY2010 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: State Aid Summary

BROOKLINE STATE AID AND ASSESSMENTS



	92	93	94	95	96	97	98	99	00	01	02	03 *	04	05	06	07	08	09 *	10 (H1)
AID	8.16	8.96	9.44	9.83	11.06	11.86	12.67	14.01	15.96	18.95	19.73	19.08	17.09	17.09	18.03	18.02	18.95	18.85	17.16
ASSESSMENTS	4.71	4.84	4.81	4.94	5.47	5.60	5.74	5.81	5.74	6.16	5.81	5.57	5.45	5.26	5.24	5.23	5.51	5.55	5.66
NET	3.45	4.13	4.63	4.89	5.59	6.26	6.93	8.20	10.22	12.79	13.92	13.50	11.64	11.83	12.78	12.79	13.44	13.31	11.50

* The FY03 State Aid figure reflects the $756,647 mid-year cut announced by Governor on January 30, 2003. The FY09 State Aid figure reflects the $769,994 mid-year cut announced by Governor on January 28, 2009.

ADDITIONAL ASSISTANCE

Additional Assistance is intended to provide flexible unrestricted aid to towns. In the 1980's, the Legislature adopted a needs-based formula to allocate the then-new Resolution Aid. Prior to the Education Reform Act of 1993, additional aid was the difference between School Chapter 70 aid and the needs-based Resolution Aid. After the Education Reform Act was enacted, Additional Assistance became a static Cherry Sheet program, but nonetheless, considered a critical component of the "base aid" for the 159 eligible cities and towns. The table below shows the history of Additional Assistance, both statewide and for Brookline, between FY90 and FY09.

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

As previously mentioned, for FY10 the Governor proposes combining Additional Assistance and Lottery into a single category called "Unrestricted Aid". Once combined, they are then cut by 28.55%, or $375 million. For Brookline, the cut is $2.3 million. If the proposal to increase meals and hotel / motel taxes is adopted by the Legislature, then the cut is reduced by $150 million statewide, or $897,811 for Brookline.

LOTTERY

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

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

In FY90, the State placed an artificial cap on the distributions to cities and towns and used the balance of the revenues for state budgetary purposes in disregard of the original Lottery enabling legislation. In FY91 and FY92, the Legislature capped the lottery distributions at $306 million, the FY90 level. For FY93 and FY94, the Legislature increased the distribution by $23 million to a total of $329 million. At that point, the "diversion" totaled $170 million. As a result of increased pressure from local government, the Legislature authorized an additional $42 million during FY95. They also pledged to continue to add, in the minimum, $20 million per year for the next four years to restore the previously diverted growth proceeds. This commitment expired with the FY00 distribution, which totaled $670 million. In FY01, the amount increased to $730 million and in FY02 it further increased to $778 million, which was also the FY03 amount. During this period, Brookline's share of lottery proceeds increased 73%, from $2.3 million to $3.98 million.

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

All of this history is summarized in the table on the following page.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Additional Assistance	3,497,741	3,497,741	3,497,741	3,156,900	0	(3,497,741)	-100.0%
Lottery	4,345,694	4,403,998	4,403,998	3,974,845	0	(4,403,998)	-100.0%
General Gov't Aid	0	0	0	0	5,645,898	5,645,898	-
Veteran's Benefits	55,026	39,542	51,062	51,062	61,624	10,562	20.7%
Police Career Incentive	732,878	713,491	734,914	734,914	550,604	(184,310)	-25.1%
Totals	8,631,339	8,654,772	8,687,715	7,917,721	6,258,126	(2,429,589)	-28.0%

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

As previously mentioned, for FY10 the Governor proposes combining Additional Assistance and Lottery into a single category called "Unrestricted Aid". Once combined, they are then cut by 28.55%, or $375 million. For Brookline, the cut is $2.3 million. If the proposal to increase meals and hotel / motel taxes is adopted by the Legislature, then the cut is reduced by $150 million statewide, or $897,811 for Brookline.

VETERANS' BENEFITS

Chapter 115, Section 6, provides for reimbursement to communities for amounts expended to assist needy veterans and/or their dependents. Benefits paid out in accordance with state guidelines and approved by the Commissioner of Veterans' Services are reimbursed 75%. Total statewide funding in FY09 was $21 million, with Brookline's share being $51,062. The Governor's FY10 budget proposal increases statewide funding by $6.8 million (32.5%). Based on the Preliminary Cherry Sheets, Brookline will receive $61,624, an increase of $10,562 (20.7%).

POLICE CAREER INCENTIVE REIMBURSEMENT (QUINN BILL)

In 1996, Town Meeting accepted the provisions of G.L. Ch. 41, S.108L, which established a police career incentive program. The program encourages police officers to earn degrees in law enforcement and criminal justice through salary increases. Officers are eligible for 10%, 20%, or 25% base salary pay increases for associates, bachelor's, or master's degrees, respectively. The Town pays the full cost of the program and is then reimbursed by the State for 50% of the cost. The Governor's FY10 budget proposal cuts the statewide appropriation by $8 million (15.9%) to $42.2 million. Based on the Preliminary Cherry Sheets, Brookline will receive $550,604, a decrease of $184,310, or 25.1%.

SCHOOL AID - CHAPTER 70

Chapter 70 Aid was revised in FY94 as a result of the historic enactment of the Education Reform Act of 1993. Education reform was undertaken in an effort to ensure both fair and adequate funding through a universal "foundation budget" formula to establish base spending levels for all of the Commonwealth's public school systems. The law seeks to ensure a constitutionally adequate educational opportunity for all public school students regardless of the property wealth of the community in which they live. Fundamental to the goal of funding equity is the creation of a school finance structure that includes a base spending level that becomes an annual spending target known as the Foundation Budget. Over a seven-year period ending in FY00, through increased state and local funding, all communities were expected to bring their education spending up to the minimum foundation budget level.

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

SCHOOL AID - CHAPTER 70 (con't.)

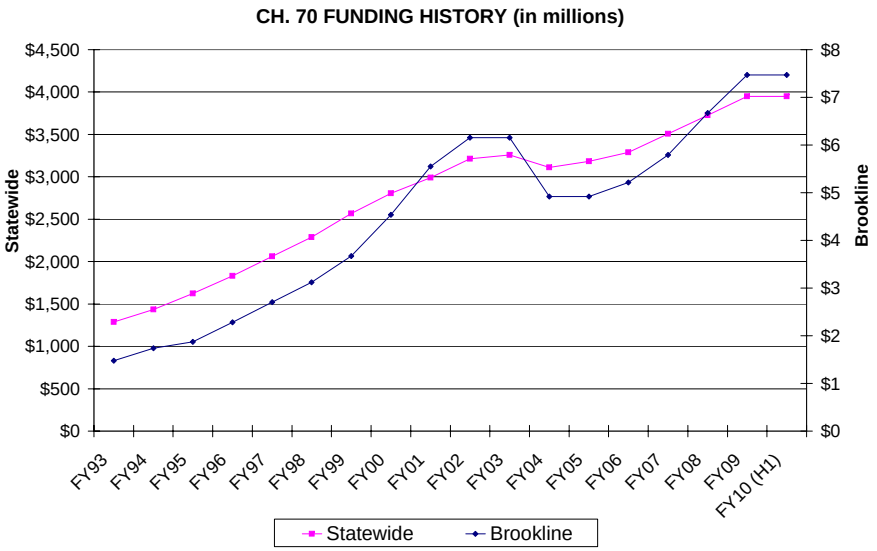
The reform legislation targeted the majority of funds to poorer communities and required them to increase school spending. School districts with relatively higher property wealth, such as Brookline, tend to be classified as Minimum Aid communities. Minimum Aid communities were originally entitled to a minimum increase of $25 per student. The Legislature changed this to $100 per student for FY99, $150 per student for FY00, and $175 per student for FY01. Since FY07, the State has been using the "aggregate wealth model" to distribute new Ch. 70 monies. This distribution formula, in the simplest of explanations, as it is a quite complex model, aims to move all districts toward receiving at least 17.5% of their foundation budget in state aid.

Between FY93 and FY03, the amount of Ch. 70 aid appropriated by the State increased significantly, as the chart below shows. Total funding increased nearly 153%, going from $1.29 billion in FY93 to $3.26 billion in FY03. For Brookline, during that same period, funding increased $4.7 million (316%), going from $1.48 million to more than $6 million.

The Governor's FY10 budget proposal level-funds Ch. 70 statewide at $3.9 billion. By doing so, the five-year phase-in of the aggregate wealth model for calculating required local contributions is suspended. (FY10 would have been the fourth year.) Level-funding means that as foundation budget costs increase, some school districts will have insufficient state aid to spend at the foundation budget levels that the State has estimated to be the minimum amount needed to provide an adequate educational program. House 1 estimates the need to bring all communities to foundation is $300 million.

The history since FY03 is shown in the table and graph below:

	Statewide Incr.	Brookline Incr.
FY03	$45.4M (1.4%)	$0
FY04	-$147.4M (-4.5%)	-$1.2M (20%)
FY05	$72.2M (2.3%)	$0
FY06	$105.6M (3.3%)	$292K (5.9%)
FY07	$216.6M (6.6%)	$576K (11%)
FY08	$220.2M (6.3%)	$878K (15.2%)
FY09	$223.1M (6%)	$805K (12.1%)
FY10	$0	$0



REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
School Aid Chapter 70	5,789,916	6,667,814	7,473,142	7,473,142	7,473,142	0	0.0%
School Construction Aid	3,442,794	3,442,794	3,267,372	3,267,372	3,267,372	0	0.0%
Charter Tuition Assessment Reimbursemen	0	18,754	30,537	30,537	4,534	(26,003)	-85.2%
Totals	9,232,710	10,110,608	10,740,514	10,740,514	10,740,514	0	0.0%

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. In FY02, total municipal statewide funding was $55.3 million. In FY03, it was cut 10%. In FY04, all funding was eliminated, resulting in a loss of $217,681 for the Town. Since then, no funding has been restored.

SCHOOL CONSTRUCTION AID

In 2004, the State enacted a major overhaul of the School Building Assistance (SBA) program, which provides for the partial reimbursement of the costs of local school construction projects. By the late-1990's, the level of local participation began to outstrip the State's ability to finance the program. In FY04, more than $400 million was appropriated to fund the program, an amount that was more than double the amount required in FY97. (Brookline's share increased nearly $3 million, or 479%, during the same period). Therefore, on July 1, 2003, the State put in place a moratorium that assured a.) none of the 425 approved projects on the wait list would be funded (one of which was the Lawrence School) and b.) no new projects could be added to the wait list. The moratorium ended on July 1, 2007.

The Massachusetts School Building Authority (MSAB), an independent state authority, was created to operate the new program, which is governed by a seven-member board led by the State Treasurer. An 18-member advisory board was established, including municipal officials, to provide advice to the new authority. The new law provided an "off budget" revenue stream for future projects: roughly 20% of the sales tax revenue is dedicated to a special trust fund to finance the State's share of projects. The new law pays in full the State's share of projects already receiving payments and projects on the waiting list. Projects already receiving payments continued to receive annual reimbursement of principal and interest for the rest of the payment period for the project. Projects on the waiting list, including already-built schools and not-yet-started schools, received up-front payment of the full state share of principal and interest on temporary borrowing. Municipalities and school districts will borrow only for the local share of any project.

Reimbursement rates for all new projects were reduced by 10 percentage points. The reform legislation cut the "base rate" for all projects by eight points and eliminated the two incentive points that had applied to projects when a project manager was hired. (Separate construction reform legislation requires that a project manager be hired for all projects costing more than $1.5 million.) Separate reimbursement rules apply to racial balance projects. The maximum state reimbursement rate was reduced from 90% to 80%, and the maximum local contribution was increased from 50% to 60%.

While there is much to be desired in the restructured SBA program, including the elimination of the waiting list in 3 1/2 years versus the prior 10 - 12 year time frame, a dedicated funding stream, and no cuts in subsidy levels for current projects and current waitlist projects, the fact that there will be a reduction in reimbursement rates for future projects means that an outcome of the new law is that municipalities will have to pay more for a school project. It has also become quite evident that the dedicated sales tax will not fund many projects annually. The Authority will have approximately $669 million for distribution in FY10, an amount that sounds large, but, based on school construction costs, will only fund a minimal number of major school projects.

The FY10 - FY15 CIP, which is detailed in Section VII of this Financial Plan, shows that the Town can afford $15.8 million for the Runkle School project and $33.2 million for the Devotion School project. Since the current estimates for the two projects are $24 million (Runkle) and $50 million (Devotion), the only way the full projects can be undertaken is with SBA assistance. In January, 2009, the Town and the MSBA announced that a firm had been selected to design the Runkle project. Since neither the total project cost nor the reimbursement rate are known at this time, potential changes to this project could very well be reflected in next year's CIP. As for the Devotion School, the Town must wait at least a couple of years to see if MSBA funding would be awarded. If the MSBA does not approve funding for the Devotion School, then the total project will be $33.2 million, not a $55.3 million project, unless additional funding was made available through a Debt Exclusion vote.

Under the new program, the Town will continue to receive payments under the existing schedule, which total $3.27 million. That funding reimburses the Town for principal and interest costs for the following four projects:

1. Lincoln School - between FY96 and FY08, the Town received annual payments of $616,287. For FY09 - FY12, the payments will be $640,509 per year. The total ($10.57 million) represents the State's 61% share of the project.
2. Heath School - between FY00 and FY04, the Town received annual payments of $286,161. For FY05-FY19, the Town will receive $122,095 per year. The total ($3.26 million) represents the State's 61% share of the project.

SCHOOL CONSTRUCTION AID (con't.)

3. High School - between FY01 and FY08, the Town received annual payments of $2,214,516. For FY09-FY19, the payments will be $2,039,737 per year. The total ($42.19 million) represents the State's 61% share of the project.

4. Baker School - between FY03 and FY08, the Town received annual payments of $489,896. For FY09-FY22, the payments will be $465,031 per year. The total ($9.45 million) represents the State's 61% share of the project.

As for the Lawrence School, the Town received 75% of its anticipated reimbursement in FY06, which allowed the Town to pay off a $7.9 million BAN. The remaining 25% was received in FY07, once the normal auditing process was completed by the State.

TAX EXEMPTION AID

Chapter 59, Section 5, includes so-called "clause exemptions" that provide property tax exemptions for veterans, blind persons, surviving spouses, elderly persons, and others. Each of these are detailed below:

Veterans - Chapter 59, Section 5, Clauses 22A-22E provide for tax exemptions for veterans that meet certain criteria. The amount of the exemption ranges from $250 to $1,500. Chapter 58, Section 8A provides a total tax exemption to paraplegic veterans who have been certified as such by the Veterans Administration. Exemptions that qualify under these provisions are partially reimbursed by the State.

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

Surviving Spouses and Others - Chapter 59, Section 5, Clause 17D, which was accepted by the Town, provides a tax exemption to persons over the age of 70, to minors with a parent deceased, or to widows or widowers. The amount of the exemption is $175. To be eligible, the person must meet certain requirements, including a provision that his/her total estate does not exceed $40,000 exclusive of the value of the domicile except so much of the domicile as produces income and exceeds two dwelling units. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the $40,000 estate provision annually by a cost of living adjustment (COLA) as determined by the Commissioner of the Department of Revenue (DOR). In FY09, the combined impact of the COLAs since FY04 has increased the estate provision to $49,253. The State partially reimburses the Town for this exemption.

Elderly Persons - Chapter 59, Section 5, Clause 41C, provides that a person who has reached his/her 70th birthday prior to the fiscal year for which an exemption is sought, and who owns and occupies property, may qualify for a tax exemption of $500 from the tax bill. In determining eligibility, gross income of said person for the preceding calendar year must be less than $13,000, if single, or if married, combined income must be less than $15,000. In addition, the whole estate, real and personal, less the value of the domicile, except so much of the domicile as produces income and exceeds two dwelling units, cannot exceed $28,000, if single, or, if married, combined income cannot exceed $30,000. If the applicant receives Social Security, a deduction is applied to determine income eligibility. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the income and whole estate provisions annually by a cost of living adjustment as determined by the Commissioner of the Department of Revenue (DOR). In FY09, the combined impact of the COLAs since FY04 has increased the income provision to $16,007 single / $18,470 married and increased the asset provision to $34,477 single / $36,940 married.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Veterans/Blind/Surviving Spouse	40,553	39,888	40,553	40,553	41,896	1,343	3.3%
Elderly Taxpayer	1,506	1,506	1,506	1,506	0	(1,506)	-100.0%
Totals	42,059	41,394	42,059	42,059	41,896	(163)	-0.4%

TAX EXEMPTION AID (con't)

In FY09, the total appropriation for all of these exemption reimbursements was $26.7 million, with Brookline receiving $42,059. In the Governor's FY10 budget proposal, total statewide funding is decreased $1.8 million (6.8%) to $24.9 million. For Brookline, the reimbursement is estimated at $41,896, an amount that is $163 (0.4%) less than FY09.

All of the above exemptions have been doubled annually by Town Meeting in accordance with Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988.

CHERRY SHEET OFFSETS

Cherry Sheet Offsets are amounts that constitute categorical aid and must be spent for specific municipal and regional school district programs. Funds received under programs designated as Offset items may be spent without appropriation in the local budget. The School Department reserves the Lunch Program funds for direct expenditure while the Library does the same with the Public Libraries appropriation. The School Department expends the Lunch Programs monies above and beyond the appropriated budget while the Library uses the funds to augment the Town's appropriation.

LUNCH PROGRAMS

Under Chapter 871 of the Acts of 1970, the State reimburses cities and towns a small portion of the costs of providing breakfasts and lunches to school children. The majority of funding for the lunch programs comes from the federal government and fees paid by the diners. Commencing in FY93, elderly lunch reimbursements were no longer included on the Cherry Sheet. Statewide FY09 funding totaled $5.4 million. The Governor's FY10 budget proposal reduces that amount by $208,881 (3.8%) to $5.2 million. For Brookline, funding is estimated at $21,193, an increase of $2,271 (11.6%).

PUBLIC LIBRARIES

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

Three different funding formulas are used to distribute these funds. The LIG formula provides for $0.50 per capita to communities who have populations over 2,500 and who have appropriated at least $1,250 for public library services during the preceding year. The MEG formula is the same as the lottery formula, which is related to a community's comparative wealth and can be found on page III-24. The Non-resident Circulation Offset is determined annually by the (State) Board of Library Commissioners, based upon each community's share of the total statewide-circulated items. Statewide FY09 funding totaled $10 million. The Governor's FY10 budget proposal cuts the appropriation by $1.4 million to $8.6 million. For Brookline, funding is estimated at $90,198, an amount that is $13,026 less than FY09.

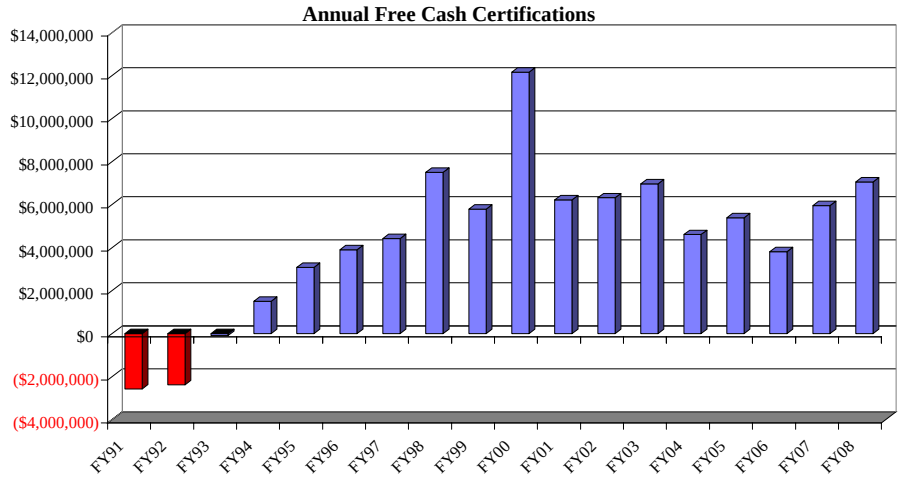
REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Lunch Programs	19,993	22,427	19,642	19,642	21,913	2,271	11.6%
Public Libraries	97,745	98,322	103,224	103,224	90,198	(13,027)	-12.6%
Totals	117,738	120,749	122,866	122,866	112,110	(10,756)	-8.8%

FREE CASH

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, or to reduce the tax levy. The Town's Free Cash Policy, which can be found in its entirety in the Appendix of this Financial Plan, states that all Free Cash, after funding reserves at target levels, goes to support the Town's Capital Improvement Program (CIP).

Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non-General Fund deficit balances, and any other legally incurred operating deficits. Massachusetts General Law permits an updated Free Cash determination during the fiscal year. Any community may request the DOR to compute an Adjusted Free Cash based upon their collections, net of refunds, of the previous years' property taxes. The collection period, under normal circumstances, begins July 1, the first day of the new fiscal year, and may not go beyond March 31, or nine months later, except in years when bills are late. Special rules apply to those unusual years.

From FY91 through FY93, Free Cash was certified with negative balances, as can be seen in the graph below. Very tight budgeting and unusually large delinquent tax balances created this situation. This condition began to improve in FY94. Since then, the combination of adopting prudent fiscal policies, more conservative revenue estimates, and the strong economy of the late 1990's have contributed to the favorable levels of Free Cash. The Free Cash certification for funds available for use in FY10 (i.e., Free Cash as of 7/1/08) increased $1.1 million (18.4%) to $7.05 million.



Due to the difficulty in predicting Free Cash and the need to provide some reserve for potential unforeseen or extraordinary expenses, especially in a tight budgeting environment, the Selectmen have adopted a formal Free Cash appropriation policy. An amount equivalent to 0.25% of the prior year's net revenue (approximately $460,000) is appropriated for use as part of the Town's operating budget. When combined with the tax-supported portion of the budget reserve, which is an amount equivalent to 0.75% of the prior year's net revenue, the result is a total budget reserve equivalent to 1% of the prior year's net revenue.

The Free Cash balance as of the close of FY08 has been certified at $7,053,295. After making the following appropriations, $3,121,351 is available for capital improvements:

- $458,547 to the Operating Budget Reserve Fund
- $1,443,397 to the Liability/Catastrophe Fund
- $2,030,000 for Other Special Appropriations

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Free Cash appropriated for:							
Capital Improvements	4,491,704	2,891,385	5,020,852	5,020,852	3,121,351	(1,899,500)	-37.8%
Operating Budget Reserve Fund	398,444	418,778	436,636	436,636	458,547	21,910	5.0%
Stabilization Fund	22,248	0	0	0	0	0	-
Affordable Housing Trust Fund	0	0	0	0	0	0	-
Worker's Compensation Trust Fund	250,000	250,000	200,000	200,000	0	(200,000)	-100.0%
Liability Reserve	225,039	254,629	297,475	297,475	1,443,397	1,145,922	385.2%
Other Special Appropriations	0	0	0	0	2,030,000	2,030,000	-
Totals	5,387,435	3,814,792	5,954,963	5,954,963	7,053,295	1,098,332	18.4%

OTHER AVAILABLE FUNDS

Other Available Funds are derived from legally restricted funds and can only be used to offset related appropriations. The anticipated amount available to defray FY10 appropriations is $6.9 million, an increase of $955,412 (17.6%) from the amount available in FY09.

1. **Parking Meter Receipts** - an increase of $50,000 (2%) to $2.55 million is anticipated.

2. **Walnut Hills Cemetery Funds** - these are receipts from the sale of lots and income from the perpetual care fund, which are deposited into separate funds. The transfer from these funds to the General Fund is to reimburse the General Fund for the expenses associated with the operation of the cemetery, which is funded in the DPW budget.

3. **State Aid for Libraries** - this is the portion of the Cherry Sheet Offset aid, previously described under the "Cherry Sheet Offsets" section, that is used as a direct offset to the Library. It is level-funded in FY10.

4. **Golf Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of the fringe benefit costs associated with those employees whose salaries are charged to the Enterprise Fund, supervision/overhead, re-payment of the FY01 loan from the Town, the Town Fee (i.e., projected year-end surplus), and property insurance. The total reimbursement increases $7,285 (4.1%). The Town Fee component decreases $15,184 (20.1%).

5. **Recreation Revolving Fund Reimbursement** - this reimbursement to the General Fund represents the fringe benefit costs associated with those employees whose salaries are funded in the Revolving Fund. Massachusetts General Law, Chapter 44, Section 53E1/2, the statute under which the Recreation Revolving Fund was established, mandates that "[N]o revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full time employees unless such revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid." Therefore, with full-time employees being charged to the fund, fringe benefits must be charged. The FY10 reimbursement increases $12,843 (6.5%) to $210,870.

6. **Water and Sewer Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of fringe benefits and certain interdepartmental expenses. The total reimbursement increases $191,639 (10.2%).

7. **Tax Abatement Reserve Surplus** - also known as the Overlay Reserve Surplus, the $1,505,000 for FY10 is being to fund one-time expenses, per the Town's policies.

8. **Capital Project Surplus** - $1,680,000 of remaining balances from existing capital projects is being re-appropriated to support the CIP, an increase of $1.1 million (185%) from FY09.

9. **Sale of Town-owned Land Fund** - Chapter 44, Section 63 of Massachusetts General Laws requires the proceeds from the sale of any publicly-owned land, except for property acquired through tax title foreclosures, be placed in a separate fund and be used for paying any debt service associated with the acquisition of the land. If no indebtedness exists, then the proceeds can be used for any purpose for which a municipality is authorized to incur debt. In FY09, no funds are anticipated to be available from this revenue source.

REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Parking Meter Receipts	1,930,000	2,495,486	2,500,000	2,500,000	2,550,000	50,000	2.0%
Walnut Hill Cemetery Fund	50,000	100,000	50,000	50,000	50,000	0	0.0%
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555	0	0.0%
Golf Enterprise Fund Reimbursement	371,402	373,004	179,064	179,064	186,349	7,285	4.1%
Recreation Revolving Fund Reimbursemen	145,601	186,355	198,027	198,027	210,870	12,843	6.5%
Water and Sewer Enterprise Fund Reimb.	4,836,456	4,513,660	1,877,687	1,877,687	2,069,326	191,639	10.2%
Tax Abatement Reserve Surplus	950,000	850,000	0	0	1,505,000	1,505,000	-
Capital Project Surplus	623,039	43,552	590,000	590,000	1,680,000	1,090,000	184.7%
Sale of Town-owned Land Fund	0	0	550,000	550,000	0	(550,000)	-100.0%
Totals	8,948,053	8,603,612	5,436,333	5,436,333	8,293,101	2,306,768	42.4%

WATER AND SEWER ENTERPRISE

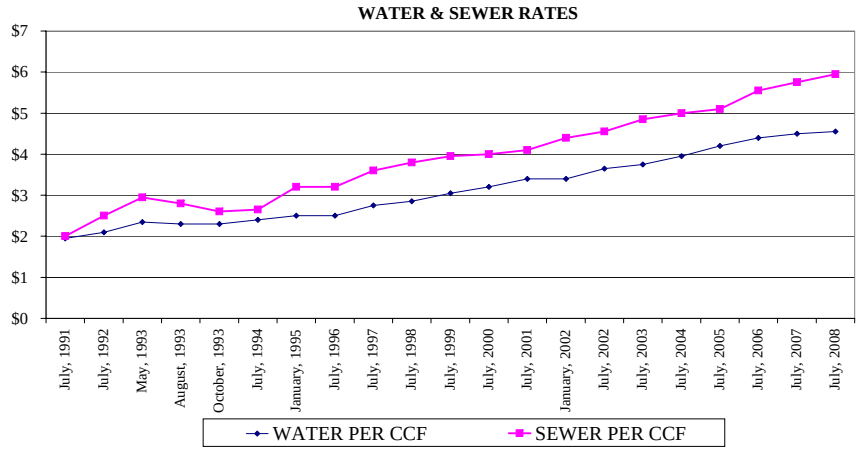
The Department of Public Works is responsible for the operation of the Water and Sewer Division. The Division is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations, as well as for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater.

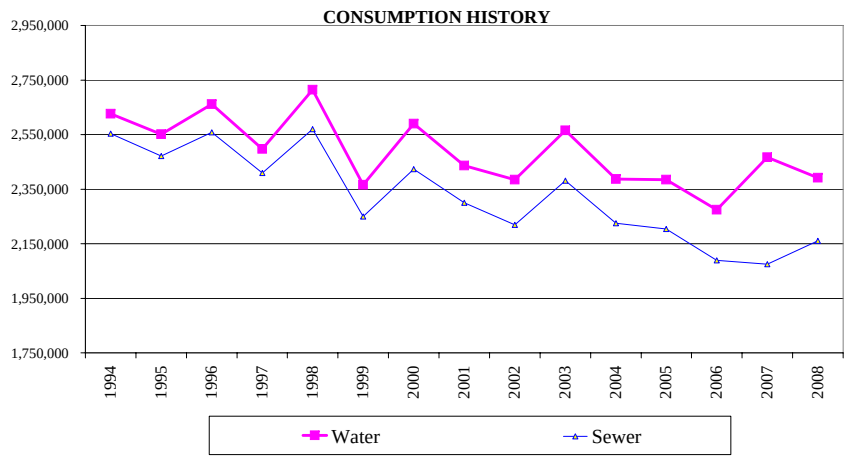
The operation is treated as an enterprise fund under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. The Enterprise Fund was established by Town Meeting in 2001. Prior to that vote, the Water and Sewer operation was accounted for in the General Fund. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard GASB statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of its operation, including fringe benefits. The Fund covers 100% of its expenses.

Early indications are that the costs for water and sewer services for FY10 will increase by $630,493 (2.7%) over FY09. The increase is driven primarily by the MWRA Assessment (+$548,000). Since the Enterprise Fund is 100% cost recovery, the rates will need to be adjusted to generate the revenue required to cover the increase in costs.

The financial condition of the Enterprise Fund has improved greatly over the past few years. After budgetary deficits were realized in three consecutive years (FY01-FY03), FY04 and FY05 produced surpluses, reducing the overall negative fund balance. Unfortunately, FY06 realized a deficit that was covered as part of the FY07 rate setting process. The FY06 deficit was the result of a record low water consumption level. When consumption estimates (i.e., sales estimates) are not met, revenue is not generated at the estimated levels and a revenue deficit occurs. As the chart to the right shows, there has been a gradual decrease in consumption. In both FY07 and FY08, the fund realized an operating surplus, ending FY08 in a positive fund balance situation. The Town will continue to monitor consumption and reduce the estimate, if necessary, to avoid operating deficits.

Please see the Enterprise Fund section of the Department of Public Works' budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Water and Sewer Division.



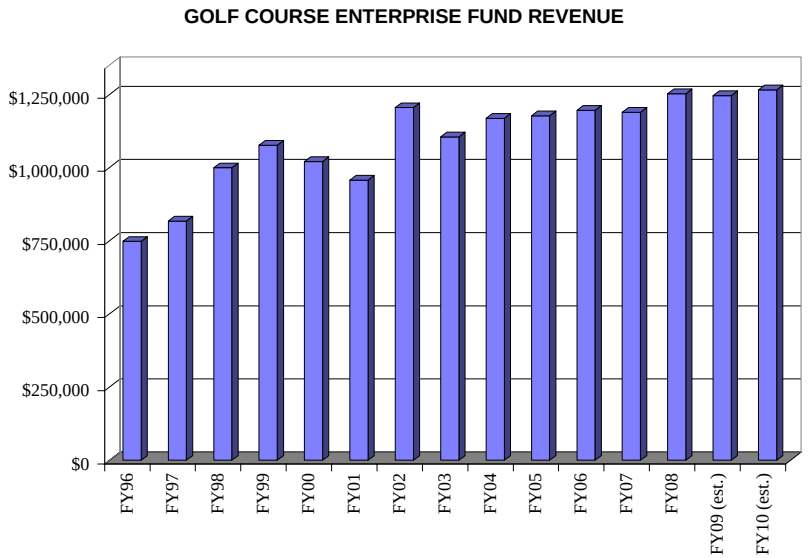


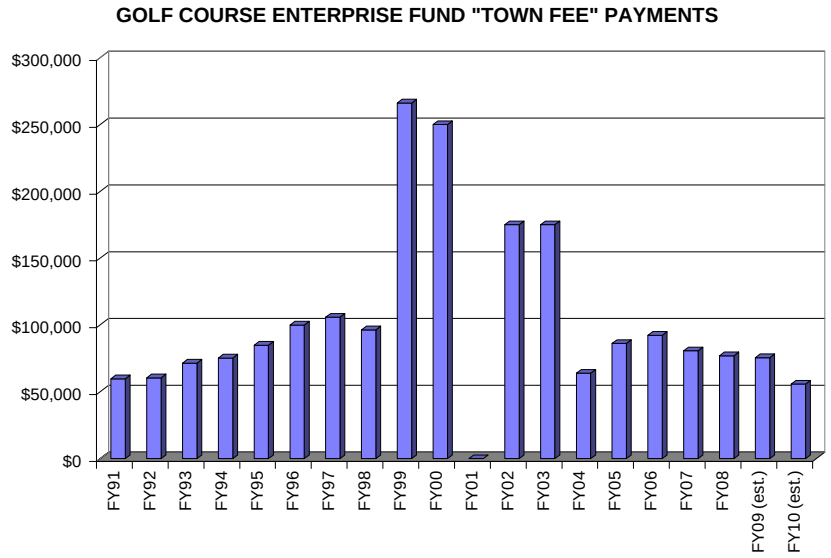
REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Water and Sewer Charges	22,270,193	22,235,871	23,149,017	23,149,017	23,800,644	651,627	2.8%
Late Payment Fees	100,918	103,714	120,000	120,000	120,000	0	0.0%
Service Fees	108,839	119,336	120,000	120,000	120,000	0	0.0%
Rate Relief (State Aid)	57,486	49,798	21,134	0	0	(21,134)	-100.0%
Misc	11,304	29,066	9,300	9,300	9,300	0	0.0%
Gross Total	22,548,740	22,537,785	23,419,451	23,398,317	24,049,944	630,493	2.7%
less Reimbursement to the General Func	4,836,456	4,513,660	1,877,687	1,877,687	2,069,326	191,639	10.2%
Net Total	17,712,284	18,024,125	21,541,764	21,520,630	21,980,618	438,854	2.0%

GOLF COURSE ENTERPRISE

The Recreation Department is responsible for the operation of the Town-owned Robert T. Lynch Municipal Golf Course at Putterham Meadows. In doing so, the Department collects golf course-related revenues for green fees, golf cart rentals, concessions, and Pro Shop sales that are deposited into the Golf Course Enterprise Fund, as allowed for under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. The golf course operation has been treated as an enterprise fund since FY91. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard GASB statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf operation, including fringe benefits. In addition to covering 100% of its expenses, the Enterprise Fund sends to the General Fund its projected year-end operating surplus, thereby supplying the General Fund with an annual source of revenue to support other operations. The history of this so-called "Town Fee" is shown in the bottom-right graph.

In FY10, collections are estimated to total $1.27 million, an increase of $20,000 (1.6%) from the budgeted FY09 figure, the result of using $15,000 of retained earnings for a one-time expense. Please see the Enterprise Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Golf Course.



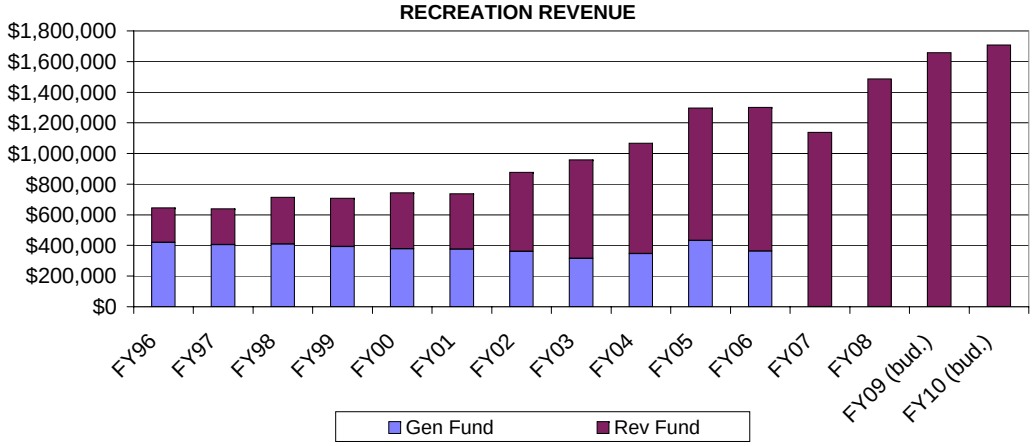


REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Green Fees / Permits	999,729	1,031,274	1,030,000	1,030,000	1,030,000	0	0.0%
Cart Rentals	81,974	95,167	85,000	85,000	85,000	0	0.0%
Pro Shop	78,476	92,243	90,000	90,000	90,000	0	0.0%
Concessions	13,569	19,327	20,000	20,000	25,000	5,000	25.0%
Other	16,230	15,055	21,200	21,200	21,200	0	0.0%
Retained Earnings	0	0	0	0	15,000	15,000	-
Gross Total	1,189,978	1,253,066	1,246,200	1,246,200	1,266,200	20,000	1.6%
less Reimbursement to the General Func	371,402	373,004	179,064	179,064	186,349	7,285	4.1%
Net Total	818,576	880,062	1,067,136	1,067,136	1,079,851	12,715	1.2%

RECREATION REVOLVING FUND

Established by Town Meeting in 1992 per the provisions of Massachusetts General Laws Chapter 44, Section 53E1/2, the Recreation Revolving Fund holds the fees collected for the programs the Recreation Department sponsors. Beginning in FY07, all Recreation Department revenue is deposited in the Revolving Fund, as opposed to being split between the General Fund and the Revolving Fund. This was made possible by the passage of Chapter 79 of the Acts of 2005, which enabled the Town to have a revolving fund revenue ceiling equal to 2 1/2% of the property tax levy instead of the 1% ceiling imposed by the state statute.

Approved every year by Town Meeting as part of the annual appropriations article, the FY10 estimate for the Revolving Fund is $1.7 million, an increase of $49,570 (3%). This increase in revenue helps cover the $12,843 increase in the Reimbursement to the General Fund. Please see the Revolving Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the programs accounted for under the Revolving Fund.



REVENUE SOURCE	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATE	FY2010 BUDGET	BUDGET INCREASE $$	%
Adult Programs	0	0	17,000	17,000	20,000	3,000	17.6%
Amory & Main Gym	51,394	35,730	0	0	0	0	-
Aquatic	79,672	264,114	350,163	350,163	355,163	5,000	1.4%
Community Programs	0	0	16,160	16,160	16,160	0	0.0%
Environmental Programs	22,206	27,584	65,378	65,378	68,647	3,269	5.0%
Facility Program	86,905	98,109	0	0	0	0	-
Ice Skating	97,018	109,717	97,018	97,018	97,018	0	0.0%
Permits	0	0	80,050	80,050	84,060	4,010	5.0%
Recreation Admin	0	0	53,800	53,800	53,800	0	0.0%
School Based Programs	368,463	431,432	414,054	414,054	445,605	31,551	7.6%
Ski Programs and Trips	17,410	17,524	0	0	0	0	-
Summer Camp	166,582	226,550	263,000	263,000	265,740	2,740	1.0%
Teen Programs	28,312	41,558	23,000	23,000	23,000	0	0.0%
Tennis/Open Basketball Programs	0	0	42,700	42,700	42,700	0	0.0%
Youth Progams	102,650	111,055	235,040	235,040	235,040	0	0.0%
Youth Soccer	117,540	122,740	0	0	0	0	-
Gross Total	1,138,152	1,486,113	1,657,363	1,657,363	1,706,933	49,570	3.0%
less Reimbursement to the General Func	145,601	186,355	198,027	198,027	210,870	12,843	6.5%
Net Total	992,551	1,299,758	1,459,336	1,459,336	1,496,063	36,727	2.5%

FUND ACCOUNTING

The financial operations of the Town are organized into funds and account groups, each of which is a separate fiscal and accounting entity. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

1. GOVERNMENTAL FUNDS - most Town functions are financed through what are called governmental funds. There are three types of governmental funds maintained by the Town: the General Fund, Special Revenue Funds, and the Capital Projects Fund.

A. General Fund - this is the major operating fund of the Town and it accounts for the vast majority of Town operations. The General Fund is supported by revenues from real estate and personnel property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees, fines and charges. Most of the Town's departments, including the Schools, are supported in whole or in part by the General Fund.

B. Special Revenue Funds - these are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except for expendable trusts or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. The Town's Special Revenue Funds are grouped into five categories:

1. *Revolving Funds* - these allow the Town to raise revenues from a specific service and use those revenues to support the service. Revolving Funds are established by state statute and may require reauthorization each year at Town Meeting. There are four revolving funds on the Town side that require annual reauthorization: the Recreation Revolving Fund, the Sidewalk Betterment Fund, the Facade Improvement Loan Fund, and the Rental of Town Property Fund. Examples of revolving funds on the School side include the School Lunch Fund, the School Athletics Fund, and Summer School Fund.

2. *Receipts Reserved for Appropriation* - these are restricted to a specific use but also require appropriation by Town Meeting such as Parking Meter Receipts and the Sale of Town-owned real estate.

3. *School Grants* - these are state and federal grants for School programs including smoking cessation, drug free school programs, community partnership, education technology, health services, Title I, and special education.

4. *Other Intergovernmental Funds* - these are state and federal grants for Town programs, such as community policing, Chapter 90 (road repairs), state elections, Council on Aging programs, and library aid.

5. *Other Special Revenue Funds* - these account for miscellaneous special revenues often including private donations for a specific purpose, such as gifts for Police and Fire equipment, numerous Health Department sponsored programs, and Senior Center programs.

C. Capital Projects Fund - this is used to account for monies used for the acquisition or construction of major capital facilities. It is funded primarily by the receipts of bond proceeds resulting form the Town's issuance of bonds for a specific project. Other funding sources include private donations and grants.

2. PROPRIETARY FUNDS - these are used to account for a government's business-type activities. There are two types of proprietary funds - enterprise funds and internal service funds. Both fund types use the same generally accepted accounting principles (GAAP) as similar to businesses in the private sector. Both enterprise and internal service funds recover the full cost of providing services (including capital costs) through fees and charges on those who use their services.

A. Enterprise Funds - these allow for a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. The Town has two enterprise funds: the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Both were established per the provisions of Ch. 44, Sec. 53F1/2.

B. Internal Service Funds - these are an accounting device used to accumulate and allocate costs internally among various functions. The Town uses internal service finds to account for health insurance activities, worker's compensation benefits, and municipal insurance.

3. FIDUCIARY FUNDS - these are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

A. Expendable Trusts - these are used to account for monies received by the Town in a trustee capacity where both the principal and earnings of the fund may be expended. Examples include the Town's Stabilization Fund, the BAA Trust Fund, and the Friends of Brookline Health.

B. Non-Expendable Trusts - these are used to account for trusts where the principal must remain intact. Generally, income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. Examples include the Cemetery Perpetual Trust, the Ben Alper Tree Trust, and the Abbie Deanne School Trust.

C. Agency Funds - these are used to account for funds that are custodial in nature and do not involve the measurement of operations. An example is the private details fund.

The table on the following page shows the Combined Summary of Revenues and Expenditures, on a budgetary basis, for the Town. It shows the beginning and year-end fund balances for the Town's funds.

TOWN OF BROOKLINE
FY2010 FINANCING PLAN

FUND ACCOUNTING: Actual FY08 Consolidated Summary

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY08

	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust & Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds
Revenues										
Real & Personal Property Taxes, net of refunds	133,860,013									$ 133,860,013.00
Motor Vehicle & other Excise Taxes	5,291,912									$ 5,291,912.00
hotel/Motel Tax	742,744									$ 742,744.00
Charges for Services	4,892,038	1,486,112	3,989,890	22,478,955	1,253,065					$ 34,100,059.73
Penalites & Interest on Taxes	455,388									$ 455,388.00
PILOT	907,316									$ 907,316.00
Licensees and Permits	3,622,581									$ 3,622,581.00
Fines & forfeitures	4,555,357		12,550							$ 4,567,907.00
Intergovernmental	19,087,776		10,885,509	49,798						$ 30,023,083.00
Departmental & other	731,697		3,849,475				2,773,573			$ 7,354,744.74
Contributions			2,282,317				411,562	125,217	70,000	$ 2,889,096.26
Other Revenue			296,076	2,835						$ 298,910.68
Investment Income	1,934,480		87,605				540,647	(47,322)	105,464	$ 2,620,874.03
Total Revenues	**$ 176,081,302**	**$ 1,486,112**	**$ 21,403,422**	**$ 22,531,588**	**$ 1,253,065**	**$ -**	**$ 3,725,782**	**$ 77,895**	**$ 175,464**	**$ 226,734,629**
Expenditures:										
Current:										
General Government	9,963,090		124,032			10,502,741	422,799		240,143	$ 21,252,805.23
Public Safety	32,575,654		664,675			49,107	2,830,574			$ 36,120,009.78
Education	63,929,279		12,405,677			304,150		224,340		$ 76,863,446.19
Public Works	15,985,179		2,350,608	17,701,423		4,184,157	29,190			$ 40,250,556.98
CDBG			1,889,642							$ 1,889,642.27
Human Services	2,154,633		379,521			100	(40,726)			$ 2,493,527.73
Leisure Services	4,816,786	1,284,857	177,477		781,986	146,214	186,491			$ 7,393,810.56
Pension benefits	11,038,289									$ 11,038,289.00
Fringe Benefits	21,294,411		101						1,669,931	$ 22,964,442.77
State and county charges	5,410,405									$ 5,410,405.00
Debt Service:										$ -
Principal	7,290,036			2,000,842	143,709					$ 9,434,587.00
Interest	3,542,544			884,411	38,916					$ 4,465,871.00
Total Expenditures	**$ 178,000,306**	**$ 1,284,857**	**$ 17,991,733**	**$ 20,586,676**	**$ 964,611**	**$ 15,186,469**	**$ 3,428,327**	**$ 224,340**	**$ 1,910,074**	**$ 239,577,394**
Excess (deficiiency) of Revenues over Expenditures	**$ (1,919,004)**	**$ 201,255**	**$ 3,411,689**	**$ 1,944,912**	**$ 288,454**	**$ (15,186,469)**	**$ 297,455**	**$ (146,445)**	**$ (1,734,610)**	**$ (12,842,764)**
Other Financing Sources (Uses):										
Proceeds from bonds & notes	(14,868)									$ (14,868.00)
Premium from issuance of bonds	86,828					8,910,000				$ 8,996,828.00
Sale of Capital Assets	252,300									$ 252,300.00
Overlay Transfer	-									$ -
Insurance recovery	804,405		79,858	6,206						$ 890,468.86
Transfers in	4,736,749		5,140			-			2,270,629	$ 7,012,518.00
Transfers out	(2,270,629)	(186,355)	(2,637,041)	(1,495,008)	(373,004)	(45,341)	(5,140)			$ (7,012,518.00)
Total Other Financing Sources (Uses):	**$ 3,594,785**	**$ (186,355)**	**$ (2,552,043)**	**$ (1,488,802)**	**$ (373,004)**	**$ 8,864,659**	**$ (5,140)**	**$ -**	**$ 2,270,629**	**$ 10,124,729**
Other Adjustments to Fund Balance	**$ -**	**$ -**	**$ 246,952**	**$ (133,399)**	**$ 182,625**	**$ 2,409,488**	**$ -**	**$ 14,175**	**$ -**	**$ 2,719,842**
Net Change in Fund Balances	**$ 1,675,781**	**$ 14,900**	**$ 859,646**	**$ 456,110**	**$ (84,550)**	**$ (6,321,810)**	**$ 292,315**	**$ (146,445)**	**$ 536,019**	**$ (2,718,035)**
Fund Balance at Beginning of Year	**$ 32,376,246**	**$ 148,660**	**$ 11,316,077**	**$ (141,961)**	**$ 118,170**	**$ 5,006,725**	**$ 12,375,831**	**$ 4,821,143**	**$ 7,721,805**	**$ 73,742,697**
Fund Balance at End of Year	**$ 34,052,027**	**$ 163,559**	**$ 12,422,675**	**$ 180,750**	**$ 216,246**	**$ 1,094,403**	**$ 12,668,146**	**$ 4,688,873**	**$ 8,257,824**	**$ 73,744,503**

SOURCE: Office of the Comptroller

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen

PROGRAM DESCRIPTION

The Board of Selectmen is composed of five members who are elected for staggered three-year terms. As directors of the municipal corporation, they are vested with the general management of the Town. The Selectmen initiate legislative policy by inserting articles in Town Meeting Warrants and then implement and enforce the votes subsequently adopted; establish town administrative policies; review and set fiscal guidelines for the annual operating budget and the six-year capital improvements program; appoint department heads and members of 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 FY10 budget reflects a decrease of $15,828 (2.6%). The decrease in Personnel ($15,160, 2.6%) is due to the reduced hours of the Head Clerk position ($21,272) coupled with personnel step increases ($3,043) the ½% carry-forward from the FY09 2% / 1% salary adjustment ($2,770), and an increase in longevity ($300).

Services increase $1,022 (15.9%) due to the reinstitution of the Copier Service charge after a year of free service ($1,800), an increase in the Copier Lease ($485), an increase in Delivery Service ($50), and Office Equipment Repair and Maintenance ($22). These increases are slightly offset by reductions in Wireless Communications ($350), Advertising Services ($435), and Subscriptions ($50). Education/Training decreases by $500 which reflects the move of this line item to a different account grouping (Education/Training monies for all departments are now shown under the expenditure class of "Other").

Supplies decreases $1,250 (21.7%) in Office Supplies while Other increases $900 (16.4%) primarily due to the account code change paired with an increase in Professional Dues and Membership ($400). Capital decreases $1,340 (28.9%) and reflects the cost of leased computers.

FY2010 OBJECTIVES*

1. To continue to observe the recommendations of the Override Study Committee relative to long term financial sustainability, as adopted by Resolution in March, 2008.
2. To consider the recommendations to the Efficiency Initiative Committee as part of the overall approach to pursuing long term sustainability.
3. To consider the recommendations of the OPEB Task Force as part of the sustainability strategy to address $200-$300 million in unfunded retiree health benefits.
4. To continue to pursue group health premium savings through joining the Group Insurance Commission or implementation of other changes that would yield equivalent cost reduction.
5. To continue to be guided by Fiscal Policies relative to reserves and capital financing as part of the ongoing effort to observe sound financial practices and retain the Aaa credit rating.
6. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.
7. To conduct labor contract negotiations for equitable settlements in conjunction within the town's ability to pay as shaped by the objectives noted above.
8. To urge State officials, especially through continuous advocacy with our Legislative Delegation, for adequate levels of Local Aid; adoption of Home Rule Legislation such as taxi medallion authority; for financial assistance through the Environmental Bond Bill; Federal Recovery Act; and other sources.
9. To carry out the CIP and the completion of major projects in progress including Landfill Corrective Action, Muddy River Restoration, Fisher Reservoir Re-Use, Village Square and the Runkle School in cooperation with the School Building Authority.
10. To more fully integrate environmental concerns into town governance through consideration of the recommendations of the Climate Action Committee and Pay As You Throw Committee.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	598,832	593,658	578,497	-15,160	-2.6%
Services	5,892	6,441	7,463	1,022	15.9%
Supplies	3,013	5,750	4,500	-1,250	-21.7%
Other	10,017	5,500	6,400	900	16.4%
Capital	4,256	4,640	3,300	-1,340	-28.9%
TOTAL	622,009	615,989	600,160	-15,828	-2.6%
BENEFITS			306,501		
REVENUE	355,751	330,575	372,075	41,500	0

FY2010 OBJECTIVES (con't.)

11. To expand technology utilization through promotion of the Brookline MA.gov website and departmental applications such as permitting and inspection systems.
12. To foster appropriate development both for projects in progress such as at Brookline Place and 111 Boylston Street or in the planning of future projects.
13. To seek out new affordable housing opportunities and to continue to support affordable housing opportunities including completion of St. Aidan's and those planned within the redevelopment of the Fisher Hill Reservoir.
14. To continue oversight of key policy considerations for the Police Department in the areas of Citizen Complaints and Video Camera Monitoring system.
15. To ensure ongoing attention to long term parking requirements through consideration of the recommendations of the Parking Management Committee, review of the Permit Parking Program, and implementation of Valet Parking Regulations.
16. To continue to seek PILOT Agreements with institutional non-profits along with an equitable approach for community based organizations.
17. To proceed with the development of Brookline Access Television studio space in an educational setting as deemed appropriate by the Brookline Schools.
18. To continue efforts with the Commission for the Disabled to ensure legally mandated accessibility to private facilities and Town properties/programs.
19. To strengthen relationships with Boards and Commissions.

**Not necessarily in priority order.*

ACCOMPLISHMENTS

1. Retained the Aaa credit rating.
2. Completed negotiations for collective bargaining agreements with the Fire and Police Unions.
3. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association for the FY2009 budget document.
4. Supported the rollout of BrooklineMA.gov as the official Town Website.
5. Maintained a collaborative relationship with Legislative Delegation.
6. Appointed an Efficiency Initiative Committee (EIC) who presented a comprehensive report on areas of potential change that could allow for Town services to be delivered more efficiently.
7. Appointed an OPEB task force to examine the long-term strategies for addressing unfunded retiree group health benefits estimated between $200 - $300 million.
8. Appointed a Citizen Complaint Review Committee who completed a review of the policy and procedures of citizen complaints against the Police Department.
9. Appointed the Climate Action Committee (CAC) and charged the Committee with recommending and monitoring programs that reduce the net production of greenhouse gases in Brookline.
10. Continued the Town/School Partnership and finalized a plan to merge Town and School payroll operations.
11. Continued PILOT negotiations with Boston University and received first-ever payment from that institution.
12. Continued planning for the implementation of a number of major capital projects on the Town's CIP, including: Town Hall, Runkle School, Landfill Closure/Re-Use, Muddy River Restoration, Fisher Hill Reservoir Re-Use, and Village Square.
13. Worked with the non-profit Planning Office for Urban Affairs and the neighborhood to manage construction and funding issues related to the St. Aidan's project.
14. Participated in state and regional transportation infrastructure planning, including the Muddy River and Urban Ring projects.
15. Issued a Request for Proposals for the Fisher Hill Town Reservoir site for reuse into mixed-income housing.
16. Reviewed and responded to zoning changes proposed by the Zoning By-Law Committee and residents of the Town.
17. Submitted $30 million in "shovel ready" projects for possible Federal stimulus funding.
18. Created a planning process for managing possible changes to Hancock Village.
19. Appointed a Chief of Operations in the Fire Department, a Building Commissioner, and an Economic Development Officer.
20. Continued to monitor energy usage and costs in both Town and School buildings and vehicles in an effort to reduce energy consumption.

ACCOMPLISHMENTS (con't.)

21. Began a comprehensive review of the Town's parking regulations.
22. Continued to work with Brookline Access Television (BAT) on their plans for relocation to the Brookline High School Unified Arts Building.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass.	13	12	12	12	12
Tax Levy Per Capita	$2,365	$2,469	$2,469	$2,678	$2,776
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
Workload:					
Management Appointments	2	5	5	1	2
Town Meetings	2	2	2	2	2
Licenses Issued	662	670	674	675	675

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-10	1.00	1.00	134,959	158,975	1.00	158,188	1.00	158,975
	Deputy Town Administrator	D-8	1.00	1.00	110,640	130,329	1.00	118,601	1.00	120,979
	Assistant Town Administrator	D-2	1.00	1.00	66,593	78,444	1.00	72,455	1.00	73,908
	Assistant to Town Administrator		1.00	1.00	60,539	71,312	1.00	70,959	1.00	71,312
	Head Clerk	C-9	1.00	1.00	44,212	46,040	1.00	45,183	0.53	24,311
	Recording Secretary	C-9	1.00	1.00	44,212	46,040	1.00	45,812	1.00	46,040
	Senior Clerk Secretary	C-7	1.00	1.00	41,147	42,947	1.00	42,734	1.00	42,947
	Subtotal		7.00	7.00			7.00	553,933	6.53	538,472
	Other									
513044	Longevity Pay							2,975		3,275
514045	Stipend - Selectmen (Chair)					3,500		3,500		3,500
514045	Stipend - Selectmen (4)					2,500		10,000		10,000
514501	Stipend - Recording Secretary					7,800		7,800		7,800
515501	Clothing/Uniform Allowance							1,050		1,050
515540	Automobile Allowance							4,200		4,200
510101	Additional Compensation							10,200		10,200
	Subtotal							39,725		40,025
	Total		**7.00**	**7.00**			**7.00**	**593,658**	**6.53**	**578,497**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources

PROGRAM DESCRIPTION

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

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

BUDGET STATEMENT

The FY10 budget reflects an increase of $26,115 (5.4%). Personnel increases $4,710 due to personnel step increases ($3,590) and the ½% carry-forward from the FY09 2% / 1% salary adjustment ($1,575). These increases are slightly offset by an increase of $455 in the Worker's Comp charge off.

Services increase by $6,255 (2.8%) due to increases in Legal Services ($18,000), Pre-Placement Medical Testing ($10,000) Professional/Technical Services ($5,000), Wireless Communications ($900), and Delivery Services ($520). These increases are offset by decreases in Advertising Services ($11,000) General Consulting ($2,000), CDL Testing ($500), Bottled Water ($50), Copier Service ($15), and the decrease of $15,000 in Education/Training which reflects the move of this line item to a different account grouping (Education/Training monies for all departments are now shown under the category of "Other").

The $15,150 (2020%) increase in Other reflects the Education/Training account code change as well as a decrease in Professional Dues and Membership ($100).

FY2010 OBJECTIVES

1. To successfully negotiate successor contracts with all Town unions.
2. To continue to work with the Information Management Governance Committee to acquire a Human Resources database, centralizing all HR information and functions and enabling the Town and departments to have better data and analytic tools to more efficiently manage staffing costs.
3. To work with the Information Technology Department to foster a more uniform and consistent understanding of the reasonable use of workplace technology.
4. To work closely with Department Heads to foster good labor relations with all unions and to seek resolution of contested matters whenever possible.
5. To continue to work the Public Employee Committee (PEC) to address group health issues, including the negotiation of premium savings that could be realized by joining the Group Insurance Commission (GIC) or implementing other plan design changes that yield a similar reduction in costs.
6. To partner with the unions in the dissemination of useful group health information, enabling employees and retirees to make well-informed health care decisions, including participation in flexible spending, mail-in drug programs, and in wellness assessments and initiatives.
7. To continue to analyze high-risk health behaviors of employees/retirees and to target wellness initiatives to lower costs of our group health claims, building off our "Minutes in Motion" model.
8. To continue to monitor and evaluate workers compensation injuries, further enhancing the Town's ability to develop safety programs and training on injury prevention for the workforce.
9. To continue to educate and assist Department Heads and managers with return to work issues for employees who have been on extended sick or injured leave.
10. To finalize CORI Guidelines to provide guidance and consistency among departments.
11. To review and update the drug testing policy and procedures mandated by the federal Department of Transportation, ensuring compliance and effective random drug testing.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	249,428	251,936	256,646	4,710	1.9%
Services	216,153	222,332	228,587	6,255	2.8%
Supplies	9,500	8,500	8,500	0	0.0%
Other	934	750	15,900	15,150	2020.0%
Capital	2,320	2,375	2,375	0	0.0%
TOTAL	478,335	485,892	512,008	26,115	5.4%
BENEFITS			138,586		
REVENUE	1,484	3,000	3,000	0	0.0%

OBJECTIVES (con't.)

12. To promote the Town's website as a one-stop resource for the public to access Human Resources information and documents. To work with IT to develop the Town's intranet home page as the primary access point for employee information and to move toward a self-service system.

ACCOMPLISHMENTS

1. Finalized successor negotiations with all the unions, keeping overall wages and benefits for FY08 and FY09 within the recommended guidelines of the 2008 Override Study Committee Report.
2. Successfully negotiated health care plan design changes resulting in annualized premium savings of $1.2 million.
3. Worked with the Public Employee Committee (PEC), including conducting a Request for Proposal for health care providers, to ensure we are getting the best group health rates.
4. Completed an internal analysis of all Human Resource functions, delineating overlap among the payroll and budget office to develop objectives for a centralized Human Resources database.
5. Aided several departments in the restructuring of their staff functions to ensure they are efficiently using personnel, resulting in the reclassification of several positions.
6. Utilized effective claim and case management to reduce Workers Compensation medical expenses by $105,000 from FY07 to FY08, during a period of increasing health care costs.
7. Utilized effective claim and case management to control costs of Injury on Duty claims by Public Safety employees during a period of increasing health care costs.
8. Held seminars for supervisors on “How to Deal with Difficult Employees,” with a goal of increasing employee morale and productivity.
9. Began a new series of “Wellness Shorts,” brief brown bag lunch program workshops, including a “Retirement Check-up” and “Computer Comfort”.
10. Provided occupational health programs including vaccination clinics for influenza and Hepatitis A/B, interactive safety workshops and ergonomic evaluations.
11. Implemented several new HR processes to respond to reporting demands of the Mass. Health Care reform law.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
Workers' Compensation Cases Open 1+ Year (active/retired)	7/6	4/5	3/8	6/5	6/5
Workers' Comp. Costs	$1,134,599	$1,200,000	$1,228,049	$1,300,000	$1,300,000
Town	$792,402	$837,600	$945,229	$989,095	$989,095
School	$342,197	$362,400	$282,820	$310,905	$310,905
Job injuries	120	115	85	85	85
# of lost workdays	1,531	1,500	1,170	1,000	1,000
Training Sessions	32	35	37	37	37
Safety Training Programs	29	30	42	42	42
Sick Leave Hours/Permanent Employees	54,259	50,000	63,904	60,000	58,000
Workload:					
Unemployment Claims Paid/Processed	41	35	41/160	50/170	50/170
Town	17	15	15/67	20/72	20/72
School	24	20	26/93	31/98	31/98
Unemployment Costs	$164,745	$166,000	$150,717	$160,000	$160,000
Town	$56,281	$56,000	$44,188	$47,000	$47,000
School	$108,464	$110,000	$106,529	$113,000	$113,000
Job Appl. Processed	518	1,500	1,466	1,600	1,200
CORI/SORI Checks	1,355	1,300	1,925	2,200	2,200
Group Health Contracts	5	5	5	5	5
Group Health Changes	870	870	750	870	850
Prescription Drugs- Generic vs. Brand Name	62% / 38%	67% / 33%	67% / 33%	70%/30%	72%/28%
BCBS Network Average	68%/32%	N/A	72%/28%	N/A	N/A
Emergency Room Use:					
Brookline	239	214	214	214	214
BCBS Network Average	214	N/A	215	N/A	N/A

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Group Health Subscribers	2,864	2,882	2,882	2,895	2,935
Blue Choice	804	770	770	753	763
% of Total	28.1%	26.7%	26.7%	26.0%	26.0%
HMO Blue	1,078	1,101	1,101	1,084	1,094
% of Total	37.6%	38.2%	38.2%	37.4%	37.3%
Medicare Supplements	982	1,011	1,011	1,058	1,078
% of Total	34.3%	35.1%	35.1%	36.5%	36.7%
Active	1,537	1,509	1,509	1,480	1,500
% of Total	53.7%	52.4%	52.4%	51.1%	51.1%
Retiree	1,327	1,373	1,373	1,415	1,435
% of Total	46.3%	47.6%	47.6%	48.9%	48.9%
Individual	1,976	1,995	1,995	2,040	2,065
% of Total	69.0%	69.2%	69.2%	70.5%	70.4%
Family	888	887	887	855	870
% of Total	31.0%	30.8%	30.8%	29.5%	29.6%
Town	1,374	1,386	1,386	1,389	1,409
% of Total	48.0%	48.1%	48.1%	48.0%	48.0%
School	1,490	1,496	1,496	1,506	1,526
% of Total	52.0%	51.9%	51.9%	52.0%	52.0%
Group Life Subscribers	2,317	2,315	2,315	2,290	2,330
Active	1,445	1,445	1,445	1,372	1,392
Retiree	872	870	870	918	938
No. of Death Benefits Paid	28	50	39	40	45
Voluntary Dental Contracts	N/A	2	2	2	2
Voluntary Dental Changes	N/A	420	600	35	35
Voluntary Dental Subscribers	N/A	391	507	480	480
Individual	N/A	244	329	288	288
Family	N/A	147	178	192	192
Town	N/A	187	226	216	216
School	N/A	204	281	264	264
Long Term Disability (LTD)	N/A	35	31	35	35
LTD Changes	N/A	43	10	10	10

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	94,856	111,736	1.00	100,179	1.00	102,187
	Assistant Director of Human Resources	T-6	1.00	1.00	57,061	64,562	1.00	64,243	1.00	64,562
	Benefits Supervisor	T-5	0.00	1.00	52,835	59,780	1.00	57,422	1.00	58,735
	Benefits Coordinator	T-4	1.00	0.00	48,921	55,352	0.00	0	0.00	0
	Human Resources Coordinator	T-4	0.00	1.00	48,921	55,352	1.00	49,545	1.00	50,678
	Head Clerk	C-8	1.00	0.00	42,871	44,686	0.00	0	0.00	0
	Principal Clerk	C-8	1.00	1.00	42,871	44,686	1.00	43,674	1.00	44,067
	Subtotal		5.00	5.00			5.00	315,062	5.00	320,229
	Workers' Comp. Expenses (1)							(64,877)		(65,332)
	Net Total		5.00	5.00			5.00	250,186	5.00	254,897
	Other									
513044	Longevity Pay							1,400		1,400
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							1,750		1,750
	Total		**5.00**	**5.00**			**5.00**	**251,936**	**5.00**	**256,647**

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

PROGRAM DESCRIPTION

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

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

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

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

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

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

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

BUDGET STATEMENT

The FY10 budget reflects an increase of $4,180 (0.3%). Personnel increases $13,507 (1.6%) for personnel step increases ($8,529), the ½% carry-forward from the FY09 2% / 1% salary adjustment ($4,178), and an increase in longevity ($800).

Services increase $1,999 (0.4%) for in Data Processing Equipment Repair/Maint. ($16,345), Data Processing Software Maintenance ($10,001), Equipment Service Contract ($4,153) and Wireless Communication ($1,600). These increases are offset by decreases in General Consulting ($5,000) and the decrease of $25,100 in Education/Training which reflects the move of this line item to a different account grouping (Education/Training monies for all departments are now shown under the expenditure class of “Other”).

The decrease in Supplies ($11,791, 34.6%) is reflected in Data Processing Supplies ($9,291) and Data Processing Software ($2,500). The increase in Other ($25,100, 1024.5%) reflects the account code change, and the $24,635 (61%) decrease in Capital is due to the reduction to the number of leased servers.

FY2010 OBJECTIVES

Administration
1. To meet with IT management and senior School administration weekly and IT staff monthly.
2. To continue to chair the departmental Information Management Governance Committee and organize this monthly meeting of senior staff members.
3. To continue to chair and organize quarterly meetings of the Information Technology Advisory Committee (ITAC) to review upcoming technology initiatives.
4. To prepare an updated IT Strategic Plan for the period of FY10-FY12.
5. To establish baseline metrics that will identify performance trends in network performance, application availability and trouble ticket statistics.
6. To continue to evaluate desktop and data center technologies that offer increased performance, decreased support need and lower overall cost.
7. To evaluate green operational options including server, desktop, and monitor power management.
8. To continue to represent the IT Department at monthly Emergency Management meetings.

Application Management
1. To enhance lifecycle management strategy for all enterprise applications.
2. To develop an application roadmap for School-based application integration.
3. To work with key inter-departmental staff to implement the new permitting system.

FY2010 OBJECTIVES (con't.)

Application Management (con't.)
4. To build and develop a new HR application for better applicant tracking and employee communication.
5. To evaluate newer disaster recovery technology and develop an architectural roadmap.
6. To identify a necessary strategy to facilitate email archiving across Brookline Public Schools.
7. To integrate key School applications for better data sharing and simplified business process.
8. To begin compilation of the newest GIS strategic plan.
9. To extend the functionality of the existing Computerized Maintenance Management System to include field-based work order generation and asset documentation.
10. To integrate existing document management application across departments for greater collaboration and information sharing capabilities.

Network Support
1. To extend Voice over IP implementation across Town and School operations.
2. To continue to implement server virtualization for more efficient application collaboration and cost savings.
3. To continue to leverage Active Directory for increased user capability, security and management capabilities.
4. To leverage technology in order to automate key security functions.
5. To proactively address bandwidth management events and review individual user actions.

Help Desk
1. To continue to expand services and improve performance to users of the consolidated Town/School Help Desk.
2. To continue to use the call ticketing system to identify trends, performance levels, and opportunities for improvement.
3. To investigate newer technology which will allow for greater remote troubleshooting capability.
4. To improve asset management capabilities for the purposes of security and cost controls.

ACCOMPLISHMENTS

Administrative
1. Continued to execute on the FY07-FY09 IT Strategic Plan.
2. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.
3. Met with Senior School administration bi-weekly.
4. Chaired and convened monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.
5. Represented the IT Department at monthly Emergency Management Team meetings.
6. Chaired the procurement team in search of the next generation Permitting application.
7. Continued the Department reorganization that included one position re-classification and one new hire, which was off-set by one departure.

Application Management
1. Continued to keep all application releases current to manufacturer recommended levels.
2. Completed platform migration and update of the MUNIS financial application.
3. Completed deployment of the BrooklineMA.gov website and retired the townofbrooklinemass.com website.
4. Migrated Town staff email addresses into the new .gov format.
5. Supported the procurement, acquisition and rollout of next generation Permitting application.
6. Collected and presented data from 1,100 School employees as required by the Mass DOE.
7. Deployed and migrated the next generation School Student Information System to a new platform.
8. Completed Document Management application upgrade and extended functionality to additional departments.
9. Procured and implemented the new Web-based Recreation online registration system.
10. Implemented the Mass Notification System for resident warnings and announcements.

Network Support
1. Relocated network and voice infrastructure in support of Town Hall relocation back to Town Hall.
2. Began server vitalization activity which resulted in the consolidation of 15 standalone servers into a shared infrastructure which has resulted in lower energy needs, less equipment rack space, and future technology replacement savings.
3. Deployed Voice over IP technology at Pierce School and Adult Education.

ACCOMPLISHMENTS (con't.)

4. Upgraded several servers in support of Application and Website upgrades.
5. Managed 3rd party security review of existing infrastructure and implemented remediation efforts.
6. Implemented additional Active Directory functionality to Public Safety domain which resulted in the elimination of duplicate infrastructure.

Help Desk

1. Continued to introduce and support users to the Town/School consolidated Help Desk.
2. Enhanced self-service trouble ticket capability to all school users.
3. Upgraded Apple servers to the latest version.
4. Responded to over 3,300 help tickets across the enterprise.
5. Project managed and deployed 300 computers across the Town and School departments.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Employee classes	95	95	95	90	80
PC's Upgraded	70	70	70	65	65
Servers Upgraded	6	2	2	4	1
IT Work Orders Completed	3,300	3,300	3,150	3,300	3,300
Public Information Request turnaround (avg. days)	1	1	1	1	1
# of Standard GIS Maps Avail.	215	215	215	215	215
Individual Website Visits	505,000	510,000	510,000	515,000	540,000
Payroll Warrants	104	104	104	104	104
Web Pages Maintained	2,300	2,300	2,300	2,000	1,780
Domain Users Supported	340	340	340	340	340
Networked Sites	29	29	29	29	29

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Supported Items:					
Phone Switches	12	12	12	13	13
Desktops	280	280	280	280	280
Telephones	2,420	2,420	2,420	2,455	2,455
E-Commerce:					
Water & Sewer Payments					
Transactions	2,826	2,900	3,147	3,400	3,700
Dollar Value	$1,048,108	$1,076,000	$1,193,251	$1,289,000	$1,403,000
Cost to Town	$26,215	$27,000	$28,855	$30,292	$32,971
Prop. Tax Payments					
Transactions	251	275	326	340	360
Dollar Value	$704,660	$772,000	$594,445	$620,000	$656,000
Cost to Town	$0	$0	$0	$0	$0
Refuse Fee Payments					
Transactions	2,088	2,150	2,382	2,600	2,800
Dollar Value	$146,638	$151,000	$198,579	$217,000	$234,000
Cost to Town	$5,140	$5,300	$6,022	$5,100	$5,499
Recreation Registration					
Transactions	1,638	1,700	2,198	2,500	2,750
Dollar Value	$135,345	$140,000	$158,739	$181,000	$199,000
Cost to Town	$12,596	$13,100	$15,334	$17,400	$19,100
Parking Tickets					
Transactions	25,004	25,500	31,627	35,000	37,500
Dollar Value	$706,440	$720,000	$974,220	$1,078,000	$1,155,000
Cost to Town	$0	$0	$0	$0	$0
Motor Vehicle Excise					
Transactions	5,609	5,700	6,523	6,750	7,000
Dollar Value	$770,681	$783,000	$907,606	$939,000	$974,000
Cost to Town	$26,413	$26,800	$30,484	$22,067	$22,889
TOTAL					
Transactions	37,416	38,225	46,203	50,590	54,110
Dollar Value	$3,511,872	$3,642,000	$4,026,840	$4,324,000	$4,621,000
Cost to Town	$70,364	$72,200	$80,695	$74,858	$80,459

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	812,963	851,464	864,971	13,507	1.6%
Services	495,500	488,433	490,432	1,999	0.4%
Supplies	12,810	34,127	22,336	-11,791	-34.6%
Other	2,441	2,450	27,550	25,100	1024.5%
Capital	38,389	40,404	15,769	-24,635	-61.0%
TOTAL	1,362,104	1,416,878	1,421,058	4,180	0.3%
BENEFITS			352,487		
REVENUE	66,455	53,500	63,500	10,000	18.7%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	79,831	114,233	107,067	-7,167	-6.3%
Application Management	767,937	766,420	751,686	-14,734	-1.9%
Network Support	317,505	402,838	403,712	874	0.2%
Help Desk	196,830	133,386	158,593	25,206	18.9%
TOTAL	1,362,103	1,416,879	1,421,058	4,180	0.3%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	53,899	52,094	52,791	696	1.3%
Services	9,883	35,437	16,695	-18,742	-52.9%
Supplies	11,564	24,127	14,836	-9,291	-38.5%
Other	1,407	200	20,200	20,000	10000.0%
Capital	3,078	2,375	2,545	170	7.2%
TOTAL	79,831	114,233	107,067	-7,167	-6.3%

APPLICATION MANAGEMENT

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	532,777	527,019	536,327	9,308	1.8%
Services	224,965	223,634	201,433	-22,201	-9.9%
Supplies	0	0	0	0	0.0%
Other	1,034	2,250	7,350	5,100	0.0%
Capital	9,161	13,517	6,576	-6,941	-51.4%
TOTAL	767,937	766,420	751,686	-14,734	-1.9%

NETWORK SUPPORT

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	172,388	220,256	223,062	2,807	1.3%
Services	120,581	159,230	175,162	15,932	10.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	24,536	23,352	5,488	-17,864	-76.5%
TOTAL	317,505	402,838	403,712	874	0.2%

HELP DESK

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	53,900	52,094	52,791	696	1.3%
Services	140,070	70,132	97,142	27,010	38.5%
Supplies	1,246	10,000	7,500	-2,500	-25.0%
Other	0	0	0	0	0.0%
Capital	1,614	1,160	1,160	0	0.0%
TOTAL	196,830	133,386	158,593	25,206	18.9%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	110,640	130,329	1.00	116,848	1.00	119,191
	Director of IT Applications	D-5	1.00	0.00	87,830	103,459	0.00	0	0.00	0
	Director of IT Applications	T-15	0.00	1.00	91,017	102,982	1.00	95,489	1.00	97,673
	Manager Network Operations	T-13	0.00	1.00	81,005	91,653	1.00	88,038	1.00	88,476
	GIS Manager	T-12	1.00	0.00	76,420	86,465	0.00	0	0.00	0
	Manager Network Operations	T-11	1.00	0.00	72,094	81,571	0.00	0	0.00	0
	IT Program Manager	T-11	1.00	0.00	72,094	81,571	0.00	0	0.00	0
	Web Developer	T-10	0.00	0.00	69,321	78,434	1.00	71,456	1.00	73,089
	GIS Admin/Developer	T-10	0.00	0.00	69,321	78,434	1.00	68,978	1.00	70,555
	Database Administrator	T-9	0.00	1.00	66,655	75,417	1.00	72,442	1.00	74,098
	Network Systems Administrator	T-9	0.00	1.00	66,655	75,417	1.00	71,175	1.00	72,802
	Senior Programmer Analyst	T-8	2.00	2.00	64,091	72,516	2.00	144,316	2.00	145,033
	Webmaster	T-8	1.00	1.00	64,091	72,516	0.00	0	0.00	0
	IT Program Manager	T-7	0.00	1.00	61,626	69,727	1.00	62,413	1.00	62,723
	GIS Analyst	T-6	1.00	1.00	57,061	64,562	0.00	0	0.00	0
	Technical Support Specialist	T-5	1.00	0.00	52,835	59,780	0.00	0	0.00	0
	Data Controller	C-8	1.00	1.00	42,871	44,686	1.00	44,465	1.00	44,686
	Subtotal		11.00	11.00			11.00	835,619	11.00	848,326
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.40	0.40	$12.00/hr	$20.60/hr	0.40	11,745	0.40	11,745
	Subtotal		0.40	0.40			0.40	11,745	0.40	11,745
	Other									
513044	Longevity Pay							3,750		4,550
515501	Clothing/Uniform Allowance							350		350
	Subtotal							4,100		4,900
	Total		**11.40**	**11.40**			**11.40**	**851,464**	**11.40**	**864,971**

PROGRAM DESCRIPTION

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

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

1. Division of Accounts managed by the Town **Comptroller** - this division is responsible for maintaining and administering a financial accounting and management information system that provides accurate, complete, and timely information pertaining to all financial activities of departments.
2. Division of Purchasing managed by the **Chief Procurement Officer** - this division is responsible for preparing specifications to ensure that requirements are precisely stated and written to allow open competition; contacting potential suppliers through advertised bids and written or telephoned quotations, all in accordance with applicable bidding laws; public opening of advertised bids; analyzing bids and making awards; and issuing contracts, purchase orders, and minority business enterprise utilization reports. The Division is also responsible for the General Services unit (townwide postage, printing, and telephone billing).
3. Division of Assessing managed by the **Chief Assessor** - this division is responsible for uniformly and accurately valuing all taxable property in town. Quality and accurate assessments ensure that all areas of town and all classes of property equitably share responsibility for their share of the tax levy.
4. Division of Treasury managed by the **Treasurer/Collector** - this division is responsible for the billing, collecting, and investing of all funds and the arrangement of the timely disbursement of all payments to vendors, town employees, and retirees. The Division is also responsible for the Payroll unit.

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

BUDGET STATEMENT

The FY10 budget reflects an increase of $52,397 (1.7%). Personnel increases $24,009 (1.3%) and includes step increases ($9,930), the ½% carry-forward from the FY09 2% / 1% salary adjustment ($8,591) and the impact of the Town/School payroll merger ($66,269). These increases are partially offset by the elimination of the Senior Clerk Typist vacancy in the Assessing Department ($40,490), the downgrade of the Assessor - Commercial Valuation Director position from a T-11 to a T-10 ($9,032), a reduction in Overtime in Assessing due to the completion of the re-valuation in FY09 ($11,000), and a decrease in longevity ($332).

Services increase $27,248 (2.6%), largely due to an increase of $27,539 in the Comptroller's budget for software maintenance of the Town's financial system (MUNIS), an increase of $10,000 for Banking Services in the Treasurer's Office, an increase in the Copier Lease in the Comptroller's budget ($215), an increase in Copier Service in Purchasing ($120), an increase in Wireless Communications in Assessing ($350), and a $1,500 increase in Subscriptions. Decreases in Services include Software Repair and Maintenance ($800), Bottled Water ($405), Office Equipment Repair and Maintenance ($1,380), Postage ($4,783) and Advertising ($474) in Purchasing, and the shift of Education/Training monies from Services to Other ($3,268).

The $1,400 (3.4%) decrease in Supplies is for Office Supplies ($2,100) and Books & Periodicals ($100), slightly offset by an increase in Data Processing Supplies ($800). The $3,434 (23.9%) increase in Other reflects the account code change in Education/Training combined with an increase in Travel ($200) and a decrease in Dues ($34). The $376 (27.1%) decrease in Supplies is for Gasoline for the Purchasing Department which manages the Town's pool cars. Capital decreases $518 (3.2%) due to a reduction in lease costs.

FY2010 OBJECTIVES

Comptroller

1. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP Statements.
2. To oversee the accounting and internal control aspects of the financial accounting and payroll systems.
3. To continue timely monthly and year-end closings.
4. To upgrade MUNIS to version 7.
5. To provide portal access to key MUNIS users, facilitating access to financial data.
6. To convert MUNIS users from email workflow notification to messenger notification.

FY2010 OBJECTIVES (con't.)

Comptroller (con't.)
7. To continue to provide training and support to 200+ MUNIS users in both MUNIS and Crystal Reports.
8. To continue to convert vendors to from checks or wires to ACH Payments.

Purchasing
1. To identify and establish new blanket contracts for materials and services that will result in savings for Town and School Departments.
2. To modify and update existing contracts, through research and new bids, to improve levels of service and quality of goods.
3. To purchase more fuel efficient vehicles as appropriate for various department use.
4. To continue to expand use of online procurement sites, such as the MA State government COMM-PASS, to expand reach of bids and proposals, where appropriate.
5. To continue to assist Information Technology Department with various IT projects.
6. To issue additional Building Department service contracts for various annual requirements.
7. To expand, with the IT Department, further implementation of Voice Over Internet Protocol (VOIP) technology to replace current switch based telephone technology.
8. To continue the process of consolidating telephone service providers, with the goal of lower rates and improved problem resolution.
9. To continue to analyze the costs of mail processing and printing in order to determine where savings may be realized.
10. To continue to promote in-house print capabilities to lessen the costs of outside printing.

Assessors
1. To continue to evaluate the 2008 real estate market trends and determine if assessments have fallen below the FY2009 certified assessment levels.
2. To continue efforts to update the Town's property database and to incorporate the use of the GIS (geographic information system) and Pictometry (aerial imaging) system into the computer-assisted mass-appraisal (CAMA) system.
3. To work with the GIS Division of ITD to complete the roll-out of the abutter's list Web GIS application, which will allow applicants to request abutter's list on-line.

Treasurer/Collector
1. To maintain the Town's Aaa bond rating.
2. To continue timely monthly and year-end closings.
3. To oversee the financial aspects of the financial accounting and payroll systems.
4. To continue to maintain an active and aggressive collection program for property taxes, motor vehicle excise, water / sewer charges, refuse collection, and other charges, fees and fines.

FY2010 OBJECTIVES (con't.)

Treasurer/Collector (con't.)
5. To maintain a timely and accurate cash reporting and reconciliation system that ensures excellent internal controls and safeguards Town assets.
6. To maintain an effective cash management and forecasting program that enables optimization of investment returns while ensuring availability of funds when needed.
7. To monitor banking service charges and fees and to actively maintain favorable banking relationships.
8. To continue staff development and seek ways to improve customer services, including the expansion of electronic payment availability and extended 24-hour seven day service to the public.
9. To maintain a prudent debt management program along with full disclosure and favorable relations with the bond rating and investment community.
10. To actively monitor compliance with Federal Arbitrage regulations, S.E.C. and M.S.R.B. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions.
11. To continue to implement an aggressive Tailings Program to reduce the number of uncashed vendor and payroll checks.

ACCOMPLISHMENTS

Comptroller
1. Worked with the Treasurer/Collector's Office to improve monthly and year-end closings and reconciliation.
2. Trained 22 new MUNIS users and provided 329 new Crystal Reports to departmental users.
3. Upgraded MUNIS to 6.0.
4. Expanded cross-training within the Comptroller's Office.
5. Expanded the number of vendors using ACH for Accounts Payable payments.

Purchasing
1. Assisted with the preparation, issuance, and awarding of various RFPs, including multi space parking meters, employee paid dental coverage for employees, building commissioning services, health care advisor, mass notification/reverse 911 services, DPW dump trucks, lease purchase financing for DPW equipment, and permitting application.
2. Bid various blanket building service contracts for materials and services that will result in savings.
3. Bid various School Department bids including Coffee and Hot Tea, pizza, computer and printer supplies, and contract cleaning for School buildings.

ACCOMPLISHMENTS (con't.)

Purchasing

4. School contracts were rebid or renewed with ongoing improvement of products and services.
5. Continued to prepare, issue, award and manage cooperative bid and contract for heating oil, gasoline and diesel for 11 regional cities and towns.
6. With the assistance of the Information Technology Department, reviewed PC leasing (vendors, annual payment, deployment and order timing, and interest rates).
7. Purchased two additional hybrid gas electric vehicles for the School and Health Departments.
8. Modified and updated existing contracts, through research and new bids, to improve levels of service and quality of goods.
9. Used online procurement sites, such as the MA State government COMM-PASS, to expand reach of bids and proposals, where appropriate.
10. With IT Department, facilitated implementation of Voice Over Internet Protocol (VOIP) technology to replace current switch-based telephone technology in two locations
11. Reviewed current cell phone provider and changed plans and phones to lower costs and improve service.
12. Consolidated telephone service providers under one company, where possible, with the goal of lower rates and improved problem resolution.
13. Supported the Town Hall relocation: telecom, furniture and fixtures.
14. Continued to promote in-house print capabilities to lessen the costs of outside printing. The Annual Report, Financial Plan, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, and other materials continue to be printed internally.

Assessors

1. Successfully completed a town-wide revaluation of all real and personal property.
2. Developed a mass-appraisal market model for single-family, two-family, three-family properties and residential condominiums.
3. Developed valuation tables including: unit and square-foot rental rates, operating costs, replacement costs and capital costs to establish fair and equitable market level values on which to base FY2009 property taxes.
4. Implemented the small personal property account exemption.
5. Introduced a senior tax abatement work-off program on a pilot basis.
6. Worked in partnership with the Norfolk County Register of Deeds to receive electronic transmissions of land transfer records.

ACCOMPLISHMENTS (con't.)

Treasurer/Collector

1. Continued the program of reducing the number bank accounts.
2. Expanded the ACH direct payment program for vendor payments.
3. Expanded a cross-training plan to continue to provide appropriate services to customers during high leave periods.
4. Implemented a strategy for the improvement of Miscellaneous Committed Bills accounts receivable.
5. Developed a Town policy for negotiating and executing PILOT Agreements.
6. Completed School Building Assistance audits for the High School, Lincoln School and Baker School projects.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
COMPTROLLER					
Payment Vouchers/ Invoices Processed	39,097	40,000	39,783	40,000	40,000
EFT Payments Processed	589	600	665	600	600
Manual checks processed	503	600	465	500	450
Computer Checks Processed	17,560	17,000	17,907	18,000	18,000
Vendors Serviced	4,943	5,000	5,473	5,500	5,500
Journal Vouchers Processed	1,953	1,900	2,406	2,200	2,200
Requisitions Approved	7,060	8,900	10,223	10,200	10,200
Cash Receipts Processed	43,731	40,000	38,972	40,000	40,000
Miscellaneous Committed Bills Created	766	1,000	2,147	2,200	2,200
PURCHASING					
Blanket Contracts	84	85	82	85	90
Public Bids	102	95	97	100	100
Purchase Orders (PO's)	9,028	9,500	10,361	10,000	10,000
PO $ Value (millions)	$10.0	$11.0	$59.1	$60.0	$60.0
ASSESSORS					
Internet Usage	120,815	120,000	109,500	110,000	115,000
Residential Prop. Value (millions)	$13.056	$12.917	$12.917	$13.352	$13.100
Residential Prop. Accounts	15,242	15,945	15,945	15,948	15,960
Residential Inspections	2,400	3,600	3,452	3,600	3,500
Commercial Prop. Value (millions)	$1.280	$1.187	$1.187	$1.224	$1.210
Commercial Prop. Accounts	940	960	960	960	950
Commercial Prop. Inspections	80	350	300	350	350
Deeds Processed	1,394	1,400	1,437	1,400	1,400
Sales Info. Request Mailed and Reviewed	1,049	1,250	1,042	1,000	1,000
Residential Exemption Filed	750	800	859	800	800
Statutory Exemptions filed	179	190	166	170	170
Tax Deferral	4	10	4	15	20
Personal Property Accounts	1,148	1,175	1,141	1,135	1,130
a) Form of List mailed	1,150	1,175	1,132	1,224	1,200
b) Rev'd entered, analyzed	650	650	903	650	750
c) Full Inspect & List	na	210	75	100	100

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
ASSESSORS (con't.)					
Taxable Value (billions)	$14.34	$14.23	$14.23	$14.71	$14.60
Exempt Value (billions)	$1.316	$1.351	$1.351	$1.412	$1.400
Tax Exempt Property Accts.	286	289	286	290	290
a) 3ABC forms mailed	70	80	70	90	100
b) Rev'd, entered, analyzed	54	60	54	90	100
c) Inspections	5	195	100	100	100
d) Town Properties	107	108	94	95	95
Abatements (real & pers.)	539	400	645	700	650
Appellate Tax Board filed	76	80	97	90	90
Pending as of 12/31/2008	54	N/A	93	N/A	N/A
Excise Bills Mailed	32,207	33,000	33,679	33,000	32,500
Excise Abatements	1,943	2,100	1,299	1,650	1,625
% Excise Tax Bills Abated	6.03%	6.18%	3.90%	5.00%	5.00%
Total Excise Billed	$4,746,386	$4,940,000	$5,420,000	$5,200,000	$4,850,000
TREASURER / COLLECTOR					
Current Year Collections:					
Property Taxes	99.21%	98.50%	99.34%	98.50%	98.50%
Motor Vehicle Excise	94.10%	90.00%	90.60%	90.00%	90.00%
Investment Earnings:					
Total $	$2.72M	$2.1M	$1.9M	$1.3M	$0.85M
% Increase / (Decrease)	20.00%	-23.0%	-10.0%	-32.0%	-34.6%
Property Tax Bills	67,690	67,600	70,379	68,000	68,000
Water Bills	38,106	39,000	38,615	39,000	39,000
Refuse Bills	29,043	29,000	29,084	29,000	29,000
Motor Vehicle Bills	32,207	33,000	33,679	33,000	33,000
Refunds Processed	1,943	2,100	1,838	1,900	1,900
MLC's Issued	1,555	1,550	1,804	2,000	2,000
Total Payrolls	107	110	108	110	110
Total # of Checks	90,190	92,000	91,190	92,000	92,000
W-2's Prepared Annually	3,462	3,500	3,461	3,500	3,500
1099's Prepared Annually	889	900	836	900	900

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,832,046	1,862,921	1,886,930	24,009	1.3%
Services	1,030,786	1,061,591	1,088,839	27,248	2.6%
Supplies	38,106	40,902	39,502	-1,400	-3.4%
Other	12,334	14,349	17,783	3,434	23.9%
Utilities	1,633	1,387	1,011	-376	-27.1%
Capital	19,185	16,245	15,727	-518	-3.2%
TOTAL	2,934,090	2,997,394	3,049,791	52,397	1.7%
BENEFITS			805,809		
REVENUE	3,184,482	1,765,000	1,558,236	-206,764	-11.7%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Comptroller	508,402	511,626	526,193	14,567	2.8%
Purchasing	979,631	1,008,074	1,006,622	-1,452	-0.1%
Assessors	612,402	654,791	595,980	-58,812	-9.0%
Treasurer	833,655	822,902	920,996	98,094	11.9%
TOTAL	2,934,090	2,997,394	3,049,791	52,397	1.7%

COMPTROLLER

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	370,974	370,302	358,265	-12,037	-3.3%
Services	120,852	125,239	151,543	26,304	21.0%
Supplies	7,198	7,650	7,650	0	0.0%
Other	3,034	3,415	3,715	300	8.8%
Capital	6,345	5,020	5,020	0	0.0%
TOTAL	508,402	511,626	526,193	14,567	2.8%

PURCHASING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	348,866	324,671	329,066	4,395	1.4%
Services	601,193	653,723	647,317	-6,406	-1.0%
Supplies	23,852	23,960	23,960	0	0.0%
Other	1,660	1,634	2,568	934	57.2%
Utilities	1,633	1,387	1,011	-376	-27.1%
Capital	2,426	2,700	2,700	0	0.0%
TOTAL	979,631	1,008,074	1,006,622	-1,452	-0.1%

ASSESSORS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	573,610	611,821	554,778	-57,044	-9.3%
Services	24,727	27,302	25,052	-2,250	-8.2%
Supplies	2,987	4,750	3,750	-1,000	-21.1%
Other	5,121	6,500	8,500	2,000	30.8%
Capital	5,958	4,418	3,900	-518	-11.7%
TOTAL	612,402	654,791	595,980	-58,812	-9.0%

TREASURER-COLLECTOR

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	538,596	556,126	644,820	88,694	15.9%
Services	284,015	255,327	264,927	9,600	3.8%
Supplies	4,068	4,542	4,142	-400	-8.8%
Other	2,520	2,800	3,000	200	7.1%
Capital	4,456	4,107	4,107	0	0.0%
TOTAL	833,655	822,902	920,996	98,094	11.9%

TREASURER-COLLECTOR SUB-PROGRAM: SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	100,709	117,993	120,432	2,438	2.1%
Treasurer	157,101	151,584	161,924	10,340	6.8%
Collector	286,517	262,351	264,250	1,898	0.7%
Payroll	289,327	290,973	374,390	83,418	28.7%
TOTAL	833,655	822,902	920,996	98,094	11.9%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	90,232	114,729	116,268	1,538	1.3%
Services	5,043	1,732	2,732	1,000	57.8%
Supplies	263	142	142	0	0.0%
Other	2,061	500	400	-100	-20.0%
Capital	3,110	890	890	0	0.0%
TOTAL	100,709	117,993	120,432	2,438	2.1%

PAYROLL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	164,908	160,878	245,396	84,518	52.5%
Services	122,698	127,932	126,732	-1,200	-0.9%
Supplies	406	500	300	-200	-40.0%
Other	459	500	800	300	60.0%
Capital	858	1,163	1,163	0	0.0%
TOTAL	289,327	290,973	374,390	83,418	28.7%

TREASURER

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	102,051	98,525	99,065	540	0.5%
Services	52,843	50,169	60,069	9,900	19.7%
Supplies	2,044	1,100	1,000	-100	-9.1%
Other	0	900	900	0	0.0%
Capital	163	890	890	0	0.0%
TOTAL	157,101	151,584	161,924	10,340	6.8%

COLLECTOR

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	181,405	181,993	184,091	2,098	1.2%
Services	103,431	75,495	75,395	-100	-0.1%
Supplies	1,356	2,800	2,700	-100	-3.6%
Other	0	900	900	0	0.0%
Capital	326	1,163	1,163	0	0.0%
TOTAL	286,517	262,351	264,250	1,898	0.7%

PURCHASING SUB-PROGRAM SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Purchasing	262,725	264,279	267,101	2,822	1.1%
General Services	716,906	743,795	739,521	-4,274	-0.6%
TOTAL	979,631	1,008,074	1,006,622	-1,452	-0.1%

PURCHASING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	251,582	250,574	254,460	3,886	1.6%
Services	2,406	4,925	3,302	-1,623	-33.0%
Supplies	3,017	3,060	3,060	0	0.0%
Other	1,660	1,634	2,568	934	57.2%
Utilities	1,633	1,387	1,011	-376	-27.1%
Capital	2,426	2,700	2,700	0	0.0%
TOTAL	262,725	264,279	267,101	2,822	1.1%

GENERAL SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	97,284	74,097	74,606	509	0.7%
Services	598,787	648,798	644,015	-4,783	-0.7%
Supplies	20,835	20,900	20,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	716,906	743,795	739,521	-4,274	-0.6%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Comptroller

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	87,830	103,459	1.00	102,947	1.00	103,459
	Assistant Comptroller	T-10	1.00	1.00	69,321	78,434	1.00	75,340	1.00	77,062
	Senior Accountant	T-5	1.00	1.00	52,835	59,780	1.00	56,417	1.00	57,707
	Senior Account/Audit Clerk	C-5	1.00	1.00	38,716	40,490	1.00	39,887	1.00	40,490
	Senior Account/Audit Clerk	C-4	2.00	2.00	36,632	38,386	2.00	76,010	2.00	76,772
	Subtotal		6.00	6.00			6.00	350,601	6.00	355,490
510901	Temporary Part Time Salaries									
	Clerical Assistant		0.70	0.70			0.70	16,926	0.00	0
	Subtotal		0.70	0.70			0.70	16,926	0.00	0
	Other									
513044	Longevity							1,725		1,725
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							2,775		2,775
	Total		**6.70**	**6.70**			**6.70**	**370,302**	**6.00**	**358,265**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Purchasing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	0.00	1.00	87,830	103,459	1.00	92,758	1.00	94,618
	Chief Procurement Officer	D-4	1.00	0.00	80,578	94,917	0.00	0	0.00	0
	Procurement Officer	T-8	1.00	1.00	64,091	72,516	1.00	72,158	1.00	72,516
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	43,458	45,644	1.00	45,418	1.00	45,644
	Buyer/Clerk	C-9	1.00	1.00	44,212	46,040	1.00	45,812	1.00	46,040
	Senior Clerk/Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,196	1.00	38,386
	Telephone Operator/Receptionist	C-4	1.00	0.58	36,632	38,386	0.00	0	0.00	0
	Mail Clerk	GN-1	0.93	0.93	27,569	28,956	0.93	26,796	0.93	26,929
	Subtotal		6.93	6.51			5.93	321,138	5.93	324,133
513044	Longevity Pay							2,483		3,883
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							3,533		4,933
	Total		**6.93**	**6.51**			**5.93**	**324,671**	**5.93**	**329,066**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Assessing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2009 SALARY RANGE As of 1/1/2009		FY2009 BUDGET		FY2010 BUDGET	
			FY2007	FY2008	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	87,830	103,459	1.00	96,995	1.00	98,940
	Deputy Chief Assessor	T-12	0.00	1.00	76,420	86,465	1.00	86,037	1.00	86,465
	Assessor - Residential Valuation Director	T-11	1.00	0.00	72,094	81,571	0.00	0	0.00	0
	Assessor - Commercial Valuation Director	T-11	1.00	1.00	72,094	81,571	1.00	78,353	0.00	0
	Assessor - Commercial Valuation Director	T-10	0.00	0.00	69,321	78,434	0.00	0	1.00	69,321
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	66,655	75,417	1.00	67,506	1.00	69,049
	Assistant Assessor / Field Appraiser	GN-10	2.80	2.80	55,844	58,654	2.80	163,383	2.80	164,231
	Principal Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,465	1.00	44,686
	Senior Clerk Typist	C-5	1.00	1.00	38,716	40,490	1.00	40,290	0.00	0
	Subtotal		8.80	8.80			8.80	577,029	7.80	532,693
510102	Permanent Part Time Salaries									
	Assessor - Board Members (2)							12,000		12,000
	Subtotal							12,000		12,000
	Other									
510300	Overtime							16,000		5,000
513044	Longevity Pay							6,092		4,385
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
	Subtotal							22,792		10,085
	Total		**8.80**	**8.80**			**8.80**	**611,821**	**7.80**	**554,778**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Treasurer - Collector

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	110,640	130,329	1.00	129,683	1.00	130,329
	Payroll Director	T-14	0.00	0.00	85,865	97,153	0.00	0	1.00	85,865
	Payroll Manager	T-10	1.00	1.00	69,321	78,434	1.00	78,046	0.00	0
	Assistant Treasurer	T-7	1.00	1.00	61,626	69,727	1.00	64,654	1.00	66,133
	Assistant Collector	T-7	1.00	1.00	61,626	69,727	1.00	66,977	1.00	68,508
	Payroll Coordinator*	T-5	0.00	0.00	52,835	59,780	0.00	0	2.00	105,670
	Payroll Accountant	T-2	1.00	1.00	41,942	47,455	1.00	47,220	0.00	0
	Head Cashier	C-9	1.00	1.00	44,212	46,040	1.00	44,237	1.00	45,231
	Senior Clerk Typist	C-5	1.00	1.00	38,716	40,490	1.00	40,290	1.00	40,490
	Sr. Accounts Recievable Clerk	C-5	0.00	1.00	38,716	40,490	1.00	39,531	1.00	39,736
	Senior Clerk Typist	C-4	2.00	1.00	36,632	38,386	1.00	37,447	1.00	37,829
	Subtotal		9.00	9.00			9.00	548,085	10.00	619,792
510901	Temporary Part Time Salaries									
	Clerical Assistant		0.00	0.00		$12.07/hr	0.00	0	0.70	17,001
	Subtotal		0.00	0.00			0.00	0	0.70	17,001
	Other									
510300	Regular Overtime							2,241		2,252
513044	Longevity Pay							4,400		4,375
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							8,041		8,027
	Total		**9.00**	**9.00**			**9.00**	**556,126**	**10.70**	**644,820**

* One position is transferred from the School Budget and the other is upgraded from the T-2 position.

PROGRAM DESCRIPTION

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

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

BUDGET STATEMENT

The FY10 budget reflects an increase of $59,857 (8.7%). Personnel increases $6,307 (1.2%) due to steps ($7,666), the ½% carry-forward from the FY09 2% / 1% salary adjustment ($2,526), and longevity ($150), offset by a reduction in hours for the Senior Clerk Typist ($4,035).

Services increase $23,000 (22.2%) for Outside Counsel ($20,000), and Subscriptions ($3,000). The $250 (12.8%) increase in Supplies is for Office Supplies while the $30,300 (40.7%) increase in Other is for Claims and Settlements ($30,000) and Dues ($300).

FY2010 OBJECTIVES

1. To assist and advise the Planning and Community Development Department and other Town departments in the implementation of a variety of community projects.
2. To expand on policy work, litigation and claim evaluations.
3. To achieve continued success in defending the Town against claims and lawsuits.
4. To provide assistance in reviewing and revising policies for the School Department.
5. To actively pursue collection matters relative to delinquent taxes and/or fees.
6. To create a standard procedure for Town personnel to follow relative to property damage and personal injury claims.
7. To pursue professional development goals.
8. To continue conducting training seminars for public officials and Town employees.
9. To assist and advise department heads and administrative staff on legal issues and concerns.

OBJECTIVES (Con't.)

10. To actively maintain and continue to organize the department's record storing/filing system.

ACCOMPLISHMENTS

1. Negotiated agreements to provide town-wide Distributed Antenna Systems (DAS) which are expected to generate annual revenues of approximately $70,000.
2. Defended the Town in numerous claims and lawsuits. The following cases are representative of just a few of the FY09 litigation achievements:

*Successfully defended a challenge to the Town's Zoning By-Law in the Massachusetts Supreme Judicial Court.

*Successfully represented the Zoning Board of Appeals (ZBA) at trial in the Superior Court and the Land Court, receiving favorable trial decisions in both cases upholding the Board's decisions to prevent the expansion of the Washington Street CVS store and permit public access to a driveway turnaround in a development on Heath Street.

*Successfully defended the Town in a number of personal injury lawsuits brought in the Superior Court, where Plaintiffs claimed damages exceeding $150,000.

*Successfully defended the Town in Superior Court against an appeal of a decision of the Parking Clerk.

*Successfully defended Board of Assessors in Appeal by the Brookline Conservation Land Trust who argued that three parcels should be exempt from taxation.

*Negotiated a $35,000 property damage claim against the Town to a settlement of $6,500.

*Represented ZBA with Regard to appeal by the Trustees of Sargeant Estates of ZBA's decision allowing Subdivision of McCourt Property. Settled case and worked with Trustees in drafting settlement documents that secured the Town's interests.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	488,300	505,235	511,541	6,307	1.2%
Services	135,484	103,442	126,442	23,000	22.2%
Supplies	1,976	1,950	2,200	250	12.8%
Other	143,229	74,400	104,700	30,300	40.7%
Capital	3,851	3,765	3,765	0	0.0%
TOTAL	772,840	688,792	748,648	59,857	8.7%
BENEFITS			211,809		
REVENUE	804,405	5,000	5,000	0	0.0%

ACCOMPLISHMENTS (con't.)

3. Worked with the Police Department in the development of a new Police Department Citizen Complaint policy.
4. Provided ongoing legal representation, including negotiation support and document drafting related to the Muddy River Project.
5. Drafted access and release agreement allowing Town contractors to work on Brookline Housing Authority (BHA) land.
6. Assisted in the recovery of more than $90,000 related to on-duty injuries of Police and Fire Department personnel for the Town.
7. Assisted in the recovery of more than $55,000 in restititution from individuals who damaged Town-owned property.
8. Advised the Building Department with regard to a Zoning By-Law parking enforcement issues (142 Fuller Street).
9. Filed Small Claims actions on behalf of the Treasurer's Office for unpaid personal property tax accounts and successfully recovered thousands of dollars in revenue owed.
10. Negotiated and drafted the Ground Lease and related documents for 2-4 Brookline Place and Children's Hospital Boston.
11. Provided assistance and guidance to Town Meeting Members and citizens in the drafting of articles for the Annual and Special Town Meetings.
12. Negotiated and drafted several conservation and preservation restrictions, resulting in the protection of open space.
13. Assisted the Human Resources Department with the development of a Town Criminal Offender Record Information (CORI) policy.
14. Conducted training seminars on Conflict of Interest, Open Meeting Law and Public Records law for all newly appointed Board and Commission members for the Town.
15. Advised and represented school administration on several disciplinary matters.
16. Aided in the review and redrafting of multiple School Committee policies.
17. Drafted proposed policy related to Police Department public video surveillance monitoring.
18. Assisted in the preparation and development of various housing projects for the Town, such as providing legal counsel in the development of approximately 20 new and permanent affordable housing units.
19. Drafted deed and complied with strict statutory requirements in order to convey 0 Heath Street and Smythe Street.
20. Provided legal opinions on a daily basis to numerous Town Departments, Boards and Commissions, for example:

*To the Preservation Commission regarding title to Reservoir Gatehouse in support of grant application, to Massachusetts Historical Commission for monies to study restoration of Brookline Reservoir Gatehouse.

ACCOMPLISHMENTS (con't.)

*To the Planning Department regarding whether a proposed CDBG Advisory Committee, consisting of members of the Board of Selectmen, Housing Advisory Board, Parks and Recreation Commission and Building Commission, would be a violation of U.S. Department of Housing and Urban Development and State Ethics laws.

21. Provided Legal Guidance to a committee looking at provide favorable tax treatment to Lodging House owners in exchange for placing deed restrictions on these properties that would ensure they remain Lodging Houses for a finite period of time.
22. Revised the Police Department's "sting" guidelines to bring them into conformity with guidelines issued by the Alcoholic Beverages Control Commission (ABCC).
23. Assisted the Building Department, Health Department and Department of Public Works with various drafts and revisions of contracts and agreements pertaining to services and supplies.
24. Worked with the Department of Public Works to coordinate 'in-house' repairs for residential property damage claims (ie: fence damage from snowplows), substantially reducing the cost of such repairs for the Town.
25. Drafted, reviewed and revised Agreements on behalf of the School Department for the use of private recreational facilities.
26. Provided substantial support to School Health personnel related to the provision of school health services.
27. Advised School Department personnel on campaign financing matters pertaining to the May 2008 Ballot Question (override).
28. Provided guidance and support to School Department administration concerning Student Handbook content.
29. Provided daily advice to school administrators, principals, and other school personnel pertaining to matters such as eligibility for enrollment, student records access, the service of records and deposition subpoenas, and student discipline.
30. Provided legal guidance and assistance in drafting Preservation Commission Rules and Regulations.
31. Provided legal assistance to Planning Staff and ZBA regarding proposed project at 224-226-226 Cypress Street.
32. Drafted and negotiated lease agreements for Town properties.
33. Routinely assisted and advised the Department of Public Works with a variety of matters such as bid laws governing street law maintenance contracts, new trench safety laws, and assisted in implementing a new permitting program to regulate trench safety.
34. Determined ownership of Transformer and Transformer Building at Brookline Reservoir and advocated MRWA to remove both from property.

ACCOMPLISHMENTS (con't.)

35. Provided legal assistance to the Sanctuary Study Committee to determine tools available to Town to promote land conservation. Working with Town Assessor, Conservation Commission and Conservation Administrator, provided legal guidance to create a proposed Conservation Restriction Policy.
36. Worked with Preservation Commission to negotiate more favorable terms for a Preservation Easement placed a Harvard Avenue home.
37. Researched Federal Statute (Religious Land Use and Institutionalized Persons Act) and case law to determine if Preservation Commission's stay of demolition permit for 12 Catlin Road in order to build a Mormon Meetinghouse violated statute protecting religious uses from land use regulation.
38. Continued to manage Nextel Wireless Telecommunications Act litigation in Federal Court.
39. Provided legal assistance to the Conservation Commission and Conservation Administrator in enforcing Town Wetlands By-Law (52 Rangeley Road).
40. Created a coding system to classify and identify stored cases and department records for improved file management.
41. Effectively utilized laserfiche document recording software to manage and retrieve archived documents, decreasing the need for file storage.
42. Created a webpage within the Town Counsel's link of the Town's website to provide basic legal information and responses to questions frequently asked by the public.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
Disposed Court Cases	63	50	57	55	55
Formal Legal Opinions	35	40	51	45	45
Petitions to Foreclose	15	10	8	20	14
Land Court & Tax Title Cases	16	10	16	15	15
Retirement Cases	1	1	0	1	1
Special Ed. Appeals *	25	22	26	25	25
Appellate Tax Board	12	10	9	15	15
Leases/Ground Leases	8/2	8/2	8/2	8/2	8/2
Zoning Board Appeals	9	10	7	12	10
Personal Injury	4	5	9	5	10
Property Damages	9	5	15	15	15
Civil Service	5	5	6	5	5
Contract cases	3	4	5	4	5
Bankruptcy cases **	3	5	15	3	10
Miscellaneous Lawsuits***	42	40	46	45	50
Housing Projects/Closings	43	60	58	60	60
Contracts Reviewed and Approved (approx.)	325	350	362	350	350
Claim Letters Processed	489	500	536	500	500

* Includes rejected IEPs that were resolved prior to litigation.
** Does not include numerous Notices of Discharge.
*** Category includes: civil rights actions, employment discrimination claims, code enforcement cases, appeals of the denial of gun permits, and actions wherein the Town is the Plaintiff.

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	110,640	130,329	1.00	118,601	1.00	120,979
	Associate Town Counsel II	D-5	0.00	2.00	87,830	103,459	2.00	184,136	2.00	188,087
	Associate Town Counsel I	D-4	3.00	1.00	80,578	94,917	0.00	0	0.00	0
	Associate Town Counsel I	T-14	0.00	0.00	85,865	97,153	1.00	91,688	1.00	93,784
	Senior Paralegal Secretary	T-5	1.00	1.00	52,835	59,780	1.00	54,461	1.00	55,707
	Paralegal Secretary	C-9	1.00	1.00	44,212	46,040	1.00	45,183	1.00	45,584
	Subtotal		6.00	6.00			6.00	494,069	6.00	504,141
	CDBG Charge-Off							(5,000)		(5,000)
	Workers' Comp. Charge-Off							(10,000)		(10,000)
	Net Total		6.00	6.00			6.00	479,069	6.00	489,141
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.64	0.64	36,632	38,386	0.64	24,091	0.53	20,176
	Subtotal		0.64	0.64			0.64	24,091	0.53	20,176
	Other									
513044	Longevity Pay							1,725		1,875
515501	Clothing/Uniform Allowance							350		350
	Subtotal							2,075		2,225
	Total		**6.64**	**6.64**			**6.64**	**505,235**	**6.53**	**511,541**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

PROGRAM DESCRIPTION

The Advisory Committee is appointed by the Moderator in accordance with Sections 2.2.1 and 2.2.2 of the Town By-Laws which read as follows:
"Section 2.2.1: The Moderator shall, in June of each year, appoint citizens to serve on the Advisory Committee (herein the "Committee") established under G.L.C. 39, Section 16, and this By-Law. Members of the Committee shall serve without compensation. The Committee shall consist of not fewer than twenty nor more than thirty registered voters of the Town. At least one elected Town Meeting Member shall be appointed from each precinct. No more than six members shall be appointed who are not elected Town Meeting Members at the time of their appointment. No more than four members of the Committee shall reside in the same precinct. No member of the Committee shall be an employee of the Town or a member of any standing board or Committee having charge of the expenditure money; but, this restriction shall not disqualify from appointment to the Committee, members of special committees which may be created from time to time by Town Meeting, the Moderator, or the Selectmen to report on specific matters.

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

BUDGET STATEMENT

The FY10 budget reflects a decrease of $176 (0.9%) which represents the ½% carry-forward from the FY09 2% / 1% salary adjustment. The offsetting adjustments of $230 in Services and Other reflect the account code change made to the Education/Training account.

FY2010 OBJECTIVES

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

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

ACCOMPLISHMENTS

1. During FY2009, the full Advisory Committee met 38 times and Advisory Committee Subcommittees met 43 times in addition to capital project site visits.
2. Spent three months reviewing the Town Administrator's FY2009 Financial Plan and Capital Improvements Program and developing the Advisory Committee's version of the budget for FY2009. Presented to Town Meeting, a detailed analysis and recommendation, which included an overview of the Town budget, a comprehensive report on the School budget, and descriptions of the numerous construction/renovation projects included in the CIP.
3. Prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles. Topics included a variety of zoning issues, collective bargaining agreements, graffiti, and transportation, to name a few.
4. Regularly updated meeting schedules, maintained ongoing communications and provided materials to all department heads, town boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties.
5. Members of the Advisory Committee participated on committees appointed by the Board of Selectmen on a variety of topics including the override study, the zoning by-laws, utilities, naming of town property, noise by-laws, the future of the town reservoir, and OPEBs. Members also served on a number of design review committees.
6. Members served on several standing town committees including the Labor Advisory, Town/School Partnership and Audit Committees.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	20,604	17,071	17,247	176	1.0%
Services	91	266	36	-230	-86.5%
Supplies	443	1,275	1,275	0	0.0%
Other	318	340	570	230	67.6%
Capital	484	487	487	0	0.0%
TOTAL	21,940	19,439	19,615	176	0.9%
BENEFITS			235		
REVENUE	0	0	0		

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2009 SALARY RANGE As of 1/1/2009		FY2009 BUDGET		FY2010 RECOMMENDATION	
			FY2007	FY2008	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries									
	Executive Assistant	C-10	0.00	0.35	48,430	50,493	0.35	17,071	0.35	17,247
	Budget Analyst/Secretary		0.35	0.00			0.00	0	0.00	0
	Subtotal		0.35	0.00			0.35	17,071	0.35	17,247
	Total		**0.35**	**0.00**			**0.35**	**17,071**	**0.35**	**17,247**

PROGRAM DESCRIPTION

The Town Clerk is elected to a three-year term by the citizens of the Town. The Department has three subprograms - Public Records, Elections, and Voter Registration - which are mandated by Federal and State statutes and Town By-Laws to record, implement, compile, and preserve the actions and directives of the Town's executive and legislative branches. The principal duties of the office are to maintain factual public records and to administer fair and accurate elections. The Department's responsibilities also include secretarial duties for the Zoning Board of Appeals and the Board of Registrars of Voters.

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

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

Elections - The Town Clerk is the mandated authority for conducting federal, state, and local elections. The Town Clerk serves as the custodian of the voting machines and is responsible for the supervision and instruction of over 200 election workers in the use of those machines and in laws pertinent to their duties. The Town Clerk is required to provide certified election results to the Office of the Secretary of State, the Bureau of Accounts, and numerous other governing bodies and agencies.

Voter Registration - The Town Clerk serves as an ex-officio member of the Board of Registrars of Voters. Duties include registering all eligible residents of the Town as voters, producing a street list of the residents of the Town, and certifying signatures of registered voters of the Town on nomination papers of candidates for federal, state, and local office as well as referendum and initiative petitions.

BUDGET STATEMENT

The FY10 budget reflects a decrease of $96,913 (16.8%) primarily due to the fact that there were three elections in FY09 compared to one in FY10. The $97,000 decrease in Personnel for Election Workers is coupled with the ½% carry-forward from the FY09 2% / 1% salary adjustment ($1,639), an increase in Steps ($733), and the transfer of the Board of Appeals stipend for the Town Clerk previously funded in the Building Department's budget ($2,000).

BUDGET STATEMENT (con't.)

Services increase $316 (0.5%) due to an increase in Subscriptions ($550) and the Copier Lease ($366), offset by decreases in Bottled Water ($100) and Wireless Communication ($500).

The $4,401 (32.8%) decrease in Supplies reflects a $4,000 decrease in meals for election workers, an $800 decrease in Equipment Maintenance Supplies, a $250 decrease in Copy Machine Supplies and a $649 increase in Office Supplies. Other decreased $200 due to a $460 reduction in Other Travel paired with a $260 increase in Professional Dues/Memberships.

FY2010 OBJECTIVES

1. To administer, record and certify the actions taken at the November 2009 Special Town Meeting.
2. To transmit any authorizations to borrow and any amendments to such authorizations, passed at the November 2009 Special Town Meeting, to the Department of Revenue's Division of Local Services.
3. To transmit any General and Zoning By-Law amendments, passed at the November 2009 Special Town Meeting, to the Office of the Attorney General's Municipal Law Unit.
4. To update the General By-Laws of the Town of Brookline based upon the Attorney General's approval of any amendments passed at the November 2009 Special Town Meeting.
5. To administer, record and certify the 2010 Annual Listing of Persons Seventeen Years of Age and Over.
6. To publish the 2010 Annual Street List.
7. To administer, record, and certify the May 2010 Annual Town Election.
8. To transmit a certified list of Town Officers elected at the May 2010 Annual Town Election to the Secretary of the Commonwealth.
9. To administer, record and certify the actions taken at the May 2010 Annual Town Meeting.
10. To transmit any authorizations to borrow and any amendments to such authorizations, passed at the May 2010 Annual Town Meeting, to the Department of Revenue's Division of Local Services.
11. To transmit any General and Zoning By-Law amendments, passed at the May 2010 Annual Town Meeting, to the Office of the Attorney General's Municipal Law Unit.
12. To update the General By-Laws of the Town of Brookline based upon the Attorney General's approval of any amendments passed at the May 2010 Annual Town Meeting.
13. To publish the 2010 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure, and Executive Officers of the Town Meeting Members Association.

ACCOMPLISHMENTS

1. Temporarily relocated office during Town Hall renovation.
2. Recommended to and received approval from the Board of Selectmen to move the polling locations for Precinct 10 and Precinct 16.
3. Notified every active and inactive voter in Precinct 10 and Precinct 16, as required by state law, of the move of their polling location.
4. Reviewed and certified signatures for nomination papers for Town Committees and State Committee for the February 5, 2008 Presidential Preference Primary.
5. Reviewed and certified signatures for nomination papers for Presidential Candidates for the February 5, 2008 Presidential Preference Primary.
6. Reviewed and certified signatures for initiative petitions for the November 4, 2008 State Election.
7. Conducted, recorded and certified the 2008 Annual Listing of Persons Seventeen Years of Age and Older.
8. Published the 2008 Annual Street Listing.
9. Administered, recorded and certified the February 5, 2008 Presidential Preference Primary.
10. Administered, recorded and certified the May 6, 2008 Annual Town Election.
11. Transmitted a certified list of Town Officers elected at the May 6, 2008 Annual Town Election to the Secretary of the Commonwealth.
12. Administered, recorded and certified the actions taken at the May 27, 2008 Annual Town Meeting.
13. Transmitted all authorizations to borrow and all amendments to such authorizations, passed at the May 27, 2008 Annual Town Meeting, to the Department of Revenue's Division of Local Services.
14. Transmitted all General and Zoning By-Law amendments, passed at the May 27, 2008 Annual Town Meeting, to the Office of the Attorney General's Municipal Law Unit.
15. Updated the General By-Laws of the Town of Brookline based upon the Attorney General's approval of the amendments passed at the May 27, 2008 Annual Town Meeting.
16. Published the 2008 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure, and Executive Officers of the Town Meeting Members Association.
17. Administered, recorded and certified the November 18, 2008 Annual Town Election.
18. Transmitted a certified list of Town Officers elected at the November 18, 2008 Annual Town Election to the Secretary of the Commonwealth.
19. Administered, recorded and certified the actions taken at the November 18, 2008 Annual Town Meeting.
20. Transmitted all authorizations to borrow and all amendments to such authorizations, passed at the November 18, 2008 Annual Town Meeting, to the Department of Revenue's Division of Local Services.

ACCOMPLISHMENTS (con't.)

21. Transmitted all General and Zoning By-Law amendments, passed at the November 18, 2008 Annual Town Meeting, to the Office of the Attorney General's Municipal Law Unit.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
% of Eligible Registered Voters Participating (average)	29.0%	20.5%	50.4%	41.0%	12.0%
% Rate of Return for Census Forms	61%	63%	61%	63%	65%
Average Delivery Time for Vital Records (minutes)	3.5	3.5	N/A	3.0	2.8
Databases Computerized	85%	85%	85%	90%	90%
Hours Election Workers Trained	16	16	16	22	8
Workload:					
Total Elections	3	2	2	3	1
Total Residents	61,183	59,850	56,377	57,500	57,750
Registered Voters	38,313	36,800	33,399	34,000	34,250
Inactive Voters	6,458	7,500	15,050	15,250	15,500
Marriage Licenses	496	455	435	435	450
Conservation Licenses	436	440	323	325	350
Board of Appeals	73	65	47	50	55
Dog Licenses	1,588	1,500	1,466	1,490	1,500
Passports	408	410	165	170	180
Other	4,303	4,150	4,102	4,150	4,200

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	452,270	491,602	398,974	-92,628	-18.8%
Services	59,053	66,954	67,270	316	0.5%
Supplies	9,499	13,401	9,000	-4,401	-32.8%
Other	1,383	1,800	1,600	-200	-11.1%
Capital	2,964	3,251	3,251	0	0.0%
TOTAL	525,170	577,007	480,094	-96,913	-16.8%
BENEFITS			167,427		
REVENUE	127,178	131,000	163,500	32,500	25%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Public Records	263,886	269,325	273,760	4,435	1.6%
Elections	127,877	183,992	82,526	-101,467	-55.1%
Voter Registration	133,406	123,690	123,808	119	0.1%
TOTAL	525,170	577,007	480,094	-96,913	-16.8%

PUBLIC RECORDS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	259,186	250,507	254,450	3,943	1.6%
Services	3,239	14,819	15,085	266	1.8%
Supplies	831	2,034	2,000	-34	-1.7%
Other	590	340	600	260	76.5%
Capital	40	1,626	1,626	0	0.0%
TOTAL	263,886	269,325	273,760	4,435	1.6%

ELECTIONS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	83,910	144,000	47,000	-97,000	-67.4%
Services	34,944	30,659	30,526	-133	-0.4%
Supplies	8,123	9,334	5,000	-4,334	-46.4%
Other	0	0	0	0	0.0%
Capital	900	0	0	0	0.0%
TOTAL	127,877	183,992	82,526	-101,467	-55.1%

VOTER REGISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	109,174	97,095	97,524	429	0.4%
Services	20,870	21,476	21,659	183	0.9%
Supplies	545	2,034	2,000	-34	-1.7%
Other	793	1,460	1,000	-460	-31.5%
Capital	2,024	1,626	1,626	0	0.0%
TOTAL	133,406	123,690	123,808	119	0.1%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Clerk	D-4	1.00	1.00	80,578	94,917	1.00	94,447	1.00	94,917
	Assistant Town Clerk	T-7	1.00	1.00	61,626	69,727	1.00	69,382	1.00	69,727
	Principal Clerk	C-7	1.00	1.00	41,147	42,947	1.00	42,735	1.00	42,947
	Senior Clerk Typist (ZBA)	C-6	1.00	1.00	40,055	41,843	1.00	41,636	1.00	41,843
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,196	1.00	38,386
	Clerk/Typist	C-4	1.00	1.00	36,632	38,386	1.00	37,459	1.00	38,386
	Subtotal		6.00	6.00			6.00	323,854	6.00	326,206
510102	Permanent Part Time Salaries									
	Registrar (3)					3,000		3,000		3,000
	Registrar, Ex Officio (1)					1,500		1,500		1,500
	Subtotal							4,500		4,500
510201	Temporary Full Time Salaries									
	Election Workers							144,000		47,000
	Census Workers							3,500		3,500
	Subtotal							147,500		50,500
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal							2,500		2,500
	Other									
510300	Regular Overtime							3,948		3,968
513044	Longevity Pay							4,400		4,400
514501	Extra Comp. (Stipend)							3,500		3,500
514501	Town Clerk Zoning Board of Appeals (Stipend) *							0		2,000
515501	Clothing/Uniform Allowance (In lieu of boots)							1,400		1,400
	Subtotal							13,248		15,268
	* Previously funded in the Building Department									
	Total		**6.00**	**6.00**			**6.00**	**491,602**	**6.00**	**398,974**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

PROGRAM DESCRIPTION

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

The Department consists of the following four sub-programs:

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

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

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

The **Preservation Sub-program** assists the Preservation Commission with the promotion, protection, restoration, and preservation of the Town's historical and cultural assets. Major functions include the preparation and implementation of policies, programs, and plans to guide development, the conservation of open space, and the preservation of historic and cultural resources. The Division also administers the Historic Districts and Demolition By-Laws.

BUDGET STATEMENT

The FY10 budget represents a $88,769 (12.4%) decrease. Personnel decreases $90,750 (13.7%) due to the elimination of the Zoning Administrator position ($78,046) and the reduction of hours for the Commercial Areas Coordinator ($32,336). Longevity also decreases ($102). The reduction in the CD reimbursement ($24,543) reflects the reduction of the CD Intern position ($17,646) and backfilled positions reimbursed at a lower step level. Other increases in personnel include steps ($7,394), and the ½% carry-forward from the FY09 2% / 1% salary adjustment ($5,442).

Services decrease $2,019 (7.3%) and include a decrease in Printing Services due to more in-house printing ($3,500), Wireless Communications ($263), the Photocopy Service Contract ($115) and Bottled Water ($100), slightly offset by an increase in the Copier Lease ($1,959). The $3,500 increase in Supplies (26.5%) is for Office Supplies, while the $500 (11.2%) increase in Other reflests an increase in Dues and Memberships ($1,000) offset by a reduction in Education/Training/Conferences.

FY2010 OBJECTIVES

Planning & Administration

1. To create, modify and educate stakeholders on the land use plans of the Town, such as the Comprehensive Plan.
2. To help shape the planning and design of proposed developments and commercial signage and facades by providing guidance to developers, business owners, architects and sign makers.
3. To facilitate the Planning Board, Board of Appeals and Preservation Commission approval processes by providing administrative and technical support, including written and oral reports and review of compliance with conditions of permits.
4. To provide information to citizens and developers about the Zoning By-Law, Demolition Delay By-Law and the Local Historic District approval processes, regulations, and other Town requirements in a user-friendly fashion.
5. To develop possible updates of the Zoning By-Law to address the current needs and vision of the community.
6. To provide technical and administrative support to committees established by the Selectmen.
7. To aid in formulating design guidelines and other technical reports to guide physical change of the Town, including the Town’s Capital Improvement Projects.
8. To foster interdepartmental communication through meetings and written information on issues which cross departmental lines.
9. To represent the Town on regional and statewide planning issues.

FY2010 OBJECTIVES (con't.)

Planning & Administration (con't.)

10. To administer and manage approximately $1.67 million in CDBG funds, including implementation of the HUD-required Consolidated Plan (five year plan), subsequent One-Year Action Plan, and participation in the Newton-administered HOME Consortium.
11. To facilitate and coordinate with the Brookline-Newton-Watertown Continuum of Care to ensure that the housing and service delivery programs achieve maximum efficiency and success for the communities of Brookline, Newton, and Watertown.
12. To continue to work with the Continuum of Care to develop and promulgate a Homeless Management Information System (HMIS).
13. To provide insightful direction and recommendations to the Board of Selectmen concerning the use the CDBG entitlement grant.
14. To counsel and provide technical assistance to individuals and organizations concerning the requirements of formula grants from eligibility to awarding funds.
15. To monitor federal legislation relative to formula grants.
16. To provide guidance on regulation changes and resultant effects for the entitlement grant and the Town overall.
17. To continue to implement changes made in the upgrade of the Integrated Disbursement Information System (IDIS) to ensure the accuracy of data required by HUD.
18. To incorporate regulation changes into CDBG administration from HUD that have an immediate effect on the entitlement grant and subsequent grantees.

Housing

1. To work with the Housing Advisory Board, Board of Selectmen and others to continue to implement the Town's affordable housing goals, policies, strategies, and programs; and to respond to changing statutory and regulatory requirements, market opportunities and resident needs.
2. To work with private developers proposing projects under the Affordable Housing Requirements of the Zoning By-Law (Section 4.08) and Chapter 40B in order to maximize appropriate affordable housing outcomes, and to market to and select qualified buyers.
3. To work with developers making cash payments in lieu of units, and to assist the Housing Advisory Board to administer the Housing Trust.
4. To identify appropriate private properties for preservation, acquisition, and redevelopment as affordable and mixed-income housing, and to recruit and engage non- and for-profit developers to create affordable and mixed-income housing. Also, to work collaboratively with such developers to secure required funding and to provide project oversight.
5. To work on the disposition process for the Town-owned Fisher Hill Reservoir, aimed at redeveloping the property for as a mixed-income community.

FY2010 OBJECTIVES (con't.)

Housing (con't.)

6. To assist income-eligible households with technical assistance and financial resources for home purchase, ownership, and possibly for retention. To act as an authorized Get-Out-the-Lead Agency for owners referred from the Childhood Lead Poisoning Prevention Program (CLPP).
7. To monitor existing affordable housing occupancy to assure long-term preservation of opportunities created.
8. To monitor state and federal legislation and funding for affordable housing, as well as private opportunities, to maximize access to funding.
9. To maintain up-to-date information and to provide information and referral to members of the public seeking housing or housing-related resources.

Economic Development

1. To monitor market conditions and to identify opportunities to attract further commercial development to Town, where appropriate.
2. To maintain regular communication with the various business interest groups and to be able to represent their issues and effectively advocate on their behalf with the Town.
3. To assess the desirability of implementing formula business restrictions in Brookline and recommend an implementation strategy (if warranted) to the Board of Selectmen.
4. To collaborate with other Town Departments to implement projects identified in the Comprehensive Plan.
5. To continue development of the Gateway East Public Realm to seek grant funding and implement specific projects.
6. To continue management of the 1st Light Festival.
7. To pursue and manage commercial development opportunities on Route 9, including the 111 Boylston Street redevelopment, 2 Brookline Place redevelopment and collaboratation on district planning processes.
8. To investigate an Historic Tourism program.
9. To support efforts of the Housing Opportunities Task Force and other Town boards to assure the continued generation and preservation of affordable housing.

Preservation

1. To aid in the preservation of the historical and cultural assets of Brookline, including buildings, sites and districts of historical and architectural significance and encourage the development of appropriate uses and settings for such buildings and places by, among other things, holding an annual awards ceremony.
2. To facilitate Preservation Commission review of applications for exterior design changes to buildings located in local historic districts within 30 days by providing administrative and technical support, and for demolition requests exploring alternatives to demolition if a building is declared significant.

FY2010 OBJECTIVES (con't.)

Preservation (con't.)

3. To complete a Massachusetts Historical Commission Survey and Planning grant to continue the 20th Century Survey project.
4. To establish a Historic Tourist program.
5. To provide public education on the benefits of historic preservation and awareness of the Town's cultural resources.
6. To recommend appropriate properties for eligibility for the National Register of Historic Places.
7. To complete the 2010 Preservation Awards program.
8. To continue the digitization of Town historic photographs.
9. To work with the Historical Society and Building Department to continue the stewardship and renovation of Town-owned historic buildings.

ACCOMPLISHMENTS

Planning and Administration

1. Increased public access to Department information through development of a new web site and creation of a "planning ombudsman."
2. Investigated ways to improve public notification of zoning cases through electronic notification or additional notification methods.
3. Instituted initial method for providing design review of "moderate impact projects" that are smaller than Major Impact Projects but have design and neighborhood issues to resolve.
4. Continued implementation of the Brookline Plan 2005 – 2015 and supporting Action Plan.
5. Began detailed feasibility analysis and engineering design of improvements recommended in the Gateway East Public Realm Plan.
6. Presented the Coolidge Corner District Plan to the Board of Selectmen and Planning Board.
7. Issued Request for Information for the Fisher Hill Town-owned reservoir site and reviewed responses.

ACCOMPLISHMENTS (con't.)

Planning and Administration (con't.)

8. Advised the Zoning By-Law Committee and developed potential zoning changes for submission to Town Meeting.
9. Submitted four Zoning By-Law amendments to Fall Town Meeting based on votes of the Zoning By-Law Committee.
10. Staffed committees established by the Selectmen, such as the Sign By-Law Committee and the Parking Management Committee.
11. Provided professional and technical support to the Planning Board, Board of Appeals, and other Town boards and commissions.
12. Worked with the Town Administrator's Office and the Planning Board on the timely preparation of the FY09-14 Capital Improvements Program within the financial guidelines established by the Selectmen.
13. Continued efforts to improve the management and monitoring of Planning Board and Board of Appeals decisions records, including the expansion of Permits Plus applications.
14. Monitored major development projects in Boston and Newton, including the Chestnut Hill Square development, and negotiated with stakeholders to protect the Town's interests as these projects move forward.
15. Served on the Urban Ring Citizen's Advisory Committee and negotiated improvements in the proposed routing of the Urban Ring in the Cottage Farm neighborhood.
16. Published "Update" on a bi-monthly basis.
17. Ensured compliance of the Town's Community Development Block Grant program with federal requirements including successful completion of federal audit of the program.
18. Received a grant agreement from HUD for FY2008 CDBG and HOME program funds that allowed the Town to address identified needs and provide oversight of the programs accordingly.
19. Prepared and received approval of the Annual One-Year Action plan as required by the HUD-mandated Consolidated Plan.
20. Prepared and submitted the Consolidated Annual Performance and Evaluation Report (CAPER) and other mandated reports required during the fiscal year relative to the CDBG Program.
21. Successfully provided regulatory compliance direction and enforcement of HUD regulations relative to administering the CDBG and Continuum of Care grants.
22. Prepared application for McKinney-Vento Homeless funds with Newton for the Brookline-Newton-Watertown Continuum of Care.
23. Continued to implement HUD suggestions relative to the CDBG entitlement grants and implemented changes within the management of the grant.

ACCOMPLISHMENTS (con't.)

Planning and Administration (con't.)

24. Continued to meet HUD-mandated timeliness requirements given non-compliance issues in prior years.
25. Successfully incorporated draft HUD regulatory changes proposed for measuring performance of the CDBG entitlement grant and the Town's subsequent grantees into administration of the grant.
26. Continued to work with the Brookline-Newton-Watertown Continuum of Care to balance the needs of homeless within the Consortium communities give the limited amount of resources available to this unique Continuum.
27. Participated in regional and national forums on community development to better achieve long-range strategic planning and policy for entitlement grantees.
28. Amended Five Year Consolidated Plan to allow for Section 108 Loans for Housing and Community Facilities projects.
29. Explored electronic and/or paperless options for HUD-mandated reports; initiated procedures whereby CDBG applicants and subrecipients may use electronic files rather than paper copies for program related paperwork.

Housing

1. Worked with the non-profit Planning Office for Urban Affairs, Inc. (POUA) on construction and occupancy issues as it completed the construction of 36 affordable units and preservation of the church building at the St. Aidan's project. Carried out marketing, selection and qualification of buyers for 16 affordable homeownership units.
2. Issued a Request for Proposals for a mixed-income community on the 4.8 acre site of the Fisher Hill Reservoir.
3. Completed a project with the Brookline Improvement Coalition (BIC) to acquire and hold two units at the recently rehabilitated and converted 1600 Beacon Street for resale at affordable prices to buyers selected and qualified by the Town.
4. Worked with the developer of 629 Hammond Street, permitted under Section 4.08 of the Zoning By-Law, to close on nine affordable condominium units, and with the developers of new projects, including 771 Heath Street/310 Hammond Pond Parkway and 109-115 Sewall Avenue, to provide up to four new units.
5. Worked with developers of small projects fulfilling their obligations under Section 4.08 through a cash alternative, including 10 Vernon Street and 74-76 Green Street.
6. Worked in collaboration with other Town departments and outside agencies, and directly with callers, to facilitate access to fuel assistance and energy conservation resources.
7. Provided telephone and in-person counseling to hundreds of households seeking to rent or purchase in Brookline, or other housing-related information. Held homebuyer orientation sessions, made referrals to non-Town resources, and made loans using HOME and CDBG funds to four income eligible home buyers.

ACCOMPLISHMENTS (con't.)

Housing (con't.)

8. Carried out annual monitoring of affordable housing projects and rental and condominium units assisted through Town-controlled resources (CDBG, HOME and Housing Trust) or required under Section 4.08; carried out the marketing, selection and qualification of buyers of affordable unit resales.
9. Continued outreach to owners of rental properties and properties in transition, seeking to connect sellers to developers/operators of affordable housing, resulting in discussions regarding the purchase of at least two existing properties.
10. Carried out research and policy development related to proposing an amendment to the Zoning By-Law permitting accessory dwelling units.

Economic Development

1. Pursued and managed commercial development opportunities on Route 9, including the 111 Boylston Street redevelopment and 2 Brookline Place redevelopment.
2. Maintained regular communication with the various business interest groups to be able to represent their issues and effectively advocate on their behalf with the Town.
3. Assisted with problem solving with businesses and residents to maintain a livable residential environment adjacent to successful businesses (Anna's Taqueria, Stillman Farm CSA, CVS in Brookline Village).
4. Held Transfat Symposium with the Public Health Department to educate area restaurants on the new Town transfat ban.
5. Continued development on the Gateway East Public Realm to seek grant funding and implement specific projects.
6. Managed events such as the 1st Light Festival (including fundraising, budgeting, scheduling, and implementing the festival with $30,000 in business contributions from 48 businesses) to increase awareness of the unique array of shops and restaurants in Town.
7. Monitored market conditions to identify opportunities to attract further commercial development to Town, where appropriate.
8. Supported a commercial areas program to promote the health and vitality of local businesses, including working with the Transportation Board, Board of Selectmen and Merchant Associations to establish a commercial parking permit program.
9. Advocated on behalf of the business community with various agencies to mitigate the negative short-term impacts of construction projects in our commercial areas particularly regarding the Beacon Street Reconstruction Project.
10. Promoted visibility through advertising and effective media use. Worked with the merchant associations and business sector committees such as the Restaurant Committee to encourage local shopping and foster appreciation of our local commercial areas as an integral part of Brookline's identity and quality of life.

ACCOMPLISHMENTS (con't.)

Preservation

1. Continued to implement new Demolition Delay By-Law revisions, including a conservation easement at Sargent's Pond for mitigation.
2. Continued the digitization project of Town's historic photographs, including making them more publicly accessible.
3. Reviewed projects affecting National Register and historic properties: Larz Anderson Park, Fisher Hill reservoir sites, Coolidge Corner Theatre, Widow Harris House, Longyear Mansion, Beacon Street, historic metal street signs, St. Aidan's, Longwood MBTA station, Shannon House, Brandegee estate, Boylston Street milestone, the HH Richardson House and the Emerald Necklace.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
CDBG Value (millions)	$1.7	$1.7	$1.7	$1.7	$1.7
CDBG Programs	23	22	23	23	23
New Housing Program Income (in millions)					
HOME Funds	$0.4	$0.4	$0.5	$0.4	$0.4
Housing Trust	$0.4	$0.2	$0.4	$0.2	$0.3
CDBG (included in above)	$0.3	$0.2	$0.4	$0.4	$0.4
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	$0.3	$1.4	$2.5	$1.4	$0.4
Housing Trust	$0.0	$2.0	$0.4	$2.0	$1.0
CDBG	$0.3	$0.5	$0.8	$0.4	$0.4
New and/or Newly Affordable Units					
HOME/Housing Trust/CDBG	3	39	10	48	16
Inclusionary zoning	36	16	12	7	7
Rehab Assistance (to maintain affordability)					
HOME/CDBG (millions)	$0.1	$0.1	$0.1	$0.1	$0.1
% of Demolition Applications Processed Within 30 Days	100%	100%	100%	100%	100%
% of Local Historic Dist. Appl. Processed w/in 30 Days	100%	100%	100%	100%	100%

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Workload:					
Zoning Caseload	158	170	158	150	160
Board of Appeals	90	90	90	80	85
Signs, Facades, Antennas	68	80	68	70	75
Demolition Permits	25	32	38	32	25
Historic District Cases	88	75	82	75	90
Technical/Hist. Inquiries	2,500	2,475	2,545	2,475	2,700
EDAB-Sponsored Projects Tax Yield:					
Goddard House Assisted Living	$117,282	$122,705	$122,705	$128,912	$132,135
Kendall Crescent	$173,553	$184,313	$184,313	$200,425	$205,436
1010 Commonwealth Ave.	$153,021	$173,302	$173,302	$179,901	$184,399
Webster Street Marriott Hotel *	$574,388	$712,615	$712,615	$774,291	$793,648
TOTAL	$1,018,244	$1,192,935	$1,192,935	$1,283,529	$1,315,617

* Does not include approximately $350,000 from additional state hotel excise tax.

**FY10 figures assume a 2.5% growth in the tax bill.

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	597,641	663,032	572,282	-90,750	-13.7%
Services	18,771	27,636	25,617	-2,019	-7.3%
Supplies	16,327	13,207	16,707	3,500	26.5%
Other	3,468	4,450	4,950	500	11.2%
Capital	8,168	7,525	7,525	0	0.0%
TOTAL	644,375	715,850	627,081	-88,769	-12.4%
BENEFITS			418,267		
REVENUE	0	0	0	0	0.0%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Planning	352,277	370,260	314,030	-56,230	-15.19%
Housing	119,010	126,238	120,397	-5,842	-4.6%
Economic Development	123,799	178,663	147,125	-31,538	-17.7%
Preservation	49,289	40,689	45,530	4,841	11.9%
TOTAL EXPENSES	644,375	715,850	627,081	-88,769	-12.4%

PLANNING & ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	332,956	350,337	292,125	-58,211	-16.62%
Services	7,036	8,728	6,709	-2,019	-23.1%
Supplies	5,531	3,632	7,132	3,500	96.4%
Other	2,878	3,650	4,150	500	13.7%
Capital	3,876	3,913	3,913	0	0.0%
TOTAL	352,277	370,260	314,030	-56,230	-15.19%

HOUSING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	113,690	119,585	113,743	-5,842	-4.9%
Services	0	2,557	2,557	0	0.0%
Supplies	1,528	1,790	1,790	0	0.0%
Other	290	350	350	0	0.0%
Capital	3,502	1,957	1,957	0	0.0%
TOTAL	119,010	126,238	120,397	-5,842	-4.6%

PRESERVATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	49,289	39,076	43,917	4,841	12.4%
Services	0	543	543	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	200	200	0	0.0%
Capital	0	870	870	0	0.0%
TOTAL	49,289	40,689	45,530	4,841	11.9%

ECONOMIC DEVELOPMENT

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	101,706	154,035	122,497	-31,538	-20.5%
Services	11,735	15,808	15,808	0	0.0%
Supplies	9,268	7,785	7,785	0	0.0%
Other	300	250	250	0	0.0%
Capital	789	785	785	0	0.0%
TOTAL	123,799	178,663	147,125	-31,538	-17.7%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Planning & Community Devel. Dir.	D-7	1.00	1.00	102,445	120,675	1.00	109,816	1.00	112,018
	Economic Development Officer	D-4	1.00	0.00	80,578	94,917	0.00	0	0.00	0
	Economic Development Officer	T-13	0.00	1.00	81,005	91,653	1.00	83,499	1.00	85,408
	Assistant Director-Community Planning	T-11	1.00	1.00	72,094	81,571	1.00	78,354	1.00	80,145
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	72,094	81,571	1.00	81,167	1.00	81,571
	Commercial Areas Coordinator		1.00	1.00		68,799	1.00	68,457	0.53	36,463
	Zoning Administrator	T-10	1.00	1.00	69,321	78,434	1.00	78,046	0.00	0
	Housing Development Manager	T-9	1.00	1.00	66,655	75,417	1.00	75,043	1.00	75,417
	CD Administrator	T-8	1.00	1.00	64,091	72,516	1.00	72,158	1.00	72,516
	Preservation Planner	T-6	1.00	1.00	57,061	64,562	1.00	56,779	1.00	58,077
	Housing Project Planner	GN-11	1.80	1.80	60,870	63,933	1.80	114,509	1.80	115,079
	Senior Planner	GN-13	0.00	0.00	65,360	68,649	1.00	65,036	1.00	66,439
	Planner	GN-10	2.00	2.00	55,844	58,654	1.00	55,567	1.00	56,765
	Administrative Head Clerk	C-10	1.00	1.00	48,430	50,493	1.00	49,508	1.00	49,993
	CD Secretary	C-4	1.00	1.00	36,632	38,386	1.00	38,195	1.00	38,386
	Subtotal		14.80	14.80			14.80	1,026,135	13.33	928,279
	CD Admin Reimbursement							(175,110)		(180,433)
	CD Programs Reimbursement							(207,077)		(197,268)
	Net Subtotal		14.80	14.80			14.80	643,948	13.33	550,578
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.53	0.53	57,061	64,562	0.53	34,049	0.53	34,218
	CD Intern		0.51	0.51			0.51	28,046	0.40	10,400
	CD Fiscal Assistant	C-9	0.50	0.50	44,212	46,040	0.50	22,906	0.50	23,020
	Subtotal							85,001		67,638
	CD Admin Reimbursement							(76,671)		(55,312)
	CD Programs Reimbursement							0		0
	Net Subtotal		1.54	1.54			1.54	8,329	1.43	12,326
	Other									
510300	Regular Overtime							5,564		5,592
513044	Longevity Pay							7,315		7,213
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	CD Admin Reimbursement							(2,361)		(2,777)
	CD Programs Reimbursement							(1,163)		(2,050)
	Subtotal							10,755		9,378
	Total		**16.34**	**16.34**			**16.34**	**663,032**	**14.76**	**572,282**

PROGRAM DESCRIPTION

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

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

The Department consists of the following seven subprograms:
1. **The Administration and Support Unit** provides overall control of the functions of the Department. It maintains records, provides communication and technology equipment and trains personnel in its uses, and distributes weapons and supplies. It also includes the Public Safety Business Office, a group responsible for all financial and budgetary matters for both the Police Department and the Fire Department.

2. **The Patrol Division** continuously patrols all sectors of town looking for criminal activity and serves as a deterrent by its presence. The Patrol function is vital and, for that reason, the Chief has directed that there be a minimum staffing policy maintained daily: during the day 17 officers are on duty; during the evening there are 14 officers; and during the late night and early morning shifts there are 13 officers.

3. The **Criminal Investigation Unit** is responsible for the investigation of all violent crimes, including murder, rape, armed robbery, assault, and narcotic violations, and maintains the safety of all evidence.

4. The **Community Relations Division** is charged with facilitating a spirit of cooperation between the public and the Department that helps to enhance the quality of life for all citizens.

PROGRAM DESCRIPTION (con't.)

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

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

7. One patrol officer functions as the Town's **Animal Control** officer. The Animal Control officer normally works five days a week. All Brookline Police Officers are responsible for enforcing the Town's animal control laws, and will continue to do so when the Animal Control officer is off duty. The Animal Control officer has specialized training on animal-related issues, including potential rabies exposures.

BUDGET STATEMENT
The FY10 budget reflects a decrease of $343,209 (2.3%) primarily due to the elimination of two Police Officer vacancies ($146,206) and the civilianizing of the meter collection function, which reduces an additional two Police officer positions ($146,206) offset by the addition of two civilian parking meter collectors ($90,000). Other Personnel increases include the ½% carry-forward from the FY09 2% / 1% salary adjustment ($56,238), increases for additional part-time Parking Control Officers ($20,000), an increase in the Weapons Waiver and Homeland Security Training Stipend ($13,500), Lag Time ($10,642), Steps ($7,903), Enhanced Longevity ($6,000), and Longevity ($3,035). These increases are offset by a decrease in the estimate for Quinn Payments ($98,604).

Services decrease $37,865 (10.2%) primarily to reflect the shift of Education/Training from the Services category of expenditure to Other and a reduction in Veterinary Service ($1,000), offset by increases in Laundry Service ($2,200), Subscriptions ($1,200), Printing Services ($500), and Copier Service ($235). The $56 increase in Supplies reflects an increase in Books and Periodicals ($2,056) offset by a reduction in Photographic Supplies ($2,000).

The $47,500 increase in Other (863.6%) reflects the account code change coupled with increases for In-State Travel Expenses ($4,000) and Dues/Memberships ($2,500). The decrease in Utilities ($81,056, 20%) is primarily due to lower prices for Gasoline ($66,540) paired with decreases in Electricity ($11,002), Natural Gas ($3,411) and Diesel fuel ($103).

The $88,147 (19.6%) decrease in Capital reflects the reduction of two police cruisers and funds existing desktop computers and in-car laptops along with the equipment detailed in the Capital Outlay Summary (see Section II).

FY2010 OBJECTIVES

Administration

1. To monitor and adjust our crime control strategies, as needed, in order to reduce crime in all Part I categories. We will direct resources to problem areas that have been identified through crime analysis and intelligence gathering.
2. To use technology in a variety of areas such as video, crime mapping and analysis, and officer deployment to more effectively utilize resources in order to improve the delivery of public safety services.
3. To continue to recruit and hire quality personnel in all areas of police operations and ensure these people are fully trained to perform their jobs in a professional and respectful manner.
4. To seek outside funding from various sources that will enable us to stay on the "cutting edge" of law enforcement technology.
5. To work with community members in identifying areas of concern for them and to work with them on strategies to reduce/eliminate those concerns.
6. To work with agencies, both in Brookline and those outside, in order to provide the highest level of public safety services for our residents.

Patrol

1. To concentrate efforts to reduce crime through proactive patrols and prevention strategies. Increased efforts will be directed into problem areas.
2. To increase solvability rates of more serious property and personal crime by utilizing officers in a more effective manner. This would include allowing Patrol Supervisors more latitude when assigning officers for a particular shift, such as moving them from a sector during off hours to a more widened approach of patrolling in unmarked vehicles. Also making use of a camera system that now can be concentrated in areas that show a sporadic increase in crime.
3. To increase liquor compliance with our licensees with more so called "Sting" enforcement.
4. To solve community problems more efficiently and effectively by ensuring coordination among all officers.
5. To further integrate our wireless capabilities into our patrol vehicles in order to provide more timely information to our officers.

Criminal Investigations

1. To expand use of intelligence led policing utilizing operational intelligence assets in combination with the Department's enhanced G.I.S. mapping capabilities to enable us to pinpoint crime problems by sector, neighborhood and street in a matrix approach to reducing crime.

FY2010 OBJECTIVES (con't.)

Criminal Investigations (con't.)

2. To train officers in how to approach sexual assault investigations based on changes in the law regarding first complainants versus fresh complainants. Additionally, will educate officers on the capacity of the new Norfolk County Children's Advocacy Center to assist in crimes against children.
3. To initiate a process that will eliminate the need to physically store fingerprint and palm print cards by acquiring a high resolution printer that is compatible to the SPEX Automated Fingerprint System. This will streamline the classification and storage process.
4. To seek training opportunities in executive and dignitary protection to provide accurate threat assessments and develop appropriate countermeasures. This training would complement the advancement of response and disorders team.
5. To study the steps that will need to be taken to achieve accreditation status of our Identification and Property/Evidence sections.

Traffic and Parking

1. To better utilize technology to work smarter by implementing a traffic system case, hand-held parking ticket systems and expanded credit card payments for a variety of traffic fines.
2. To continue the School bus safety initiatives by increasing ride along and enforcement stings, and maintaining strict oversight of the school bus drivers along with the School Department.
3. To improve use of specialized traffic equipment, by using our new Lidar handhelds, speed board, and Road Trax system more effectively; the potential to save hundreds of man-hours can be achieved with proper analysis of this data.
4. To ensure the effective and efficient use of Traffic Control Officers as they enforce the two-hour rule and parking within the commercial areas.
5. To continue the specialized enforcement programs like "Don't Block the Box," "School Area Focused Enforcement (SAFE) program," and "Hot Spot Enforcement".
6. To maintain strict control over the hackney/carriage business in Brookline.
7. To continue to improve on the physical plant by continuing to invest in technology that helps inside personnel work smarter. This includes better use of our state-of-the-art video system.

FY2010 OBJECTIVES (con't.)

Community Relations

1. To develop a training curriculum that will enhance the safety and security of residents while providing officers with the tools to do their jobs in the safest, most effective manner.
2. To revamp the Walk and Talk program with the goal of making it more responsive to the issues and concerns of our residents.
3. To continue to enhance the Police-School partnership by developing curriculum and content to the programs that are necessary in educating the students about their social responsibilities and challenges.
4. To study the introduction of electronic weapons into the use of force continuum and have all patrol officers trained and proficient in its use.
5. To develop an on-line training program into segments that can be used by officers during their regular tours of duty to either target areas of concern or to broaden their knowledge in new and developing areas within law enforcement.
6. To develop a new and updated bicycle training course for youngsters. These courses will target fourth, fifth, and sixth grades and attempt to make it part of their physical education curriculum.
7. To continue to expand the role of Emergency Management within Brookline.

Public Safety Dispatch

1. Recruit, train, and retain qualified individuals motivated to serve the public safety sector.
2. To decrease the use of unnecessary sick time among our staff thereby reducing overtime costs.
3. To utilize monies obtained from the E911 Grant to ensure dispatch equipment is "state of the art".
4. To further develop in-service training programs by utilizing Fire, Police, and Fallon Ambulance training personnel to ensure our dispatchers receive relevant, necessary, and valuable training.
5. To explore the value, costs, and steps required to achieve accreditation status for the dispatch center.

Emergency Management

1. To continue to expand the role of Emergency Management within Brookline.
2. To continue to enhance and expand emergency preparedness capabilities in public schools and expand the program into private schools and colleges. In addition, to implement FEMA's Student Tools for Emergency Planning (STEPS) in 4th grade classes.

FY2010 OBJECTIVES (con't.)

Emergency Management (con't.)

3. To continue to work closely with partners from the Urban Area Security Initiative's (UASI) Metro-Boston Homeland Security Region and the Massachusetts Emergency Management Agency (MEMA) on numerous initiates, including:
   a. Communications Interoperability
   b. Intelligence and Information Sharing
   c. Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Tactical Rescue Team
   d. Regional Training and Exercises
   e. Critical Infrastructure Protection
   f. Regional Evacuation and Mass Care Sheltering
4. To have Brookline designated by the National Weather Service as a "Storm Ready" community. This program helps communities with the communication and safety skills needed to save lives and property before and during the event and helps community leaders and emergency managers strengthen local safety programs.

Animal Control

1. To increase compliance with animal control laws through education and enforcement efforts that are directed into problem areas.
2. To continue to address problems/complaints in various parks during heavy usage hours. This includes ensuring compliance with the Green Dog Program.
3. To educate the community regarding the increase in various types of animals and the problems/concerns they bring. This includes outreach through the media, schools, meetings and informal conversations.
4. To receive training in ways to best handle the variety of animal-related problems.
5. To continue to work with other agencies (Park and Recreation, Environmental Police, etc.,) in order to more effectively provide animal control services to the residents.

ACCOMPLISHMENTS

Administration

1. Experienced a reduction in Part I Crimes when comparing statistics from calendar year 2006 to 2007. In 2008 the Town saw a further crime reduction, thereby increasing the safety of our residents.
2. Fully implemented a National Incident-Based Reporting System that allows for the more accurate capturing of data that makes crime analysis more effective.

ACCOMPLISHMENTS (con't.)

Administration (con't.)

3. Achieved Departmental Certification status with the State, ensuring policies and procedures meet or exceed the standards set for all Police Agencies.
4. Provided on-line training for all personnel in order to ensure officers receive the most up to date information available.
5. Expanded wireless capabilities by migrating vehicle computers from aircards to wireless by using the 4.9 system. This allows for more efficient transmittal of information to street officers, allowing them to access more information so that they can do their work more efficiently, effectively, and safely.

Patrol

1. Through the use of effective patrol strategies, experienced a decrease in almost all crime categories. Officers have made a number of on-site arrests and have conducted thorough preliminary investigations that allow successful follow-ups to crimes.
2. Worked to solve various community problems that have negatively impacted neighborhoods. Have made a significant impact on loud party problems in the North Brookline Area by working with our community members and area colleges.
3. Maintained a visible presence at schools throughout the Town, creating a sense of safety and security for students and parents, and created trust between officers and students that has at many times revealed positive results.
4. Improved the parking enforcement of specific residential and commercial areas through use of a parking enforcement plan. This plan is continuously updated to reflect changes in parking problems.

Criminal Investigations

1. Completed the entering of existing intelligence data from paper document files into a recently activated intelligence software system, enabling searches and comparisons of real time intelligence with historical data.
2. Strengthened the partnership with the Boston Police Department's Regional Intelligence Center utilizing daily briefings to develop robust intelligence that is disseminated department-wide on a timely basis.
3. Increased the level of training for computer-related crime in response to the identification of cybercrime as an area of crime that is evolving.

ACCOMPLISHMENTS (con't.)

Criminal Investigations (con't.)

4. Increased capabilities of the Identification Section through the purchase of two high resolution cameras and expanded the data storage space of the SPEX Automated Fingerprint System, allowing for a larger catalogue of suspect's finger and palm prints for future comparison against latent crime scene prints.
5. Amplified the commitment to combating domestic violence by revising the departmental domestic violence policy. Investigation and report writing sections now include ascertaining any high risk indicators that are present which would put a victim at greatest risk of a serious assault or potential lethal attack.
6. Continued efforts to reduce the impact of violent crimes occurring in Brookline by actively participating in a partnership with the Boston Police Department funded, in part, through the State's Shannon Grant Anti-Gang Initiative.

Traffic and Parking

1. Instituted a comprehensive parking enforcement program that has effectively addressed daytime parking issues during the work week.
2. Continued to implement the residential and commercial parking programs. Violations of this kind and the 2-hour parking rules continue to be a priority for personnel.
3. Continued selective enforcement practices that have resulted in a noticeable decrease in citizen complaints regarding moving violations.
4. Continued to oversee child passenger safety programs. In collaboration with the Community Service Division, 800 car seats were distributed through the program in 2007.
5. Continued aggressive school bus safety initiatives in an effort to safeguard all children that traverse the town.
6. Implemented multi-space parking meters in two Town-owed parking lots to study their use and efficiency to determine whether or not to expand their usage to other areas of Town.
7. Successfully managed the traffic control plan for the Beacon Street project. Provided extensive public safety for the Beacon Street project and two major construction projects along Route 9.
8. Cross trained traffic officers and supervisors as Motorcycle Officers and Crash Reconstructionists.
9. Improved the maintenance and operation of the Meter Division.
10. Continued proper recordkeeping procedures. Continued to meet the needs of BPD and the public, as instanced by the recent review by the FBI's compliance division.

ACCOMPLISHMENTS (con't.)

Community Relations

1. Actively participated in a Police-School collaborative effort in developing ideas, curriculum content and co-planning strategies for programs that had been established in the school system in grades 5 through 10, but needed updating and enhancement.
2. Introduced the patrol rifle into the use of force continuum and had most officers trained and qualified in its use.
3. Assisted school personnel (in all public schools) in the development of a comprehensive and uniform plan of action in the event of a critical incident occurring on or near school property. Also, directed and supervised exercises of school personnel and students in the practicing of their plans of action.
4. Trained and roll-played personnel in responding and handling major incidents at BHS and other public venues through the use of scenario based simulations training exercises and table top exercises.
5. Implemented a professional development curriculum into the in-service training for supervisors and upper management.
6. Continued and enhanced robust working relationships with local, regional, and state emergency management partners.
7. Division Sergeant (Sgt. Michael Raskin) and Town Homeland Security Coordinator was selected as the Northeast States Emergency Consortium 2008 Massachusetts Emergency Manager of the Year.
8. Procured and implemented the Be-Safe program, an application that will assist multiple departments in emergency management response at school facilities.

Public Safety Dispatch

1. Improved recruitment and hiring process by expanding recruitment efforts and utilizing pre-employment examinations, more extensive pre-employment interviews and psychological examinations.
2. Hired and trained five new dispatchers.
3. Maintained almost 450 felony warrants into the National Crime Information Center data banks.
4. Further enhanced a coordinated training program with both the Police and Fire department training divisions. Specialized training provided through a State grant that encourages increased training while providing funds for classes and dispatcher overtime costs.
5. Expanded dispatch staff by one to accommodate the 4 and 2 work schedule and to reduce overtime expenses.
6. Obtained funding through the State’s E-911 fund to upgrade and enhance the technology of the dispatch center in order to provide support for operations.

ACCOMPLISHMENTS (con't.)

Animal Control

1. Worked with the Park and Recreation Commission on developing an effective enforcement program to ensure the success of the Green Dog Program.
2. Increased compliance with the Town's registration requirements regarding dog licensing.
3. Worked with the Health Department on the annual Rabies clinic.
4. Developed and implemented a contract with Brookline Animal Clinic for the storage and service of animals who are injured, sick and stray.
5. Provided outreach to residents on best ways to deal with wild animals (turkeys, etc.).

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Department Activities:					
Total Part A Crimes	1,320	1,322	1,130	1,200	1,200
Robbery	48	45	31	40	40
Breaking and Entering	282	280	165	200	200
Rapes	4	5	8	5	5
Motor Vehicle Theft	44	45	25	30	30
Larceny	783	785	733	785	785
Assaults	147	150	168	150	150
Assault and Battery on a Police Officer	12	12	8	10	10
Missing Persons Reported	77	65	128	85	85
Arrests	846	950	637	700	700
Warrants Cleared through Arrest	327	350	227	250	250
Summonses Served	444	445	385	400	400
Field Interrogations	1,790	1,800	1,053	1,250	1,250
Domestic Violence Victims Served	170	145	165	150	150
Pieces of Evidence Collected	580	625	440	600	600
Crimes Solved through Fingerprint IDs	22	25	21	25	25
Rooming Houses Inspected	55	55	32	35	55
Liquor Establishments Inspected	50	70	50	50	50
Animal Complaints	794	500	222	222	222
Humans Bitten/Scratched by Dogs	12	10	14	14	14
Firearms Licensing:					
Licenses to Carry Firearms Issued	53	40	28	30	30
Firearms Identification Cards (FID)	18	45	27	30	25
FID Cards Restricted to Chemical Propellants	23	25	22	25	25
Gun Safety Class Participants	20	35	21	35	20
Gun Locks Distributed to Community Members	40	70	20	40	20

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Community Programs:					
Neighborhood Meetings	35	35	52	50	50
Students in DARE	500	500	482	520	520
Citizen Police Academy Graduates	54	65	38	40	40
Women Participating in RAD Classes	102	155	76	100	100
Child Seats Inspected	500	425	800	800	800
Citizens trained for CERT (Community Emergency Response Team)	70	102	96	92	92
Citizens CPR Classes	50	65	23	25	25
Anger Management for Juveniles	5	25	10	10	10
Fingerprints Taken for Community Members	460	350	481	485	485
Traffic:					
Taxi Vehicles Inspections	300	250	370	350	350
Hackney Licenses Issued	386	400	406	400	400
Collections from Out-of-State Parking Violators	$49,625	$45,000	$33,720	$35,000	$35,000
Moving Violations	16,672	20,000	16,217	16,500	16,500
Parking Ticket Hearings	6,956	8,000	8,681	8,000	8,000
Grants Awarded:					
Police	$302,305	$175,000	$176,081	$175,000	$175,000
Urban Areas Security Initiatives (Funding for Multiple Town Agencies)	$1,046,411	$100,000	$65,784	$50,000	$50,000
Dispatch:					
Police-related Calls	71,721	65,000	65,671	65,000	68,700
Fire-related Calls	10,294	9,000	10,157	9,000	10,200
Medical Calls	3,765	3,700	3,898	3,700	3,800
E-911 Calls	10,242	11,000	19,053	19,500	19,500

TOWN OF BROOKLINE
FY2010 PROGRAM BUDGET

PROGRAM GROUP: Public Safety
PROGRAM: Police

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	12,279,904	13,267,134	13,083,437	-183,697	-1.4%
Services	392,940	372,710	334,845	-37,865	-10.2%
Supplies	230,461	224,047	224,103	56	0.0%
Other	14,490	5,500	53,000	47,500	863.6%
Utilities	321,589	405,413	324,357	-81,056	-20.0%
Capital	397,423	449,617	361,470	-88,147	-19.6%
TOTAL	13,636,807	14,724,421	14,381,212	-343,209	-2.3%
BENEFITS			5,957,352		
REVENUE	5,015,420	4,677,000	5,032,000	355,000	7.6%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	949,252	847,932	821,196	-26,736	-3.2%
Services	368,333	331,460	300,595	-30,865	-9.3%
Supplies	215,187	199,297	201,353	2,056	1.0%
Other	14,490	5,500	47,000	41,500	754.5%
Utilities	321,589	405,413	324,357	-81,056	-20.0%
Capital	95,898	19,384	92,318	72,934	376.3%
TOTAL	1,964,749	1,808,986	1,786,819	-22,167	-1.2%

INVESTIGATIONS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,749,682	1,885,478	1,873,236	-12,242	-0.6%
Services	0	1,100	1,100	0	0.0%
Supplies	5,860	9,000	7,000	-2,000	-22.2%
Other	0	0	0	0	0.0%
Capital	39,550	207,081	64,000	-143,081	-69.1%
TOTAL	1,795,092	2,102,659	1,945,336	-157,323	-7.5%

TRAFFIC CONTROL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,664,675	1,825,647	1,729,388	-96,259	-5.3%
Services	18,980	26,650	26,650	0	0.0%
Supplies	7,139	13,000	13,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	52,027	0	-52,027	-100.0%
TOTAL	1,690,795	1,917,324	1,769,038	-148,286	-7.7%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	1,964,749	1,808,986	1,786,819	-22,167	-1.2%
Patrol	6,383,751	7,130,571	7,218,312	87,740	1.2%
Investigations	1,795,092	2,102,659	1,945,336	-157,323	-7.5%
Cmty Relations	893,335	883,005	780,994	-102,011	-11.6%
Traffic Control	1,690,795	1,917,324	1,769,038	-148,286	-7.7%
Public Safety Dispatch	872,342	801,118	804,687	3,569	0.4%
Animal Control	36,744	80,757	76,026	-4,731	-5.9%
TOTAL	13,636,807	14,724,421	14,381,212	-343,209	-2.3%

PATROL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	6,117,409	6,987,973	7,007,660	19,686	0.3%
Services	4,368	5,500	5,500	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	261,975	137,098	205,152	68,054	49.6%
TOTAL	6,383,751	7,130,571	7,218,312	87,740	1.2%

COMMUNITY RELATIONS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	893,335	848,978	780,994	-67,984	-8.0%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	34,027	0	-34,027	-100.0%
TOTAL	893,335	883,005	780,994	-102,011	-11.6%

PUBLIC SAFETY DISPATCH

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	868,937	792,368	795,937	3,569	0.5%
Services	1,130	6,000	0	-6,000	-100.0%
Supplies	2,275	2,750	2,750	0	0.0%
Other	0	0	6,000	6,000	-
Capital	0	0	0	0	0.0%
TOTAL	872,342	801,118	804,687	3,569	0.4%

ANIMAL CONTROL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	36,615	78,757	75,026	-3,731	-4.7%
Services	129	2,000	1,000	-1,000	-50.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	36,744	80,757	76,026	-4,731	-5.9%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Police

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE as of 1/1/2009 LOW	FY2009 SALARY RANGE as of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	118,385	139,452	1.00	138,762	1.00	139,452
	Superintendent of Police	D-7	1.00	1.00	102,445	120,675	1.00	120,077	1.00	120,675
	Captain	P-4	4.00	4.00		86,731	4.00	345,561	4.00	346,924
	Lieutenant	P-3	10.00	10.00		74,129	10.00	738,374	10.00	741,290
	Sergeant	P-2	16.00	16.00		63,358	16.00	1,009,732	16.00	1,013,726
	Patrol Officer	P-1	108.00	108.00	44,879	52,798	108.00	5,590,436	104.00	5,413,956
	Public Safety Business Manager*	T-9	0.50	0.50	66,655	75,417	0.50	37,522	0.50	37,709
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	61,626	69,727	1.00	65,804	1.00	67,310
	Office Manager / Traffic, Parking, & Records	GN-8	1.00	1.00	51,017	53,585	1.00	52,437	1.00	53,585
	Fire Alarm Operator/Emergency Telecomm. Dispatcher	FAO/ETD	2.00	1.00		48,635	1.00	48,635	1.00	48,635
	Emergency Telecommunications Dispatcher	ETD	12.00	13.00	42,512	43,374	14.00	602,920	14.00	605,016
	Executive Assistant	C-10	1.00	1.00	48,430	50,493	1.00	50,243	1.00	50,493
	Senior Clerk Typist and Cashier	C-7	1.00	1.00	41,147	42,947	1.00	42,735	1.00	42,947
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	41,147	42,947	0.50	21,367	0.50	21,474
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	38,716	40,490	1.00	40,289	1.00	40,490
	Senior Clerk Typist	C-5	2.00	2.00	38,716	40,490	2.00	80,579	2.00	80,980
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,196	1.00	38,386
	Clerk/Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,196	1.00	38,386
	School Traffic Supervisor/Parking Control Officer	ST01	9.00	9.00		40,389	9.00	361,699	9.00	363,501
	Parking Meter Collector	TBD	0.00	0.00			0.00	0	2.00	90,000
	Charge Off to Grants							(6,500)		(6,500)
	Subtotal		173.00	173.00			174.00	9,417,064	172.00	9,348,434
510102	Permanent Part Time Salaries									
	Parking Control Officer		1.40	1.40	$19.27 / hr.	$22.31 / hr.	1.40	58,488	1.92	78,488
	School Traffic Supervisor		1.18	1.18	$19.83 / hr.	$22.31 / hr.	1.18	53,989	1.18	53,989
	Subtotal		2.58	2.58			2.58	112,477	3.10	132,477
510901	Temporary Part Time Salaries									
	Clerical Worker		1.01	0.00		$13.15 / hr	0.00	0	0.00	0
	Park Security Officer		2.20	2.20		$13.15 / hr	2.20	58,171	2.20	58,462
	Subtotal		3.22	2.20			2.20	58,171	2.20	58,462
	Full Time/Part Time Salaries-Grants									
	Violence Prevention Coordinator		1.00	1.00		$26.55/hour	1.00	50,464	1.00	51,972
			1.00	1.00			1.00	50,464	1.00	51,972
	Grants									
	State Grant							(50,464)		(51,972)
	Net Grant-Funded Salary Total							0		(0)
	Other									
510140	Shift Differential							210,364		212,132
510143	Working-Out-Of-Classification Pay							18,247		18,338
510300	Regular Overtime							518,536		521,053
512031	Court Pay							157,370		158,157
512033	Police Lag Time							120,867		122,381
513031	Weapons Waiver and Homeland Security Training Stipend							69,000		80,500
513032	In-Service Training Pay							268,915		264,667
51304E	Enhanced Longevity							4,000		10,000
513043	Quinn Educational Incentive							1,618,302		1,473,470
513044	Longevity Pay							74,725		74,560
513045	Career Incentive Pay							9,250		9,250
514502	Specialty Pay (Retirable)							28,300		28,300
514505	Defrib Pay							55,200		53,600
515041	Holiday Pay							420,677		411,609
515059	Administrative Leave Buyback							75,768		76,147
515501	Uniform/Clothing Allowance / In Lieu of Boots							29,900		29,900
	Subtotal							3,679,422		3,544,064
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Fire Dept.										
	Total		**178.80**	**177.78**			**178.78**	**13,267,134**	**177.30**	**13,083,437**

PROGRAM DESCRIPTION

The Fire Department's primary function is to provide fire protection and emergency services. The Department provides assistance during incidents involving hazardous materials, water rescue, and during all other emergencies requiring trained rescue personnel and equipment. The Department functions as an emergency medical delivery system, with all fire companies staffed by certified Emergency Medical Technicians (EMT's) who respond to emergency medical calls.

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

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

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

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

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

4. The **Signal Maintenance Sub-program** installs, operates, and maintains the town-wide Emergency Notification System. To deliver these services, 510 fire alarm boxes, including 233 master boxes for schools, hospitals, and large apartment buildings, are strategically located throughout the Town and are connected to the Dispatch Center. The system also contains 71 emergency call boxes connected to the Police Department. This budget recommendation transfers these responsibilities and employees to the Department of Public Works (DPW).

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

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

BUDGET STATEMENT

The FY10 budget reflects a decrease of $307,735 (2.5%) primarily due to the elimination of six Firefighter vacancies ($348,768). Of the six, four are in Suppression and two are in Prevention. One position in Prevention will be replaced with a Civilian Clerk at an estimated cost of $50,000. In addition, the Signal Division in Fire and corresponding expenses have been merged with the Traffic Division within DPW ($129,931). Other personnel changes include a decrease in Steps ($11,035) and an increase for the ½% carry-forward from the FY09 2% / 1% salary adjustment ($58,261) and Longevity ($350).

Services decrease $6,134 (6%) for Education/Training ($19,475) which reflects the move of this line item to a different account grouping (Education/Training monies for all departments are now shown under the expenditure class of “Other”), Communications Equipment Repair ($7,300) and Copy Equipment Rentals & Leases ($181). These decreases are offset by increases in Motor Vehicle/Equipment Repair ($19,064), Public Safety Equipment Repair and Maintenance ($1,000), and the Photocopy Service Contract ($758).

Supplies increase $29,150 (32.3%) for Motor Vehicle Supplies ($25,000), Public Safety Supplies ($4,250), Custodial Supplies ($2,000), Data Processing Supplies ($800), Oil and Lubricants ($500) and Tires ($500), offset by decreases in Construction Supplies ($1,500), Books and Periodicals ($1,300) and General Supplies ($1,100). The $20,275 (418%) increase in Other reflects the account code change combined with an $800 increase in Dues and Memberships.

The $6,307 (2.7%) decrease in Utilities is due to a decrease in Gasoline ($11,522), Electricity ($193) and Diesel fuel ($20) combined with an increase in Natural Gas ($5,428). Capital increases $36,403 (40.3%) and funds leased computers as well as the equipment detailed in the Capital Outlay Summary (Section II).

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire
FY2010 OBJECTIVES 1. To continue updating existing Standard Operating Guideline (SOG's) and develop appropriate new ones. 2. To update the apparatus fleet and continue to retire the Department's older vehicles. 3. To continue the inspections of all residential buildings containing six or more residential units. 4. To provide professional development for selected command staff. 5. To maintain or improve response times of four minutes or less to most emergencies. 6. To continue to improve the Fire Department's capabilities (in conjunction with the Emergency Management Team) to respond to major emergencies. 7. To research and evaluate fireground innovations. 8. To train and certify five members as EMTs. 9. To continue fire safety education to Brookline's elementary school students through the "SAFE" Program. 10. To have firefighters trained in Rapid Intervention Team (RIT) to further fireground safety. 11. To have the Department's Training Staff trained and certified as Safety Officers to further fireground safety. 12. To continue to train firefighter recruits to NFPA I and II standards. 13. To train all members in the latest methods of Semi-Automatic External Defibrillation (SAED), CPR, and HazMat mitigation. 14. To continue to work with the Human Resources Department on sick and Injured on Duty (IOD) leave. 15. To increase in-service training of all members in the areas of HazMat, rescue, extrication, and EMS.	**ACCOMPLISHMENTS** 1. Met the goal of keeping arrival times at four minutes or less for most responses despite an increased number of responses. 2. Completed EMT recertification for approximately 50% of the Department's EMTs. 3. Conducted an in-house fire safety education program for Brookline's students. 4. Participated in "MetroFire" efforts to update Mutual Aid assignments. 5. Continued the Department's training with the "Mass Decontamination Unit" (MDU) to deliver, set up, and perform decontamination of victims at Level "B" HazMat incidents. 6. Trained five firefighters as EMTs. 7. Secured UL testing on the Department's ladder trucks and ground ladders. 8. Had Ladder 2 totally renovated and placed back in service as a front line truck. 9. Actively participated in the Town's Emergency Management Team. 10. Reduced risk to residents by conducting hundreds of mandatory inspections in an effective and timely manner. 11. Applied for and received grant money for: A) Student Awareness of Fire Education (SAFE) B) Mass Decontamination Unit (MDU) C) Assistance to Firefighters (equipment)

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Box Alarms	695	710	703	700	700
Still Alarms	3,005	3,000	3,000	3,000	3,000
Medical Emergencies	4,001	4,000	3,465	3,500	3,500
Total Responses	7,701	7,710	7,246	7,400	7,400
Response Time to Emergency Incidents (minutes)	4	4	4	4	4
Large loss fire (Over $100,000)	4	5	6	5	7
Multiple Alarm Fires	5	5	6	6	7
% of Investigations Started Within Two Hours	100%	90%	100%	90%	100%
Apartment Buildings with 6+ Units Inspected	560	565	560	570	570
Commercial & Retail Building Inspections	55	60	65	62	62
Investigations resulting in Arson Arrests	0	0	0	0	0
Emergency Boxes	520	530	574	540	540

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Air Masks					
Assemblies Replaced	0	0	0	0	0
Face Pieces Replaced	0	0	20	20	20
Breathing Apparatus Cylinders Replaced	0	0	5	5	5
% of Apparatus Repairs Initiated within 24 Hrs	100%	95%	100%	100%	100%
% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
% of EMTs Re-Certified	100%	100%	100%	100%	100%
% of Firefighters Completing:					
DOT Refresher Course	100%	100%	100%	100%	100%
Haz-Mat Training	100%	100%	100%	100%	100%
% of Personnel Re-Certified in CPR	100%	100%	100%	100%	100%
Emergency Management					
Training Exercises	12	10	10	14	12
Training Programs - Staff	12	10	12	14	12
Training Programs - Employees/Citizens	5	5	4	5	5

TOWN OF BROOKLINE
FY2010 PROGRAM BUDGET

PROGRAM GROUP: Public Safety
PROGRAM: Fire

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	11,614,097	11,990,129	11,609,007	-381,122	-3.2%
Services	105,652	101,418	95,284	-6,134	-6.0%
Supplies	103,232	90,350	119,500	29,150	32.3%
Other	5,529	4,850	25,125	20,275	418.0%
Utilities	227,709	236,793	230,486	-6,307	-2.7%
Capital	69,378	90,240	126,643	36,403	40.3%
TOTAL	12,125,596	12,513,780	12,206,045	-307,735	-2.5%
BENEFITS			5,993,749		
REVENUE	316,166	297,000	414,500	117,500	39.6%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	565,555	543,220	622,856	79,637	14.7%
Firefighting	10,329,492	10,877,915	10,728,341	-149,574	-1.4%
Fire Prevention	368,293	378,341	249,301	-129,040	-34.1%
Signal Maint.	133,745	138,604	0	-138,604	-100.0%
Equipment Maintenance	335,279	261,544	290,485	28,941	11.1%
Training	393,232	314,157	315,062	905	0.3%
TOTAL	12,125,596	12,513,780	12,206,045	-307,735	-2.5%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	516,978	493,600	499,480	5,880	1.2%
Services	27,418	28,069	28,646	577	2.1%
Supplies	13,743	13,800	15,600	1,800	13.0%
Other	5,454	4,850	5,650	800	16.5%
Capital	1,963	2,900	73,480	70,580	2433.6%
TOTAL	565,555	543,220	622,856	79,637	14.7%

FIREFIGHTING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	10,100,546	10,632,833	10,449,441	-183,392	-1.7%
Services	18,263	10,566	11,566	1,000	9.5%
Supplies	26,312	34,750	39,000	4,250	12.2%
Other	0	0	0	0	0.0%
Utilities	170,225	180,096	185,331	5,235	2.9%
Capital	14,146	19,670	43,003	23,333	118.6%
TOTAL	10,329,492	10,877,915	10,728,341	-149,574	-1.4%

FIRE PREVENTION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	368,057	325,045	248,685	-76,360	-23.5%
Services	0	36	36	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	236	53,260	580	-52,680	-98.9%
TOTAL	368,293	378,341	249,301	-129,040	-34.1%

SIGNAL MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	118,011	129,224	0	-129,224	-100.0%
Services	4,792	7,300	0	-7,300	-100.0%
Supplies	788	1,500	0	-1,500	-100.0%
Other	0	0	0	0	0.0%
Capital	10,153	580	0	-580	-100.0%
TOTAL	133,745	138,604	0	-138,604	-100.0%

EQUIPMENT MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	123,123	117,261	117,830	569	0.5%
Services	50,418	35,936	55,000	19,064	53.0%
Supplies	61,663	38,400	63,500	25,100	65.4%
Other	75	0	0	0	0.0%
Utilities	57,484	56,697	45,155	-11,542	-20.4%
Capital	42,516	13,250	9,000	-4,250	-32.1%
TOTAL	335,279	261,544	290,485	28,941	11.1%

TRAINING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	387,382	292,166	293,571	1,405	0.5%
Services	4,760	19,511	36	-19,475	-99.8%
Supplies	727	1,900	1,400	-500	-26.3%
Other	0	0	19,475	19,475	-
Capital	363	580	580	0	0.0%
TOTAL	393,232	314,157	315,062	905	0.3%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	118,385	139,452	1.00	132,700	1.00	135,361
	Chief of Operations	D-7	1.00	1.00	102,445	120,675	1.00	114,832	1.00	117,134
	Deputy Chief	F-4	6.00	6.00		86,825	6.00	518,341	6.00	520,950
	Captain	F-3	8.00	8.00		74,209	8.00	590,697	8.00	593,672
	Lieutenant	F-2	23.00	23.00		63,427	23.00	1,451,493	23.00	1,458,821
	Firefighter	F-1	122.00	121.00	44,928	52,855	121.00	6,279,319	115.00	6,009,647
	Public Safety Business Manager*	T-9	0.50	0.50	66,655	75,417	0.50	37,522	0.50	37,709
	IT Support Specialist	T-4	0.00	1.00	48,921	55,352	1.00	49,545	1.00	50,678
	Superintenent of Fire Alarm	GN-11	1.00	1.00	60,870	63,933	1.00	63,617	0.00	0
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	55,844	58,654	1.00	58,363	1.00	58,654
	Signal Maintainer	GN-8	1.00	1.00	51,017	53,585	1.00	53,319	0.00	0
	Executive Assistant	G-13	1.00	1.00		53,486	1.00	53,220	1.00	53,486
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	41,147	42,947	0.50	21,367	0.50	21,474
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	38,716	40,490	1.00	40,290	1.00	40,490
	Fire Apparatus Repairperson	LN-7	1.00	1.00		51,637	1.00	51,382	1.00	51,637
	Fire Prevention Clerk	TBD	0.00	0.00			0.00	0	1.00	50,000
	Subtotal		168.00	168.00			168.00	9,516,008	161.00	9,199,712
	Other									
510140	Shift Differential							618,789		599,684
510143	Working-Out-Of-Classification Pay							108,129		108,669
510300	Regular Overtime							250,653		241,818
513007	HazMat Pay							110,626		106,958
513042	Educational Incentive Pay							74,825		74,825
513044	Longevity Pay							77,275		74,300
513045	Career Incentive Pay							10,000		10,000
51304E	Enhanced Longevity							4,000		4,000
514501	Extra Compensation (In Lieu of Boots)							750		750
514505	Defrib Pay							63,200		60,800
514506	EMT Pay							353,245		337,172
515041	Holiday Pay							467,165		454,417
514502	Specialty Pay							15,600		15,600
515058	Vacation Cash-in							125,719		126,348
515059	Administrative Leave Buy-Back							81,755		82,163
515501	Uniform/Clothing Allowance							111,990		111,390
515505	Tool Allowance							400		400
	Subtotal							2,474,121		2,409,295
	Total		**168.00**	**168.00**			**168.00**	**11,990,129**	**161.00**	**11,609,007**

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

PROGRAM DESCRIPTION

The Building Department was established to ensure public safety during construction, alteration, repair, and demolition of structures within town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of occupancy. Staff enforce by-laws and regulations related to zoning, building, plumbing, gas, electrical connections, fire safety, sprinklers, energy, demolition, and lodging houses. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal, and is charged with the repair and maintenance of all Town-owned buildings and schools and managing the daily operation of Town Hall, the Health Center, and the Public Safety Headquarters building.

The Department consists of the following six sub-programs:

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

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

3. The **Repairs to Public Buildings Sub-program** preserves and maintains Town-owned buildings other than the schools. There are 45 buildings in this category, with an estimated value of $100 million. Through periodic surveys and inspections, the Department determines the necessary repairs to preserve and maintain these buildings and establishes a preventive maintenance program consistent with the need.

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

PROGRAM DESCRIPTION (con't.)

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

6. The **School Plant Sub-program** provides for the maintenance and upkeep of all school buildings, of which there are 16 with an estimated value of $200 million. Through surveys and inspections and in conjunction with the principals, the custodial staff, and the Superintendent of Schools, a list of necessary repairs is established to preserve and maintain these buildings.

BUDGET STATEMENT

The FY10 budget reflects an increase of $155,527 (2.3%). Personnel increases $1,078 (0.1%) and includes increases for Steps ($9,362) and the ½% carry-forward from the FY09 2% / 1% salary adjustment ($8,768) offset by the elimination of a part time Data Entry Clerk ($14,727), the transfer of the Town Clerk's stipend related to the Zoning Board of Appeals into the Town Clerk's budget and a decrease in Longevity ($325).

The $50,421 (2.8%) increase in Services is driven by a 3% increase in both Town and School Building Maintenance accounts ($52,200), an increase in Building Cleaning Services ($2,204), and Copier Service ($17) offset by the transfer of $3,900 from Services to Other (Education/Training monies for all departments are now shown under the expenditure class of “Other” which drives the 205.3% change in that account grouping) and the elimination of Bottled Water ($100).

The $123,878 (4.2%) increase in Utilities is driven by the impact of a full year of Electricity ($103,862) consumption in Town Hall. For half of FY09, Town Hall staff were at the the Old Lincoln School, a smaller building, requiring less consumption. Electricity use at the School buildings is on the decline ($65,792). The $1,123,681 increase in Natural Gas is offset by the decrease in Oil ($1,028,033) because all of the buildings are expected to burn gas in FY10. Gasoline also decreases by $9,840.

Capital decreases $23,750 (45.1%) and funds existing leased desktop computers and the replacement an inspection vehicle with a hybrid sedan.

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building
FY2010 OBJECTIVES 1. To implement the new permitting system. 2. To assist the Selectmen's Office and the Town and School agencies to develop costs for CIP projects. 3. To make sure the renovated Town Hall is used as efficiently as possible. 4. To assist the School Department with the implementation of their Master Plan. 5. To help the School Administration with the expansion of space needs at their schools. 6. To provide a better recycling program at the Public Safety, Town Hall, and Health Department Buildings. 7. To work more closely with the School Department on energy conservation issues that can be accomplished by staff. 8. To assist the School Department with their space needs at Runkle School and work on the feasibility design. 9. To use green clean products for a healthier building environment. 10. To continue to improve energy efficiency in all Town and School Buildings by using grants, rebate monies, and CIP funds. 11. To upgrade the communications and operating systems of the energy management systems. 12. To put all Building Department records on disk, including blueprints. 13. To work with the Fire Chief on Fire Station modifications. 14. To put out bids for the the roof replacement program. 15. To upgrade the keycard access system and expand it at more School and Town sites. 16. To work toward making all public buildings fully accessible 17. To assist Departments, especially Schools, with their security plans including lighting, locks, keycards, alarms, etc. 18. To expand the use of Cartegraph to include more data (i.e. pictures of buildings, equipment) to make a better product. 19. To improve the time it takes to respond and complete work orders, track work orders more closely, and look at total allotment of time to complete jobs. 20. To expand the training to the Tradesmen and encourage more education of different skills. 21. To work with the Purchasing Agent on new service contracts or quotations. Also, to use state contracts to save time and money. 22. To create a masonry repointing Master Plan similar to the long-range roof replacement plan.	**ACCOMPLISHMENTS** 1. Renovated the Town Hall on time and on budget. 2. Secured almost $60K in funding from Mass Electric (Gas Company) for energy efficiency projects. 3. Worked with Mass Electric to have three new gas lines installed at the High School, Devotion, and Baker Schools for free as part of the project to convert to dual fuel boilers. 4. Divided the Runkle Multi-purpose room to create more teaching spaces in lieu of modulars. 5. Moved all staff out of Old Lincoln successfully as well as other sites. 6. Installed new flooring at the Driscoll School. 7. Worked with the School Department to help organize and cut back on after hours building usage. 8. Installed new security systems at the Pierce, Baker, New Lincoln, Driscoll, Runkle and Heath Schools. 9. Made improvements to a number of schools, including painting and carpeting the auditorium at Heath; exterior painting of the Pierce Primary; new carpeting throughout Pierce. 10. Added additional equipment to the Pierce and Devotion keycard systems. 11. Finished new roofs at the Incinerator. 12. Painted the Town Houses at the Cemetery and 21 Newton St. 13. Installed a new roof (green) at the High School. 14. Replaced flooring at the High School throughout the building. 15. Complete masonry repointing of the entire High School Building. 16. Completed the Town-wide roof study with plans for replacements over the next 20 years. 17. Used summer staff to complete a major painting project at the High School. 18. Renovated and opened the Soule Rec Gardener's Shed. 19. Working with the Information Technology Department, developed a new Repair and Maintenance online request system to help prepare new repair and maintenance budgets. 20. Installed new occupancy sensors to control the HVAC systems in various buildings. 21. Installed new energy management systems at the Water Department. 22. Enhanced communication between the Building and Planning Department.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Permits Issued:	6,341	6,210	6,009	5,865	5,555
Building Permits	1,859	2,000	1,728	1,750	1,700
Electrical Permits	1,462	1,500	1,381	1,350	1,300
Plumbing Permits	1,254	1,300	1,339	1,100	1,000
Gas Fitting Permits	991	800	901	1,000	900
Mechanical Permits	167	120	150	150	140
Sprinkler Permits	17	15	14	15	15
Occupancy Permits	293	200	293	250	250
Other	298	275	203	250	250
Certificates Issued	165	140	285	140	175
Builders Exams	0	0	0	0	0
Builders Licenses	78	90	71	100	60
Inspections:					
Common Victualler	53	120	146	120	120
Lodging House Insp.	76	70	51	70	60
Violation Notices Issued	28	30	21	30	25
Court Complaints Filed	5	12	7	10	10
Board of Appeals Cases	61	64	42	60	45
Public Building Maintenance					
Maintenance Contracts	3	25	25	25	25
Contractor Service Orders	1,800	1,250	1,000	1,250	950
In-House Work Orders	2,000	2,500	2,000	2,000	2,000
Vouchers Processed	1,500	3,000	2,500	1,500	2,500
Committees of Seven	5	10	4	5	5
Utility Use					
Town Hall					
Electricity (KWH)	1,288,362	435,731*	456,920	1,094,034	1,674,871
Natural Gas (CCF)	3,666	3,896	21,363	3,830	24,135
Oil (gallons)	13,347	23,902	16,682	25,000	0
School Buildings					
Electricity (KWH)	7,703,422	8,354,509	7,840,856	8,372,910	8,004,976
Natural Gas (CCF)	49,856	65,185	69,584	87,775	625,960
Oil (gallons)	319,181	489,695	387,027	384,575	0

** Reflects usage at the temporary Town Hall location at the Old Lincoln School.*

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,874,770	1,910,165	1,911,243	1,078	0.1%
Services	1,826,775	1,801,547	1,851,968	50,421	2.8%
Supplies	249,393	127,770	127,770	0	0.0%
Other	1,515	1,900	5,800	3,900	205.3%
Utilities	2,534,647	2,932,807	3,056,685	123,878	4.2%
Capital	55,601	52,637	28,887	-23,750	-45.1%
TOTAL	6,542,701	6,826,827	6,982,354	155,527	2.3%
BENEFITS			931,184		
REVENUE	2,840,723	2,248,000	2,048,000	-200,000	-8.9%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	228,684	175,832	177,675	1,843	1.0%
Code Enforcement	520,436	593,499	598,548	5,049	0.9%
Repairs-Pub. Bldgs	888,740	930,548	940,646	10,098	1.1%
Town Hall Maint.	401,021	513,983	611,015	97,032	18.9%
Construction/Renovation	55,216	53,828	54,088	260	0.5%
School Plant	4,448,604	4,559,137	4,600,382	41,245	0.9%
TOTAL	6,542,701	6,826,827	6,982,354	155,527	2.3%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	222,721	170,184	172,110	1,926	1.1%
Services	2,006	3,079	2,508	-571	-18.5%
Supplies	2,458	135	135	0	0.0%
Other	360	300	788	488	162.5%
Capital	1,139	2,134	2,134	0	0.0%
TOTAL	228,684	175,832	177,675	1,843	1.0%

CODE ENFORCEMENT

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	506,249	568,623	556,387	-12,236	-2.2%
Services	3,245	2,925	0	-2,925	-100.0%
Supplies	7,082	4,900	4,900	0	0.0%
Other	745	700	3,625	2,925	417.9%
Utilities	0	14,370	8,655	-5,715	-39.8%
Capital	3,115	1,981	24,981	23,000	1161.0%
TOTAL	520,436	593,499	598,548	5,049	0.9%

REPAIRS TO PUBLIC BUILDINGS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	197,122	227,853	242,202	14,348	6.3%
Services	570,657	657,200	676,700	19,500	3.0%
Supplies	96,070	21,435	21,435	0	0.0%
Other	14	200	200	0	0.0%
Capital	24,877	23,859	109	-23,750	-99.5%
TOTAL	888,740	930,548	940,646	10,098	1.1%

TOWN HALL MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	201,773	189,401	202,264	12,863	6.8%
Services	20,060	41,496	43,700	2,204	5.3%
Supplies	10,421	17,000	17,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	167,998	266,086	348,051	81,965	30.8%
Capital	770	0	0	0	0.0%
TOTAL	401,021	513,983	611,015	97,032	18.9%

CONSTRUCTION/RENOVATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	52,381	53,128	53,388	260	0.5%
Services	0	0	0	0	0.0%
Supplies	2,439	0	0	0	0.0%
Other	396	700	700	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	55,216	53,828	54,088	260	0.5%

SCHOOL PLANT

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	694,525	700,975	684,892	-16,083	-2.3%
Services	1,230,807	1,096,848	1,129,060	32,213	2.9%
Supplies	130,923	84,300	84,300	0	0.0%
Other	0	0	488	488	-
Utilities	2,366,649	2,652,351	2,699,979	47,628	1.8%
Capital	25,700	24,663	1,663	-23,000	-93.3%
TOTAL	4,448,604	4,559,137	4,600,382	41,245	0.9%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/09 LOW	FY2009 SALARY RANGE As of 1/1/09 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	102,445	120,675	1.00	106,594	1.00	108,731
	Director of Public Buildings	D-4	1.00	1.00	80,578	94,917	1.00	94,447	1.00	94,917
	Building Project Administrator	D-4	1.00	1.00	80,578	94,917	1.00	98,919	1.00	101,181
	Deputy Commissioner	T-15	0.00	0.00	91,017	102,982	1.00	93,819	1.00	95,964
	Project Manager	T-10	1.00	1.00	69,321	78,434	1.00	78,046	1.00	78,434
	Chief Building Inspector	T-10	1.00	1.00	69,321	78,434	0.00	0	0.00	0
	Plans Review Inspector	T-9	1.00	1.00	66,655	75,417	1.00	75,043	0.00	0
	Energy Systems Manager	T-7	1.00	1.00	61,626	69,727	1.00	69,382	1.00	69,727
	Electrical Inspector	GN-13	1.00	1.00	65,360	68,649	1.00	68,310	1.00	68,649
	Plumbing and Gas Inspector	GN-13	1.00	1.00	65,360	68,649	1.00	68,310	1.00	68,649
	Local Building Inspector	GN-12	3.00	3.00	62,696	65,851	3.00	196,574	4.00	272,969
	Senior Maintenance Craftsperson	MN-5	10.00	10.00	50,711	53,294	10.00	526,306	10.00	531,627
	Senior Building Custodian	MN-4	3.00	3.00	47,173	49,576	3.00	147,981	3.00	148,729
	Houseworker	MN-1	1.00	1.00	31,778	33,397	1.00	33,232	1.00	33,397
	Administrative Head Clerk	C-10	0.00	0.00	48,430	50,493	1.00	47,246	1.00	49,523
	Bookkeeper/Accountant I	C-9	2.00	2.00	44,212	46,040	2.00	91,606	2.00	92,079
	Senior Clerk Secretary	C-8	1.00	1.00	42,871	44,686	0.00	0	0.00	0
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	37,447	1.00	38,386
	Less Charge off to Capital Projects							(98,919)		(101,181)
	Subtotal		30.00	30.00			30.00	1,734,343	30.00	1,751,783
510102	Permanent Part Time Salaries									
	Chair Board of Appeals (1)					$140/mtg.		3,550		3,550
	Members Board of Appeals (2)					$50/mtg.		7,550		7,550
	Members Board of Examiners (3)					$30/mtg.		300		300
	Houseworkers	MN-1	1.32	1.32	31,778	33,397	1.56	36,644	1.56	36,827
	Subtotal		1.32	1.32			1.56	48,044	1.56	48,227
510901	Temporary Part Time Salaries									
	Data Entry Clerk	C-4	0.40	0.40	36,632	38,386	0.40	14,654	0.00	0
	Inspectors		0.65	0.65	$31.78/hr	$33.37/hr	0.65	28,016	0.65	28,156
	Summer Workers		0.80	0.80		$11.53/hr	0.80	29,376	0.80	29,523
	Subtotal		1.85	1.85			1.85	72,046	1.45	57,679
	Other									
510140	Shift Differential							4,700		4,700
510300	Regular Overtime							29,308		29,454
514501	Town Clerk Stipend (Board of Appeals)							2,000		0
513044	Longevity Pay							10,975		10,650
515501	Clothing/Uniform Allowance / In Lieu of							8,750		8,750
	Subtotal							55,733		53,554
	Total		**33.17**	**33.17**			**33.41**	**1,910,166**	**33.01**	**1,911,243**

TOWN BUILDINGS REPAIR AND MAINTENANCE LIST

	ESTIMATE
Fire Station No. 1	$9,000
Fire Station No. 4	$4,300
Fire Station No. 5	$6,950
Fire Station No. 6	$5,850
Fire Station No. 7	$9,750
Soule Gym	$1,550
Soule Rec. Center	$26,000
Swimming Pool	$38,500
Amory Field House	$3,400
Harry Downs Field	$6,000
Larz Anderson Skate Pavillion	$2,000
Cemetery Building Office	$350
Cemetery Maintenance	$4,250
Coolidge Corner Library	$500
Main Library	$1,000
Putterham Branch Library	$13,750
Waldstein Park Comfort Station	$5,000
Larz Anderson Park Comfort Station	$7,800
Parks and Open Space Garages/Office Space	$1,500
REPAIRS GRAND TOTAL	**$147,450**

GENERAL SERVICES -- TOWN BUILDINGS

BURNER/BOILER SERVICE	
PREVENTATIVE MAINTENANCE	$6,000
BOILER/STEAMFITTING REPAIRS	$40,000
BOILER WATER TREATMENT	$10,000
INSULATION	$1,650
REFRACTORY	$5,250
ENERGY MANAGEMENT SYSTEMS	$16,500
	$79,400
GLAZING SERVICES	
REPLACEMENT	$9,500
WINDOW WASHING - EXTERIOR	$10,000
SHADE REPAIR	$1,850
	$21,350
PAINTING SERVICE	
INTERIOR/EXTERIOR	$11,000
	$11,000
PNEUMATIC SERVICE	
PREVENTATIVE MAINTENANCE	$9,000
REPAIRS	$48,000
	$57,000
HVAC SERVICE	
PREVENTATIVE MAINTENANCE	$22,500
REPAIRS	$25,000
	$47,500
ELEVATOR SERVICE	
PREVENTATIVE MAINTENANCE/TESTING	$36,000
REPAIRS	$5,250
	$41,250
EMERGENCY GENERATOR SERVICE	
PREVENTATIVE MAINTENANCE	$4,000
REPAIRS	$14,000
	$18,000
FIRE SAFETY SERVICE	
PM PLYMOVENT SYSTEM - FIRE	$5,000
FIRE ALARM/SPRINKLER TEST	$35,000
FIRE ALARM/SPRINKLER REPAIRS	$10,000
FIRE EXTINGUISHER TEST/REPAIRS	$2,250
	$52,250

ELECTRICAL SERVICE	
PREVENTATIVE MAINTENANCE	$2,650
COMMUNICATIONS	$2,650
BURGLAR ALARM	$5,500
REPAIRS	$20,000
	$30,800
PLUMBING SERVICE	
SERVICE/DRAIN	$2,500
REPAIRS	$22,500
	$25,000
INTERIOR GENERAL	
CARPENTRY	$15,000
LOCKERS	$2,500
DOORS/LOCKS	$28,000
CEILINGS	$7,500
OTHER AND SUPPLIES	$35,000
	$88,000
EXTERIOR GENERAL	
ROOF - GUTTERS	$3,500
ROOF - INSPECTION/REPAIRS	$15,000
MASONRY- PREVENTATIVE MAINTENANCE	$2,000
MASONRY	$15,000
PEST CONTROL	$7,000
OTHER	$8,000
	$50,500
TOTAL TOWN GENERAL SERVICES	**$522,050**

REPAIRS TOTAL	**$147,450**
GENERAL SERVICES TOTAL	**$522,050**
REPAIRS TO TOWN BLDG'S GRAND TOTAL	**$669,500**

GENERAL SERVICES -- SCHOOL BUILDINGS*

BURNER/BOILER SERVICE	
PREVENTATIVE MAINTENANCE	$18,500
BOILER/STEAMFITTING REPAIRS	$90,000
BOILER WATER TREATMENT	$8,000
INSULATION	$3,000
REFRACTORY	$5,000
ENERGY MANAGEMENT SYSTEMS	$10,000
OIL TANK CLEANING	$4,000
	$138,500
GLAZING SERVICES	
REPLACEMENT	$45,000
WINDOW WASHING	$21,000
SHADE REPAIR	$15,000
	$81,000
PAINTING SERVICE	
INTERIOR/EXTERIOR	$5,000
	$5,000
PNEUMATIC SERVICE	
PREVENTATIVE MAINTENANCE	$10,000
REPAIRS	$15,000
	$25,000
HVAC SERVICE	
PREVENTATIVE MAINTENANCE	$25,000
REPAIRS	$75,000
	$100,000
ELEVATOR SERVICE	
PREVENTATIVE MAINTENANCE/TESTING	$14,000
REPAIRS	$20,000
	$34,000
EMERGENCY GENERATOR SERVICE	
PREVENTATIVE MAINTENANCE	$2,500
REPAIRS	$10,000
	$12,500
FIRE SAFETY SERVICE	
FIRE ALARM/SPRINKLER TEST	$110,000
FIRE ALARM/SPRINKLER REPAIRS	$10,000
FIRE EXTINGUISHER TEST/REPAIRS	$6,000
	$126,000

ELECTRICAL SERVICE	
PREVENTATIVE MAINTENANCE	$5,000
COMMUNICATIONS	$2,500
BURGLAR ALARM	$10,000
REPAIRS	$50,000
	$67,500
PLUMBING SERVICE	
SERVICE/DRAIN	$7,500
REPAIRS	$75,000
	$82,500
INTERIOR GENERAL	
CARPENTRY	$35,000
LOCKERS	$2,500
DOORS/LOCKS	$15,000
CEILINGS	$25,000
OTHER AND SUPPLIES	$75,000
	$152,500
EXTERIOR GENERAL	
ROOF - GUTTERS	$12,500
ROOF - INSPECTION/REPAIRS	$80,000
MASONRY	$5,000
PEST CONTROL	$16,000
OTHER	$6,500
	$120,000
TOTAL SCHOOLS GENERAL SERVICES	**$944,500**

REPAIRS TOTAL	**$278,200**
GENERAL SERVICES TOTAL	**$944,500**
REPAIRS TO SCHOOL BLDG'S GRAND TOTAL	**$1,222,700**

* The spending categories for School Buildings are estimates. The allocation of the $1,122,700 budget is determined by the School Superintendent and was not finalized when this document went to print.

PROGRAM DESCRIPTION

The Department of Public Works is responsible for all endeavors related to planning, designing, operating, maintaining, and managing public ways, park lands, open space, public grounds, Town cemeteries, water distribution systems, sewer collection systems, the collection/disposal of solid waste, and recycling. The Department also provides engineering support services and motor equipment maintenance services to Town departments. The Department's goal is to provide efficient, effective, and economical services to the citizens at the desired level and in compliance with all applicable laws and regulations.

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

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

Engineering/Transportation - The responsibilities of the Division are centered on providing support to the construction and maintenance divisions of the Department, in addition to handling transportation issues. These responsibilities include preparation of plans, specifications, and bidding documents for various construction projects involving public ways, utilities, parks, open space, playgrounds, and the entire public infrastructure; preparation of estimates and drawings; contract administration and construction inspections; review of all street opening requests by public utilities; supervision of maintenance of the Town's traffic signal and street lighting systems; and the review and approval of plot plans for new buildings.

Included in these responsibilities is serving as staff for the six-member Transportation Board, which has the authority to make rules and regulations relative to pedestrian, vehicle, and bicycle movement in the Town. The Division prepares regulations, traffic counts, small traffic studies, plans, and maps, and analyzes proposals. The Division also manages the overnight sticker program, the guest parking program, and the resident and commercial sticker parking programs, and oversees the taxi cab industry, bus lines, and limousine services, all of which are licensed annually.

Highway - This Division maintains a highly visible service to the community. The goal of the Division is to maintain the physical safety and appearance of all public ways. Maintenance on all Public Works vehicles and equipment, as well as vehicles of 10 other departments, is accomplished through this Sub-program, which consists of five elements:

1. Roadway Maintenance - responsible for street, sidewalk, and trench repairs, asphalt overlays, granite curbing, and the replacement of Town-owned fences and walls. The School Department also receives maintenance through this element with work accomplished on walkways, school parking areas, and drainage problems.

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

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

4. Traffic Control/Street Lighting - places, repairs, and manufactures street and traffic signs, inspects street lights and traffic signals, maintains parking meters, and letters and paints pavement, crosswalks, and center lines. The street lighting portion of this element funds the operation, maintenance, and energy costs of all street lights and traffic signals in the Town. As proposed in the Financial Plan, maintenance of the Town's Emergency Notification System (public safety call boxes/alarms) is transferred from the Fire Department to this element.

5. Motor Equipment Maintenance - maintains and repairs the bulk of the Town's fleet. The Department of Public Works has centralized this maintenance operation so that repairs can be achieved in a productive and economical manner. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Purchase of service funds are used for major repair items, which cannot be serviced at the Municipal Service Center. The supply budget is used for the purchase of all maintenance repair parts to service more than 370 pieces of equipment for 10 departments.

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

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

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

Public Grounds - The goals of the Public Grounds Element are to maintain 485 acres of public land, comprised of 17 parks, 22 playgrounds, land around 12 public buildings, four parking areas, and 41 traffic islands, for passive and active recreation purposes; provide maintenance and repair of equipment and fixtures; maintain playing fields for the programs of the Recreation and School Departments; and remove snow during the Winter months. The Element also maintains 21 playing fields, 22 tot lots, 19 basketball courts, and 37 tennis court areas through weekly grass cutting, litter pick-up, marking field lines, carpentry, and fence repairs. The Public Grounds Element is also responsible for the Town's athletic facilities providing outdoor and sports recreation.

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

Skating Rink - The Skating Rink Element provides for the maintenance and operation of the Larz Anderson outdoor skating rink in coordination with the Recreation Department. The goal is to provide quality management of the outdoor skating facility given the operational challenges due to varying weather conditions.

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

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

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

BUDGET STATEMENT

The FY10 budget reflects a decrease of $33,649 (0.3%). The increase in Personnel ($27,558, 0.4%) reflects a number of changes including the elimination of an MEO II ($43,901), the consolidation of duties between the Conservation Administrator and Town Arborist positions resulting in $66,149 of savings, and the merging of the Fire Alarm Division in Fire into the Traffic Control/Street Lighting element ($128,206) which allows for the elimination of a Traffic System Technician ($51,637). Other changes in personnel include the ½% carry-forward from the FY09 2% / 1% salary adjustment ($35,537), Steps ($34,580), and a decrease in Longevity ($9,076).

Services decrease $2,577 (0.1%) and include increases in the Solid Waste Disposal Contract ($34,977), Communications Equipment Repair ($6,964), Building Cleaning Services ($5,600), Printing Services ($4,000), Storage Services ($3,600), Data Processing Equip. Repair and Maint. ($2,277), Equipment Cleaning/Repair ($2,150), Banking Services ($2,000), Uniform Cleaning Service ($2,000), Wireless Communications ($1,666), Public Building Repair and Maintenance ($1,500), the Photocopy Service Contract ($980), and Subscriptions ($800). These increases are offset by decreases in Education/Training ($31,500) which reflects the move of this line item to a different account grouping (Education/Training monies for all departments are now shown under the expenditure class of “Other”), Professional/Technical Services ($17,000), Data Processing Software Maintenance ($7,713), Other Equipment Repair and Maintenance ($4,333), Other Rentals and Leases ($3,150), Licenses ($2,895), Pest Control/Trees ($2,000), Landscaping Services ($1,500), and Skating Rink Repair and Maintenance ($1,000).

BUDGET STATEMENT (con't.)

Supplies increase 32,854 (4.4%) and include increases for Oil and Lubricants ($12,000), Tires ($10,000), Recycling Supplies ($10,000), Parking Meter Supplies ($4,500), Office Supplies ($2,347), and Books/Periodicals ($600) offset by decreases in Data Processing Software ($2,000), Uniforms and Protective Clothing ($1,878), Construction Supplies ($1,715), and Safety Supplies ($1,000).

The $27,511 (285.4%) increase in Other reflects the account code change as well as a $400 increase in Travel and a $4,389 decrease in Motor Vehicle Insurance. The $118,995 (10.2%) decrease in Utilities is primarily driven by lower prices in Gasoline ($80,072) and Diesel Fuel ($62,244) combined with a decrease in Natural Gas ($8,767) and Heating Oil ($33) offset by an increase in Electricity ($32,121).

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

FY2010 OBJECTIVES

Administration

1. To finalize the documentation, conduct a peer review, and complete the accreditation program from the American Public Works Association.
2. To conduct a study of consolidation and space requirements of the Parks and Open Space Division facility at Larz Andersen.
3. To implement the use of hand-held devices for street inventory (signs, etc.) using the WiFi system and monitoring systems for equipment analysis.
4. To provide supervisory training for the Department's Working Foremen in all Divisions.
5. To fully implement the Kronos Time and Attendance system for employee tracking.
6. To implement the recommendations of the Selectmen's Efficiency Initiative Committee relative to operations and privatization.

Engineering and Transportation

1. To implement the contaminated soil mitigation program for the Martha's Lane neighborhood.
2. To close out the Beacon Street project.
3. To reconstruct South Street including continuous ADA compliant sidewalk on the easterly side.
4. To oversee the sewer separation project on lower Beacon Street.
5. To implement a revised pavement management program utilizing new funding from the override.
6. To start preparing plans for the closure of the rear landfill.
7. To continue the installation of the decorative street lights on Harvard Street from School St. to Webster St.
8. To revisit the prioritizing and schedule of the path reconstruction program.
9. To facilitate construction of Safety Improvement Plans for Riverway Island, High Street Corridor, Carlton Street, and Stedman Street.
10. To continue to work on the taxicab medallion system initiative.
11. To perform Safety Improvement Reviews of South Street, Russett Road, Pond Avenue, and Harvard Street at Linden Street.
12. To apply for MAPC grants to further expand bicycle parking facilities throughout the Town.
13. To perform and implement permit parking programs as requested by the Driscoll and Lincoln schools.
14. To continue to administer all parking programs and issue taxi/livery/valet licenses.

FY2010 OBJECTIVES (con't.)

Highway and Sanitation

1. To continue implementation of the concrete sidewalk replacement program that has been successful in the past three years with in-house personnel.
2. To monitor the maintenance costs of the Multi-Space Meter Pilot Program for possible expansion in other areas of Town.
3. To continue to utilize Vehicle Inspection Reports to reduce vehicle failures and improve driver safety standards.
4. To procure and implement a computerized Fuel Management System at the Park Division Facility.
5. To revisit vehicle utilization on a Town-wide basis.
6. To operate the Household Hazardous Waste facility once per week seven months per year.
7. To make enforcement more efficient by looking at hand-held computerized ticketing devices.
8. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.
9. To work with the Solid Waste Advisory Committee (SWAC) on the reduction of solid waste tonnage and increased participation in the Recycling Program through education and enforcement.
10. To have full implementation of CarteGraph for all of Highway and Sanitation functions.

Parks and Open Space

1. To continue implementation of the Brookline in Bloom bulb planting program.
2. To commence bid documents for a new landscaped burial area at the Walnut Hills Cemetery.
3. To complete work on the park database and implement the work order system.
4. To complete construction of the Dane Park Renovation project.
5. To commence design work for phase II of the Library Grounds/Town Hall Master Plan.
6. To commence the renovation of Winthrop Playground.
7. To complete access improvements to Larz Anderson Park from Goddard Avenue.
8. To commence renovation to the access drive through Larz Anderson Park.
9. To commence Juniper Playground renovation.
10. To work with the Recreation Department on a cost accounting and recovery strategy.
11. To commence implementation of the Conservation Restriction Policy.
12. Continue improvements to park, open space and athletic field maintenance and management.
13. To install new handicapped accessible play equipment for 2-5 year olds at the Driscoll School.

FY2010 OBJECTIVES (con't.)

Parks and Open Space (con't.)

14. To continue work on the acquisition and development of the former MWRA Fisher Hill Reservoir.
15. To continue research/discussions on the creation of a Land Acquisition Strategy/Plan/Fund.
16. To create tool kit/analysis for protection of sanctuary buffer zones.
17. To continue to work with project partners, the Massachusetts delegation and the US Army Corps of Engineers on the design, funding and implementation of the Muddy River Restoration Project.
18. To continue the Summer in the Parks Outdoor Movie Series.
19. To finalize a Parks and Open Space Donation and Sponsorship Policy.
20. To evaluate a full year of the pilot Recycling in the Parks Program.
21. To commence work on a Park and Field Use, Access and Event Policy.
22. To continue improvements to the public tree planting, maintenance and removal program.

ACCOMPLISHMENTS

Administration

1. Completed approximately 35% of the required APWA accreditation documentation.
2. Implemented new procedures to accommodate the loss of positions.
3. Worked with the IT Department to evaluate companies providing hand-held devices for inventory.
4. Implemented the Fleet Maintenance module and work order system of the CMMS (Cartegraph).
5. Implemented the first phase of the Kronos Time and Attendance System for all Divisions.

Engineering and Transportation

1. Oversaw the construction of the Beacon Street project including the development of the final punch list for submission to MHD and the general contractor. Paid particular attention to ADA and pedestrian safety issues.
2. Facilitated the preparation of the plans, specs and engineering for the Phase 1 sewer separation project in the lower Beacon Street area. Bid the project in anticipation of a spring 2009 construction.

ACCOMPLISHMENTS (con't.)

Engineering and Transportation (con't.)

3. Facilitated the design of the handicap entrance to the Riverway at the Longwood MBTA stop. Coordinated the construction of this entrance as well as the other MBTA work at the Longwood and Brookline Village stops.
4. Revised the site plan requirements to include detailed grading plans for areas where ADA access is required.
5. Reconstructed Rawson Path and a portion of Summit Path (Beacon Street to York Terrace).
6. Supervised the Reconstruction of Amory Playground.
7. Constructed cart paths on the Town golf course on holes 10, 14, 15, and 18.
8. Oversaw the historical improvements to the entrance and stairway at the skating rink at Larz Anderson Park.
9. Reconstructed all or a portion of seven streets. (Green St., Browne St., Linden St., Crafts St., Kent St., and Pond Ave.).
10. Continued to negotiate a solution for the contaminated soil in the Martha's Lane neighborhood.
11. Helped permit NextG's Town-wide Distributed Antenna System (DAS).
12. Rehabilitated the sanitary sewer in Fairbanks Street.
13. Licensed and inspected all Brookline taxicabs (185 taxicabs), liveries (1 livery), and valet parking operations (3 valet services).
14. Performed 1 major development review.
15. Administered temporary permit parking and moving/construction sign programs.
16. Administered overnight monthly and overnight guest parking programs.
17. Administered resident and commercial daytime permit parking programs.
18. Organized and provided technical support for 11 Transportation Board meetings.
19. Organized and provided staff support to 11 Bicycle Advisory Committee meetings.
20. Organized and provided staff support to 11 Selectmen's Special Committee on Parking meetings.
21. Prepared 60 work orders for traffic and parking signs, parking meters, and pavement markings.
22. Responded to over 5,200 email/written/verbal requests for information.
23. Performed traffic and speed counts at 30 locations.
24. Revised existing Taxicab Regulations to improve safety and environmental impact of vehicles.
25. Strengthened the Zipcar program in Brookline by execution of formal agreement for 17 spaces.
26. Drafted and implemented a new Public Automobile for Hire Regulation.
27. Facilitated construction of Safety Improvement Projects at the intersection of Washington and Gardner and Pedestrian Actuated Signals at Walnut and Kennard.

ACCOMPLISHMENTS (con't.)

Engineering and Transportation (con't.)

28. Facilitated construction of new crosswalks, including ADA compliant handicap ramps, on Goddard Avenue, Clark Road, and Columbia Street.
29. Facilitated construction of new School Zone Flashers on Brookline Avenue.

Highway and Sanitation

1. Provided cross training of employees on all the different job tasks in the Division using the Bay State Roads Program.
2. Continued the sidewalk replacement program with the average placement of 1,200 to 1,400 cubic yards of concrete in calendar year 2008.
3. Successfully received a grant for materials for the storage of household hazardous waste items.
4. Set-up and operated a permanent hazardous waste facility that allows residents to drop off hazardous products throughout the year based on a weekly schedule.
5. Instituted a permanent 2nd shift maintenance operation.
6. Continued to increase OEM and in-house technician training.
7. Enhanced the driver vehicle inspection reporting system.
8. Implemented the CarteGraph Computerized Maintenance Management System (CMMS) for Fleet Services.
9. Opened the new scale operation at the Transfer Station, which will greatly improve the monitoring, recording and identification of all waste and recyclable materials generated within the Town.
10. Continued to protect public health by maintaining a strong education/enforcement program relative to the proper procedures for the collection of hazardous and solid waste, recycling and the removal of snow, including inspections, compliance, enforcement and education.

Parks and Open Space

1. Planted 40,000 bulbs as part of the Brookline in Bloom program.
2. Commenced design work for a new burial space at the Walnut Hills Cemetery.
3. Continued work on the park database and implementation of the DPW work order system.
4. Commenced maintenance of the newly renovated Beacon Street landscape enhancements.
5. Completed phase I of the Library Grounds Master Plan.
6. Completed design/installation support on the Beacon Street landscape enhancements project.
7. Hosted a grand opening event to celebrate Skyline Park at the former Newton Street Landfill.
8. Completed the Amory Field/Playground renovation.
9. Completed the Conservation Restriction Policy.

ACCOMPLISHMENTS (con't.)

Parks and Open Space

10. Held a family oriented music festival at Olmsted Park with the National Park Service and Brookline Continuing Education focusing on music and the landscape.
11. Successfully commenced maintenance of the new Skyline Park, access drive and associated berms.
12. Continued improvements to park, open space and athletic field maintenance and management.
13. Commenced Construction of the Dane Park Renovation Project.
14. Continued working on the acquisition and development of the former MWRA Fisher Hill Reservoir.
15. Completed design and construction documents for the renovation of the Juniper Street Playground.
16. Completed the design review process for the renovation of Winthrop Square/Minot Rose Garden.
17. Project partners agreed to a MOU/MOA for the Muddy River Restoration Project.
18. Completed restoration of the pergola at Larz Anderson Park.
19. Completed a draft Park and Open Space donation and sponsorship policy.
20. Completed new educational/communication materials for the Green Dog Program.
21. Successfully implemented the Brookline Wetland Resource Area By-Law.
22. Continued improvements to the public tree planting, maintenance and removal program.
23. Completed installation of a new ornamental fence at the Minot Rose Garden.
24. Completed landscape improvements to Linden Park.
25. Commenced a Recycling in the Parks Program.
26. Implemented an enhanced fertilization program of the Town's athletic fields.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
ENGINEERING/ TRANSPORTATION					
% of Roadway Rehab	2.0%	2.0%	2.7%	1.5%	3.0%
Overnight Parking Spaces (average utilization)	117	120	124	120	120
Street Permits	861	750	733	800	700
Public Utility Construction Reviews	5	25	5	20	5
Traffic Counts	27	30	30	30	30
CATV Plan Review	1	1	1	5	1
Taxi Cab Licenses	187	187	187	187	187
Inspections of Town Licensed Taxi Cabs	380	380	390	380	380
Contracts Administered	22	30	26	25	20
Plot Plan Approvals/ Inspections	32	20	25	25	25
Parking Permits					
Commercial	148	500	360	420	420
Residential	457	1,000	709	750	800
Temporary	1,420	1,500	1,547	1,600	1,600
Moving/Construction Signs	5,000	3,700	6,212	5,000	5,000
Parking/Traffic Inquiries	5,000	5,000	5,200	5,200	5,200
HIGHWAY					
Snow Accumulation	18.5"	40"	45.9"	60"	43"
Snow Removal By-Law Enforcement					
Warnings Issued	35	100	58	100	100
Citations Issued	0	25	1	25	25
Concrete Sidewalks Placed (cu. yds.)	1,272	1,200	998	1,400	1,400

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
HIGHWAY (con't.)					
Asphalt Installed (tons)	698	600	808	700	700
Sign Installations	307	500	475	500	500
Traffic Signal Repair Calls	98	160	73	160	125
Parking Meter Repairs	6,578	6,500	5,355	5,500	5,500
Service Calls	4,184	5,000	3,994	4,000	4,000
Pavement Markings					
Crosswalks	225	300	236	250	250
Lines	370,051	380,000	369,128	380,000	380,000
Street Light Outages	1,095	850	963	900	900
% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Statutory Inspections of Town-owned Vehicles	330	330	374	330	350
Scheduled Preventative Maintenance Work Orders (Vehicles)	540	550	775	750	750
Automotive Technician Training Session Hours	80	100	120	120	120
Street Cleaning (tons)	1,368	1,500	1,406	1,500	1,500
SANITATION					
Solid Waste (tons)	11,606	12,000	10,990	11,600	11,600
Collection/Disposal (cost per ton)	$162	$164	$156	$164	$164
Recycling (tons)					
Commingled/Paper	4,871	5,500	5,061	5,250	5,500
Metal	269	250	188	260	260
Composting (tons)	2,986	3,400	3,001	3,000	3,000

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
SANITATION (con't.)					
% of Solid Waste Diverted Due to Recyc./Compost	41%	42%	44%	42%	44%
Commercial Refuse Establishments	49	50	46	50	50
PARKS AND OPEN SPACE					
Wetlands Permits and Certificates Issued	12	11	10	11	10
Requests from Citizens for Technical Information	650	600	650	650	650
Turf Grass Restoration Program in Acres	165	175	151	175	165
Graffiti Removed (# sites)	45	45	36	45	45
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	38	35	33	35	35
Vandalism Repairs	5	10	8	10	10
Public Shade Trees					
Removed	125	125	118	125	140
Planted	120	120	125	120	145
Dangerous Limbs and Hangers Removed	320	340	405	400	400
Pruning and Lifting Trees on Streets (# of streets)	22	30	22	25	25
Citizen Requests for Pruning of Town-owned Trees	480	450	430	450	460
Tree Lawns Loamed & Seeded	5	5	5	2	2
Cemetery:					
Burials	38	40	73	70	70
Headstones Set	13	20	26	25	25
Plots sold	31	40	94	80	80

TOWN OF BROOKLINE
FY2010 PROGRAM BUDGET

PROGRAM GROUP: Public Works
PROGRAM: Department of Public Works

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Perm FT Salaries	6,269,326	6,689,151	6,710,508	21,356	0.3%
Temp/Seasonal	196,172	181,570	182,478	908	0.5%
Overtime	776,529	236,410	247,679	11,270	4.8%
Other	161,535	133,292	127,316	-5,976	-4.5%
Subtotal	7,403,562	7,240,423	7,267,981	27,558	0.4%
Services	2,706,261	3,029,477	3,026,900	-2,577	-0.1%
Supplies	1,066,633	751,386	784,240	32,854	4.4%
Other	53,878	9,639	37,150	27,511	285.4%
Utilities	1,156,681	1,162,714	1,043,719	-118,995	-10.2%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	771,785	700,000	700,000	0	0.0%
TOTAL	13,178,800	12,913,640	12,879,991	-33,650	-0.3%
BENEFITS			4,223,257		
REVENUE	3,456,676	3,363,400	3,222,400	-141,000	-4.2%
Water and Sewer Enterprise	22,204,291	23,419,452	24,049,943	630,492	2.7%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	803,064	819,993	836,250	16,257	2.0%
Services	49,710	67,539	49,629	-17,910	-26.5%
Supplies	3,854	5,000	4,500	-500	-10.0%
Other	7,177	6,289	16,300	10,011	159.2%
Capital	4,250	4,060	4,060	0	0.0%
TOTAL	868,055	902,881	910,739	7,858	0.9%

HIGHWAY

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	2,912,918	2,874,996	2,920,686	45,689	1.6%
Services	468,558	415,272	422,134	6,862	1.7%
Supplies	852,149	544,440	568,762	24,322	4.5%
Other	45,197	2,000	2,000	0	0.0%
Utilities	1,078,377	1,079,785	963,768	-116,017	-10.7%
Capital	539,306	344,430	257,845	-86,585	-25.1%
TOTAL	5,896,505	5,260,923	5,135,195	-125,729	-2.4%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	868,055	902,881	910,739	7,858	0.9%
Engineering/Transportation	849,680	879,764	924,628	44,865	5.1%
Highway	5,896,505	5,260,923	5,135,195	-125,729	-2.4%
Sanitation	2,870,421	2,726,872	2,816,942	90,070	3.3%
Parks and Open Space	2,694,138	3,143,199	3,092,487	-50,713	-1.6%
TOTAL	13,178,800	12,913,640	12,879,991	-33,650	-0.3%
Water and Sewer Enterprise	22,204,291	23,419,452	24,049,943	630,492	2.7%

ENGINEERING/TRANSPORTATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	724,485	788,580	810,117	21,537	2.7%
Services	70,727	41,851	34,931	-6,920	-16.5%
Supplies	17,160	19,553	18,800	-753	-3.9%
Other	290	0	10,000	10,000	-
Capital	37,017	29,780	50,780	21,000	70.5%
TOTAL	849,680	879,764	924,628	44,865	5.1%

SANITATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,057,050	811,229	814,326	3,097	0.4%
Services	1,710,626	1,861,950	1,877,594	15,644	0.8%
Supplies	19,985	9,015	19,800	10,785	119.6%
Other	0	0	0	0	0.0%
Utilities	10,540	17,858	18,027	169	0.9%
Capital	72,219	26,820	87,195	60,375	225.1%
TOTAL	2,870,421	2,726,872	2,816,942	90,070	3.3%

PARKS AND OPEN SPACE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,906,044	1,945,625	1,886,602	-59,023	-3.0%
Services	407,717	642,865	642,612	-253	0.0%
Supplies	173,484	173,378	172,378	-1,000	-0.6%
Other	1,214	1,350	8,850	7,500	555.6%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Utilities	66,686	65,071	61,924	-3,147	-4.8%
Capital	118,993	294,910	300,120	5,210	1.8%
TOTAL	2,694,138	3,143,199	3,092,487	-50,713	-1.6%

ENGINEERING/TRANSPORTATION SUB-PROGRAM SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Engineering	669,213	670,847	711,503	40,656	6.1%
Transportation	180,467	208,917	213,125	4,208	2.0%
TOTAL	849,680	879,764	924,628	44,865	5.1%

ENGINEERING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	555,362	597,061	613,790	16,729	2.8%
Services	65,198	37,393	25,873	-11,520	-30.8%
Supplies	11,446	14,353	12,800	-1,553	-10.8%
Other	290	0	10,000	10,000	-
Capital	36,917	22,040	49,040	27,000	122.5%
TOTAL	669,213	670,847	711,503	40,656	6.1%

TRANSPORTATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	169,123	191,519	196,327	4,808	2.5%
Services	5,529	4,458	9,058	4,600	103.2%
Supplies	5,715	5,200	6,000	800	15.4%
Other	0	0	0	0	0.0%
Capital	100	7,740	1,740	-6,000	-77.5%
TOTAL	180,467	208,917	213,125	4,208	2.0%

STREET CLEANING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	745,703	633,085	602,239	-30,847	-4.9%
Services	445	550	514	-36	-6.5%
Supplies	8,027	16,900	16,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	148,441	93,874	36,580	-57,294	-61.0%
TOTAL	902,616	744,409	656,233	-88,177	-11.8%

ROADWAY MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	686,929	937,324	954,154	16,830	1.8%
Services	645	514	1,362	848	164.9%
Supplies	120,358	106,620	106,620	0	0.0%
Other	0	0	0	0	0.0%
Capital	269,819	212,396	175,530	-36,866	-17.4%
TOTAL	1,077,751	1,256,854	1,237,666	-19,188	-1.5%

HIGHWAY SUB-PROGRAM SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Road Maintenance	1,077,751	1,256,854	1,237,666	-19,188	-1.5%
Street Cleaning	902,616	744,409	656,233	-88,177	-11.8%
Snow and Ice Control	1,173,221	367,729	368,127	399	0.1%
Traffic Control/Street Lighting	1,169,844	1,173,285	1,309,899	136,613	11.6%
Motor Equipment Maintenance	1,573,072	1,718,646	1,563,270	-155,376	-9.0%
TOTAL	5,896,505	5,260,923	5,135,195	-125,729	-2.4%

TRAFFIC CONTROL/STREETLIGHTING

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	301,982	404,676	494,392	89,716	22.2%
Services	152,270	170,514	174,514	4,000	2.3%
Supplies	51,094	49,710	53,750	4,040	8.1%
Other	0	0	0	0	0.0%
Utilities	605,096	510,805	542,087	31,282	6.1%
Capital	59,402	37,580	45,155	7,575	20.2%
TOTAL	1,169,844	1,173,285	1,309,899	136,613	11.6%

MOTOR EQUIPMENT MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	760,153	816,575	786,166	-30,409	-3.7%
Services	106,139	119,569	121,619	2,050	1.7%
Supplies	249,005	212,942	233,224	20,282	9.5%
Other	0	0	0	0	0.0%
Utilities	446,281	568,980	421,681	-147,299	-25.9%
Capital	11,493	580	580	0	0.0%
TOTAL	1,573,072	1,718,646	1,563,270	-155,376	-9.0%

SNOW AND ICE CONTROL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	418,150	83,336	83,735	399	0.5%
Services	209,059	124,124	124,124	0	0.0%
Supplies	423,665	158,268	158,268	0	0.0%
Other	45,197	2,000	2,000	0	0.0%
Utilities	27,000	0	0	0	0.0%
Capital	50,151	0	0	0	0.0%
TOTAL	1,173,221	367,729	368,127	399	0.1%

PARKS AND OPEN SPACE SUB-PROGRAM

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Conservation	154,882	164,364	127,161	-37,203	-22.6%
Public Grounds	1,118,094	1,568,697	1,613,000	44,303	2.8%
School Grounds	836,545	819,365	793,866	-25,499	-3.1%
Skating Rink	71,380	65,695	64,967	-729	-1.1%
Forestry	323,495	322,515	297,769	-24,747	-7.7%
Cemetery	189,742	202,561	195,724	-6,837	-3.4%
TOTAL	2,694,138	3,143,199	3,092,487	-50,713	-1.6%

CONSERVATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	123,776	131,922	94,519	-37,403	-28.4%
Services	7,528	7,872	7,072	-800	-10.2%
Supplies	1,412	1,500	1,500	0	0.0%
Other	604	750	1,750	1,000	133.3%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	1,562	2,320	2,320	0	0.0%
TOTAL	154,882	164,364	127,161	-37,203	-22.6%

PUBLIC GROUNDS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	712,753	847,050	850,985	3,935	0.5%
Services	156,946	375,342	377,334	1,992	0.5%
Supplies	116,320	118,800	118,000	-800	-0.7%
Other	500	500	6,500	6,000	1200.0%
Utilities	64,156	62,466	59,242	-3,224	-5.2%
Capital	67,419	164,540	200,940	36,400	22.1%
TOTAL	1,118,094	1,568,697	1,613,000	44,303	2.8%

SCHOOL GROUNDS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	642,829	561,872	564,123	2,251	0.4%
Services	100,437	103,506	105,156	1,650	1.6%
Supplies	43,710	44,098	43,698	-400	-0.9%
Other	0	0	0	0	0.0%
Capital	49,569	109,890	80,890	-29,000	-26.4%
TOTAL	836,545	819,365	793,866	-25,499	-3.1%

SKATING RINK

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	60,448	54,695	54,967	271	0.5%
Services	9,069	11,000	10,000	-1,000	0.0%
Supplies	1,863	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	71,380	65,695	64,967	-729	-1.1%

FORESTRY

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	193,771	185,525	156,764	-28,762	-15.5%
Services	124,905	130,810	129,015	-1,795	-1.4%
Supplies	4,819	5,600	5,600	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	580	6,390	5,810	1001.6%
TOTAL	323,495	322,515	297,769	-24,747	-7.7%

CEMETERY

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	172,466	164,560	165,246	686	0.4%
Services	8,833	14,336	14,036	-300	-2.1%
Supplies	5,360	3,380	3,580	200	5.9%
Other	110	100	600	500	500.0%
Utilities	2,530	2,605	2,682	77	3.0%
Capital	443	17,580	9,580	-8,000	-45.5%
TOTAL	189,742	202,561	195,724	-6,837	-3.4%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Works SUB-PROGRAM: Public Works Administration

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	118,385	139,452	1.00	138,762	1.00	139,452
	Deputy Commissioner/Director Water&Sewer	D-7	1.00	1.00	102,445	120,675	1.00	120,077	1.00	120,675
	Director of Engineering/Transportation	D-6	1.00	1.00	94,856	111,736	1.00	107,920	1.00	110,085
	Director Highway/Sanitation	D-5	1.00	1.00	87,830	103,459	1.00	91,388	1.00	93,220
	Director of Parks and Open Space	D-5	0.00	1.00	87,830	103,459	1.00	96,995	1.00	98,940
	Director of Parks and Open Space	D-4	1.00	0.00	80,578	94,917	0.00	0	0.00	0
	Administrative Manager	T-8	0.00	0.00	64,091	72,516	1.00	63,773	1.00	65,232
	Systems Administrator	T-7	1.00	1.00	61,626	69,727	1.00	69,382	1.00	69,727
	Administrative Assistant	T-5	1.00	1.00	52,835	59,780	0.00	0	0.00	0
	Accounting/Systems Assistant	C-10	1.00	1.00	48,430	50,493	1.00	50,243	1.00	50,493
	Senior Clerk Typist	C-4	2.00	2.00	36,632	38,386	2.00	76,003	2.00	81,575
	Subtotal		10.00	10.00			10.00	814,543	10.00	829,400
	Other									
513044	Longevity Pay							4,400		5,800
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
	Subtotal							5,450	0.00	6,850
	Total		10.00	10.00			10.00	819,993	10.00	836,250

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Works SUB-PROGRAM: Engineering/Transportation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Assistant Director of Transportation	D-4	1.00	0.00	80,578	94,917	0.00	0	0.00	0
	Transportation Administrator	T-12	0.00	1.00	76,420	86,465	1.00	77,395	1.00	79,164
	Civil Engineer V	EN-5	2.00	2.00	71,749	81,181	2.00	158,733	2.00	162,362
	Project Coordinator	EN-5	1.00	1.00	71,749	81,181	1.00	79,367	1.00	81,181
	Environmental Engineer	EN-5	1.00	1.00	71,749	81,181	1.00	77,979	1.00	79,761
	Transportation Engineer	EN-4	1.00	1.00	67,469	77,887	1.00	67,135	1.00	68,669
	Civil Engineer IV	EN-4	3.00	3.00	67,469	77,887	3.00	208,702	3.00	217,474
	Civil Engineer III	EN-3	3.00	2.00	60,057	67,977	2.00	121,689	2.00	124,493
	Permit Inspector	EN-2	1.00	1.00	50,128	56,718	1.00	52,592	1.00	53,794
	Senior Clerk Secretary	C-8	1.00	1.00	42,871	44,686	1.00	43,256	1.00	44,067
	Subtotal		14.00	13.00			13.00	886,846	13.00	910,966
	Less Charge Off to Wastewater Projects (CIP Funds)							(58,192)		(60,282)
	Less Charge Off to Street Construction Projects (CIP Funds)							(52,592)		(53,794)
	Net Total		14.00	13.00			13.00	776,062	13.00	796,890
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.00			0.00	0	0.00	0
	Subtotal		0.50	0.00			0.00	0	0.00	0
	Other									
510300	Overtime							6,768		6,802
513044	Longevity Pay							5,400		6,075
514501	Extra Comp. (In Lieu of Boots)							350		350
	Subtotal							12,518		13,227
	Total		14.50	13.00			13.00	788,580	13.00	810,117

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Works SUB-PROGRAM: Highway

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	66,655	75,417	1.00	75,044	1.00	75,417
	Operations Manager	T-9	1.00	1.00	66,655	75,417	1.00	67,506	1.00	67,842
	General Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	68,311	1.00	68,649
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	60,870	63,933	1.00	62,564	1.00	63,933
	Traffic System Supervisor	GN-11	1.00	1.00	60,870	63,933	1.00	63,616	1.00	63,933
	Superintenent of Fire Alarm	GN-11	0.00	0.00	60,870	63,933	0.00	0	1.00	63,933
	Signal Maintainer	GN-8	0.00	0.00	51,017	53,585	0.00	0	1.00	53,585
	Traffic System Technician	LN-7	2.00	2.00		51,637	2.00	102,764	1.00	51,637
	Building Custodian	MN-2	1.00	1.00	41,709	43,834	1.00	43,617	1.00	43,834
	Head Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,465	1.00	44,688
	Asst. Garage Clerk	C-5	1.00	1.00	38,716	40,490	0.00	0	0.00	0
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		51,637	2.00	102,764	2.00	103,275
	Welder/Metal Fabricator	LN-7	1.00	1.00		51,637	1.00	51,382	1.00	51,637
	Supervisor of Construction Trades	LN-7	1.00	1.00		51,637	1.00	51,381	1.00	51,637
	Working Foreman Highway	LN-6	6.00	6.00		49,850	6.00	297,619	6.00	299,100
	Motor Equipment Repairperson	LN-6	6.00	6.00		49,850	6.00	297,620	6.00	299,100
	Storekeeper	LN-6	1.00	1.00		49,850	1.00	49,603	1.00	49,850
	MEO III	LN-5	3.00	3.00		48,863	3.00	145,861	3.00	146,589
	Mason	LN-3	1.00	1.00		43,901	1.00	43,684	1.00	43,901
	Highway Maintenance Craftsperson	LN-3	3.00	3.00		43,901	2.00	88,225	2.00	87,802
	Carpenter Laborer Craftsperson	LN-3	2.00	2.00		43,901	1.00	43,685	1.00	43,901
	MEO II	LN-3	14.00	14.00		43,901	16.00	697,234	15.00	658,515
	Painter and Laborer	LN-2	2.00	2.00		41,997	2.00	83,577	2.00	83,994
	MEO I	LN-2	2.00	2.00		41,997	2.00	83,577	2.00	83,994
	Laborer	LN-1	2.00	1.00		39,810	2.00	76,118	2.00	79,620
	Subtotal		56.00	55.00			55.00	2,640,216	55.00	2,680,366
	Other									
510140	Shift Differential							20,802		20,802
510143	Working-Out-of-Classification Pay							18,611		18,704
	Overtime Total							146,817		157,639
510300	Snow							79,728		80,127
510343	Emergency							17,917		18,007
510344	Scheduled							21,969		32,167
510345	Special Events							6,526		6,558
510346	Taxi Cab Inspections							20,677		20,780
513044	Longevity Pay							28,200		22,225
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							18,000		18,600
515505	Tool Allowance							2,000		2,000
	Subtotal							234,780		240,320
	Total		56.00	55.00			55.00	2,874,996	55.00	2,920,686

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Works SUB-PROGRAM: Sanitation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	Environmental Health Supervisor	T-7	1.00	1.00	61,626	69,727	1.00	65,805	1.00	67,310
	Sanitation Foreman	GN-9	1.00	1.00	53,058	55,728	1.00	55,452	1.00	55,728
	Environmental Health Specialist	GN-8	1.00	1.00	51,017	53,585	1.00	53,319	1.00	53,585
	Sanitation Truck Supervisor	LN-5	5.00	5.00		48,863	4.00	194,483	4.00	195,452
	MEO II	LN-3	6.00	6.00		43,901	4.00	174,736	4.00	175,604
	Transfer Station Scale Operator	LN-3	1.00	1.00		43,901	1.00	43,684	1.00	43,901
	Laborer	LN-1	4.00	4.00		39,810	3.00	118,839	3.00	119,430
	Subtotal		19.00	19.00			15.00	706,320	15.00	711,010
510901	Temporary Part Time Salaries									
	Laborer (18 weeks)		2.07	2.07		$12.74/hr	2.07	54,791	2.07	55,065
	Subtotal		2.07	2.07			2.07	54,791	2.07	55,065
	Other									
510143	Working-Out-of-Classification Pay							6,164		6,195
510300	Overtime							25,479		25,606
513044	Longevity Pay							11,325		9,300
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							50,119		48,251
	Total		21.07	21.07			17.07	811,229	17.07	814,326

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Works SUB-PROGRAM: Parks and Open Space

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	66,655	75,417	1.00	75,043	1.00	75,417
	Conservation Administrator	T-9	1.00	1.00	66,655	75,417	1.00	75,044	1.00	75,417
	Landscape Planner/Architect	T-9	1.00	1.00	66,655	75,417	1.00	75,043	1.00	75,417
	Town Arborist	GN-13	1.00	1.00	65,360	68,649	1.00	68,310	0.00	0
	General Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	68,309	1.00	68,649
	Landscape Architect	T-6	1.00	1.00	57,061	64,562	1.00	62,015	1.00	63,433
	Cemetery Supervisor	GN-9	1.00	1.00	53,058	55,728	1.00	55,452	1.00	55,728
	Senior Garage Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,464	1.00	44,686
	Conservation Assistant	C-8	1.00	1.00	42,871	44,686	1.00	44,021	1.00	43,891
	Athletic Fields Director	GN-9	0.00	1.00	53,058	55,728	1.00	55,452	1.00	55,728
	Athletic Fields Supervisor	GN-8	1.00	0.00	51,017	53,585	0.00	0	0.00	0
	Zone Manager	LN-6	4.00	4.00		49,850	4.00	198,413	4.00	199,400
	MEO III	LN-5	1.00	1.00		48,863	1.00	48,620	1.00	48,863
	Forestry Zone Manager	LN-6	0.00	1.00		49,850	1.00	49,604	1.00	49,850
	Tree Climber	LN-4	1.00	0.00		46,652	0.00	0	0.00	0
	Park Maintenance Craftsman	LN-3	8.00	7.00		43,901	7.00	305,789	7.00	307,307
	Gardener Laborer	LN-2	15.00	13.00		41,997	13.00	543,250	13.00	545,961
	Subtotal		39.00	36.00			36.00	1,768,832	35.00	1,709,747
	Park Project Charge Off (CIP Funds)							(49,095)		(49,340)
	Subtotal							1,719,736		1,660,407
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		5.44	4.79		$12.74/hr	4.79	126,779	4.79	127,413
	Subtotal		5.44	4.79			4.79	126,779	4.79	127,413
	Other									
510140	Shift Differential							1,814		1,814
510143	Working-Out-of-Classification Pay							7,499		7,537
	Overtime Total							57,345		57,632
510300	Regular							51,161		51,416
510345	Special Events							6,185		6,215
513044	Longevity Pay							14,751		11,600
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							3,700		6,200
515501	Uniform/Clothing Allowance							14,000		14,000
	Subtotal							99,110		98,783
	Total		44.44	40.79			40.79	1,945,625	39.79	1,886,602

PROGRAM DESCRIPTION

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

The finances are handled via an Enterprise Fund, which was established by Town Meeting in 2001 when the provisions of Chapter 44, Section 53F1/2 were accepted. Prior to that vote, the Water and Sewer operations were counted as General Fund expenditures and the revenue generated was counted as a Local Receipt of the General Fund. Treating the Water and Sewer operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including fringe benefits.

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

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

PROGRAM DESCRIPTION (con't.)

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

1. Operate, maintain, and repair 103 miles of sewer mains and 117 miles of surface water drains;
2. Clean, maintain, and repair 2,344 catch basins and 1,675 manhole structures;
3. Remove snow from catch basins to provide for roadway drainage during storms;
4. Investigate customer complaints for sewer backups and drainage problems;
5. Perform investigations and analysis to determine system capacity and structural deficiencies.

BUDGET STATEMENT

The FY10 budget reflects an increase of $630,492 (2.7%), driven largely by the MWRA Assessments. Personnel increases $53,380 (2.4%) for the ½% carry-forward from the FY09 2% / 1% salary adjustment ($10,624) Steps ($2,955), a decrease in Longevity ($3,300), and a collective bargaining increase of $43,101 that represents a 2% wage increase assumption for FY10.

The increase in Services ($4,431, 1.6%) is due to an increase in Public Building Repair and Maintenance ($10,000) and an increase for a Copier Lease ($281) and Copier Service($50). These increases are partially offset by a decrease in E-Commerce ($2,000) and the transfer of $3,900 in Education/Training to a different account grouping (Education/Training monies for all departments are now shown under the expenditure class of “Other”). The $10,000 increase in Supplies (9.2%) is for Construction Supplies, while the change in Other ($3,900, 156%) reflects the account code change.

Utilities decrease $11,746 (7.9%) due to decreases in Gasoline ($13,071), Electricity ($2,700), Heating Oil ($435) and Diesel Fuel ($383) slightly offset by an increase in Natural Gas ($4,843). Capital decreases $78,600 (21.9%) and funds the equipment detailed in the Capital Outlay Summary (see Section II).

Intergovernmental increases $548,000 (3.5%) for the MWRA Assessment. (It should be noted that these are estimates and the final figures will be know in the Spring.) The Intragovernmental Reimbursement increases $191,639 (10.2%) while Debt Service decreases $97,752 (3.9%). Lastly the Reserve increases $7,293 (7.1%).

FY2010 OBJECTIVES

1. To complete the replacement of all public water meters and install radio read transmitters on all public meters for daily monitoring of water use.
2. To complete the implementation of the Computerized Maintenance Management System (CMMS) for Request Tracking and work order generation and resolution for all Water and Sewer work functions including fleet maintenance.
3. To retrofit and upgrade the pipeline video inspection unit with new electronic DVD imaging and recording capabilities and to complete the conversion of VHS tapes to DVD format for video archiving.
4. To complete the design and award of Phase II of the MWRA Sewer Separation project in North Brookline and complete construction of the Phase I contract with D'Allessandro Corp.
5. To continue the removal of infiltration and inflow from the sewer system to further reduce sanitary flows to the MWRA Deer Island Treatment Plant.
6. To reduce the percentage of unaccounted-for water consumption to 11.0% or less as required by the Water management Act.
7. To increase the total number of backflow tests to 900.

ACCOMPLISHMENTS

1. Continued the replacement of three and four inch residential, commercial, institutional and municipal water meters.
2. Continued the replacement of all public water meters with the new fixed network radio frequency reading system.
3. Continued implementing the CMMS for CallLink and WorkDirector modules.
4. Completed a system-wide leak detection survey of the entire water distribution system.
5. Completed design and bid documents for Phase 1 of the Sewer Separation Project funded by MWRA and awarded the contract to D'Allessandro Corp. in the amount of $1,387,673.50 by the November 2008 federal court deadline.
6. Continued the investigation and removal of illicit sewer connections.
7. Continued providing administrative assistance to BETA Group for the design of the MWRA Sewer Separation project in North Brookline.
8. Continued the hydrant restoration and replacement program town-wide.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
Water Demand - MGD	5.50	5.60	5.61	5.60	5.60
Avg. Daily Sanitary Flow - MGD	10.01	10.00	9.56	9.80	9.50
Unaccounted Water - %	11.9%	11.5%	11.5%	11.0%	10.0%
Catch Basin Cleaning:					
Number of Basins	1,786	1,828	1,750	1,875	1,800
% of Total Basins	76.2%	78.0%	74.7%	80.0%	76.8%
Total Sediments (tons)	1,593	1,600	1,905	1,800	2,000
Cross Connection Revenue	$54,021	$60,000	$41,665	$50,000	$60,000
Workload:					
Complaint Responses:					
Water	296	350	378	350	350
Sewer	131	150	112	150	125
Service Responses	509	600	645	600	600
Service Pipes Installed	246	200	233	200	225
Hydrants Repaired/ Replaced	32	40	48	40	50
Sewer Structures Repaired	54	60	72	60	75
Sewerage Blockages Repaired	11	15	16	15	15

TOWN OF BROOKLINE
FY2010 PROGRAM BUDGET

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

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	2,134,642	2,202,576	2,255,956	53,380	2.42%
Services	186,760	284,863	289,294	4,431	1.6%
Supplies	96,612	108,815	118,815	10,000	9.2%
Other	3,435	2,500	6,400	3,900	156.0%
Utilities	130,608	148,043	136,297	-11,746	-7.9%
Capital	265,405	358,300	279,700	-78,600	-21.9%
Intergovernmental	14,873,170	15,694,610	16,242,610	548,000	3.5%
Intragovernmental Reimbursement	4,513,660	1,877,687	2,069,326	191,639	10.2%
Debt Service	0	2,511,192	2,413,440	-97,752	-3.9%
Reserve	0	230,866	238,105	7,239	3.1%
TOTAL	22,204,291	23,419,452	24,049,943	630,492	2.7%
BENEFITS			2,069,326		
REVENUE	22,537,785	23,419,452	24,049,943	630,492	2.7%

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Water	10,175,269	10,636,081	10,877,860	241,779	2.3%
Sewer	12,029,023	12,783,370	13,172,083	388,713	3.0%
TOTAL	22,204,291	23,419,452	24,049,943	630,492	2.7%

WATER

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	1,869,517	1,929,050	1,975,724	46,673	2.4%
Services	79,829	97,537	102,968	5,431	5.6%
Supplies	82,347	92,815	97,815	5,000	5.4%
Other	1,015	2,500	6,400	3,900	156.0%
Utilities	130,608	148,043	136,297	-11,746	-7.9%
Capital	162,649	237,800	141,400	-96,400	-40.5%
Intergovernmental	4,861,961	5,134,610	5,242,610	108,000	2.1%
Intragovernmental Reimbursement	2,987,341	1,446,476	1,629,928	183,452	12.7%
Debt Service	0	1,442,995	1,437,030	-5,965	-0.4%
Reserve	0	104,255	107,689	3,434	3.3%
TOTAL	10,175,269	10,636,081	10,877,860	241,779	2.3%

SEWER

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	265,125	273,526	280,233	6,707	2.5%
Services	106,931	187,326	186,326	-1,000	-0.5%
Supplies	14,265	16,000	21,000	5,000	31.3%
Other	2,420	0	0	0	0.0%
Capital	102,756	120,500	138,300	17,800	14.8%
Intergovernmental	10,011,208	10,560,000	11,000,000	440,000	4.2%
Intragovernmental Reimb.	1,526,319	431,211	439,398	8,187	1.9%
Debt Service	0	1,068,197	976,410	-91,787	-8.6%
Reserve	0	126,611	130,417	3,806	3.0%
TOTAL	12,029,023	12,783,370	13,172,083	388,713	3.0%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Operations Manager - Water and Sewer	T-9	1.00	1.00	66,655	75,417	1.00	75,044	1.00	75,417
	Water Works Division Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	65,037	1.00	66,439
	Business Manager	G-14	1.00	1.00		55,433	1.00	55,159	1.00	55,433
	Utilities Foreman	GN-9	1.00	1.00	53,058	55,728	1.00	52,796	1.00	54,021
	Water Service Inspector	GN-9	1.00	1.00	53,058	55,728	1.00	52,796	1.00	54,021
	Backflow Preventer Technician	GN-8	1.00	1.00	51,017	53,585	1.00	53,319	1.00	53,585
	Water Meter Foreman	GN-8	1.00	1.00	51,017	53,585	1.00	51,586	1.00	52,715
	Senior Clerk Typist	C-8	1.00	1.00	42,871	44,686	1.00	44,465	1.00	44,686
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		51,637	1.00	51,382	1.00	51,637
	Working Foreman Utilities	LN-6	6.00	6.00		49,850	6.00	297,620	6.00	299,100
	Motor Equipment Repairperson	LN-6	1.00	1.00		49,850	1.00	49,603	1.00	49,850
	MEO III	LN-5	3.00	3.00		48,863	3.00	145,861	3.00	146,589
	MEO II	LN-3	5.00	5.00		43,901	5.00	218,421	5.00	219,505
	Water Meter Serviceperson	LN-3	4.00	4.00		43,901	4.00	174,737	4.00	175,604
	Water Works Serviceperson	LN-3	5.00	5.00		43,901	4.00	175,593	4.00	175,604
	Carpenter & Laborer	LN-3	1.00	1.00		43,901	1.00	43,684	1.00	43,901
	Water Meter Reader	LN-3	1.00	0.00		43,901	0.00	0	0.00	0
	Utility Craftsperson	LN-3	6.00	6.00		43,901	6.00	262,105	6.00	263,406
	Pipe Layer Laborer	LN-2	2.00	3.00		41,997	3.00	125,366	3.00	125,991
	Subtotal		43.00	43.00			42.00	1,994,575	42.00	2,007,503
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.50			0.50	15,000	0.50	15,000
	Subtotal		0.50	0.50			0.50	15,000	0.50	15,000
	Other									
510140	Shift Differential							16,731		16,731
510143	Working-Out-of-Classification Pay							6,183		6,214
	Overtime Total							123,987		124,607
510300	Overtime							31,218		31,374
510343	Emergencies							77,698		78,086
510344	Scheduled							15,072		15,147
513044	Longevity Pay							29,400		26,100
514501	Extra Comp. (In Lieu of Boots)							700		700
515501	Uniform/Clothing Allowance							15,600		15,600
515505	Tool Allowance							400		400
	Subtotal							193,001		190,352
	FY10 Collective Bargaining									43,101
	Total		43.50	43.50			42.50	2,202,576	42.50	2,255,956

PROGRAM DESCRIPTION

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

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

The Library consists of the following six sub-programs:

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

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

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

PROGRAM DESCRIPTION (con't.)

The **Children's Services Sub-program** provides library and information services for children below the seventh grade. Staff aid children in the selection of appropriate material for school assignments and in choosing books for leisure reading. Books, CDs, DVDs, and tapes are checked out for home use. In addition, a growing number of electronic information sources are also available for use.

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

The **Plant Maintenance Sub-program** is responsible for cleaning the three libraries, including floors, furnishings, shelves, and books; monitors the proper functioning of the lighting, heating, and air conditioning systems, including emergency repairs; makes routine repairs to buildings and equipment; cooperates with other staff in the maintenance of security within the buildings; and informs the administration and Building Department of emergency and other repair needs.

BUDGET STATEMENT

The FY10 budget reflects a decrease of $7,270 (0.2%). Personnel increases $15,455 (0.6%) due to the ½% carry-forward from the FY09 2% / 1% salary adjustment ($12,044), an increase in Steps ($3,286) and Longevity ($125).

Services decrease $7,789 (5.2%) and consist of decreases in Office Equipment Repair and Maint. ($2,500), Binding Services ($2,000), Data Processing Software Maintenance ($1,320), Postage ($1,000), Telephone and Telegraph ($532), Wireless Communications ($418), and the transfer of $3,900 from Education/Training from Services to Other (Education/Training monies for all departments are now shown under the expenditure class of “Other”). These decreases are slightly offset by increases in Printing Services ($1,500), Delivery Services ($1,000), Building Cleaning ($980), and Data Processing Equipment Repair and Maintenance ($500).

The $10,753 (2.1%) decrease in Supplies is due to a budget reduction in Library Materials. The $3,000 increase in Other (199.7%) reflects the Education/Training account code change. Utilities decrease by $7,182 (2.5%) due to a decrease in Electricity ($12,822) offset by an increase in Natural Gas ($5,640).

Capital is level funded at $52,101 and supports 100 leased PC's in the three libraries and five leased PC's for administration.

FY2010 OBJECTIVES

1. To continue to adapt library service to meet the changing needs of library users.
2. To continue to work with the Brookline Library Foundation and the Friends of the Brookline Public Library to enhance library service.
3. To continue an emphasis on customer service.
4. To place renewed emphasis on staff development activities.
5. To increase by 3% the number of people who attend library sponsored programs.
6. To continue to work with the Brookline Public Schools, Recreation Department, and Steps to Success to increase the number of low-income children participating in our summer reading program.
7. To continue to offer English as Second Language conversation classes at all three libraries.
8. To enhance customer service and increase efficiency by beginning the implementation of RFID technology at all three libraries.
9. To increase by at least 3% the number of items borrowed.

ACCOMPLISHMENTS

1. Increased circulation of library materials by more than 5%.
2. Improved service by utilizing more than 3,000 hours of work study student's time.
3. Relocated programs and services in order to allow the Assessor's Department to utilize the program room at the Putterham Branch library as temporary office space while the Town Hall was being renovated.
4. Increased access to Hunneman Hall and other meeting space to accommodate the Planning Board, Zoning Board of Appeals and other municipal bodies during the renovation of the Town Hall.
5. Successfully served over 560 children as part of "Wild Reads at Your Library", a statewide summer reading program.
6. Sponsored more than 34 programs for teens and young adults and increased the circulation of materials to this age group by more than 26% over the past 2 years.
7. Successfully presented the sixth annual "Brookline Reads", a program that encourages all Town residents to read the same book.
8. Along with the Cambridge and Wellesley Public Libraries, issued an RFP for the implementation of RFID technology.
9. Completed plans and specifications and selected a contractor to replace the HVAC system at the Putterham Branch Library.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Total Circulation	1,262,147	1,275,000	1,290,102	1,325,000	1,286,250*
Total Attendance	702,372	712,000	698,227	710,000	686,600
Volumes Added	27,856	28,400	31,089	30,000	30,000
Volumes Withdrawn	27,530	25,000	22,694	26,500	26,500
Interlibrary Loan:					
Borrowed	124,441	126,000	132,023	138,000	144,000
Loaned	89,484	90,000	95,972	95,000	96,000
Non-MLN items borrowed	N/A	N/A	1,320	1,400	1,400
Non-MLN items loaned	N/A	N/A	2,914	3,000	3,000
Items Loaned Electronically	1,399	1,400	1,497	1,500	1,500
Main Library					
Circulation	637,140	640,000	645,833	660,000	675,000
Attendance	393,254	398,000	384,565	390,000	400,000
Volumes Added	15,992	N/A	18,775	17,600	17,600
Volumes Withdrawn	18,050	17,000	13,510	17,000	17,000
Coolidge Corner					
Circulation	393,722	400,000	402,362	420,000	426,000
Attendance	229,064	232,000	234,690	240,000	240,000
Volumes Added	8,248	N/A	8,671	8,700	8,700
Withdrawn volumes	3,385	3,500	4,471	3,500	3,500
Putterham					
Circulation	140,402	143,600	144,438	150,000	89,250*
Attendance	80,054	82,000	78,972	80,000	46,600
Volumes Added	3,616	N/A	3,643	3,700	3,700
Withdrawn volumes	6,095	4,500	4,713	5,000	5,000

** Putterham Library is expected to be closed for approximately 6 months to complete HVAC repairs.*

Children's					
Circulation	224,509	242,000	245,848	260,000	268,000
Main	120,022	130,000	128,382	135,000	140,000
Coolidge	64,983	70,000	74,592	80,000	82,000
Putterham	39,504	42,000	42,874	45,000	46,000
% of Total Materials Budget for Children	17%	17%	14%	17%	17%
Withdrawn Volumes (All)	5,324	3,600	4,310	4,000	4,000
Story Hours (All)	254	250	216	225	250
Program Attendance (All)	14,087	15,000	14,754	15,000	15,500
Patrons Added to Database	6,130	6,200	5,813	6,000	6,000

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	2,443,111	2,467,417	2,482,871	15,455	0.6%
Services	134,052	149,491	141,702	-7,789	-5.2%
Supplies	514,656	514,207	503,454	-10,753	-2.1%
Other	1,819	1,502	4,502	3,000	199.7%
Utilities	277,837	288,489	281,307	-7,182	-2.5%
Capital	26,767	52,101	52,101	0	0.0%
TOTAL	3,398,242	3,473,207	3,465,937	-7,270	-0.2%
BENEFITS			812,823		
REVENUE	122,132	110,000	110,000	0	0.0%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	272,012	360,973	360,478	-495	-0.1%
Central Library Services	863,959	986,631	976,234	-10,397	-1.1%
Branch Library Services	857,877	780,172	822,606	42,434	5.4%
Children's Services	250,574	246,463	246,343	-120	0.0%
Circulation/Support Services	737,101	684,668	651,049	-33,619	-4.9%
Plant Maintenance	416,718	414,300	409,229	-5,071	-1.2%
TOTAL	3,398,242	3,473,207	3,465,937	-7,270	-0.2%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	234,291	345,218	346,836	1,618	0.5%
Services	9,348	11,211	6,098	-5,113	-45.6%
Supplies	750	1,141	1,141	0	0.0%
Other	857	502	3,502	3,000	597.6%
Capital	26,767	2,901	2,901	0	0.0%
TOTAL	272,012	360,973	360,478	-495	-0.1%

CENTRAL LIBRARY SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	577,506	651,234	650,175	-1,059	-0.2%
Services	12,190	14,454	11,454	-3,000	-20.8%
Supplies	273,955	289,143	282,805	-6,338	-2.2%
Other	308	0	0	0	0.0%
Capital	0	31,800	31,800	0	0.0%
TOTAL	863,959	986,631	976,234	-10,397	-1.1%

BRANCH LIBRARY SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	626,038	513,951	558,813	44,862	8.7%
Services	14,278	19,069	18,262	-807	-4.2%
Supplies	136,794	121,413	118,767	-2,646	-2.2%
Other	0	250	250	0	0.0%
Utilities	80,767	108,090	109,114	1,024	0.9%
Capital	0	17,400	17,400	0	0.0%
TOTAL	857,877	780,172	822,606	42,434	5.4%

CHILDREN'S SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	174,953	164,669	166,392	1,724	1.0%
Services	350	1,530	1,455	-75	-4.9%
Supplies	75,092	80,064	78,295	-1,769	-2.2%
Other	179	200	200	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	250,574	246,463	246,343	-120	0.0%

CIRCULATION / SUPPORT SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	630,566	578,394	544,550	-33,844	-5.9%
Services	92,034	95,578	95,803	225	0.2%
Supplies	14,026	10,446	10,446	0	0.0%
Other	475	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	737,101	684,668	651,049	-33,619	-4.9%

PLANT MAINTENANCE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	199,757	213,951	216,106	2,154	1.0%
Services	5,852	7,650	8,630	981	12.8%
Supplies	14,039	12,000	12,000	0	0.0%
Other	0	300	300	0	0.0%
Utilities	197,070	180,399	172,193	-8,206	-4.5%
Capital	0	0	0	0	0.0%
TOTAL	416,718	414,300	409,229	-5,071	-1.2%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	D-6	1.00	1.00	94,856	111,736	1.00	111,182	1.00	111,736
	Assistant Library Director for Admin	T-10	1.00	1.00	69,321	78,434	1.00	78,046	1.00	78,434
	Assistant Library Director for Tech.	T-10	1.00	1.00	69,321	78,434	1.00	75,340	1.00	77,062
	Librarian III	K-8	4.00	4.00	54,929	63,042	4.00	250,898	4.00	252,168
	Librarian II	K-7	7.00	7.00	48,841	56,230	7.00	383,431	7.00	388,127
	Librarian I	K-6	7.00	7.00	43,549	50,045	7.00	334,826	7.00	330,284
	Library Secretary	K-5	1.00	1.00	42,469	44,839	1.00	44,618	1.00	44,839
	Assistant to Town Librarian/Bookkeeper	K-5	1.00	1.00	42,469	44,839	1.00	44,618	1.00	44,839
	Circulation Supervisor	KA-6	0.00	1.00	43,549	47,608	1.00	47,356	1.00	47,608
	Library Assistant IV	K-4	1.00	0.00	39,217	45,461	0.00	0	0.00	0
	Library Assistant III	K-3	4.00	4.00	35,087	40,675	4.00	157,425	4.00	159,249
	Library Assistant II	K-2	10.00	9.00	32,945	38,193	9.00	331,303	9.00	336,172
	Library Assistant I	K-1	1.00	1.00	29,950	34,721	1.00	34,549	1.00	34,721
	Senior Building Custodian	MN-4	1.00	1.00	47,173	49,576	1.00	47,526	1.00	48,360
	Junior Building Custodian	MN-2	2.00	2.00	41,709	43,834	2.00	86,185	2.00	87,127
	Subtotal		42.00	41.00			41.00	2,027,302	41.00	2,040,724
510901	Temporary Part Time Salaries									
	Junior Library Page	LP	4.55	4.55	$9.00/hr	$11.08/hr	4.55	103,218	4.55	103,734
	Senior Library Page	LPS	0.56	0.56		$12.07/hr	0.56	12,752	0.56	12,816
	Library Monitor	LPM	0.52	0.52		$12.07/hr	0.52	12,451	0.52	12,513
	Librarians	I	0.80	0.80		$22.32/hr	0.80	35,227	0.80	35,403
	Library Assistants I and II		3.15	3.15		$14.76/hr	3.15	95,223	3.15	95,699
	Houseworkers	MN-1	2.16	2.16	31,778	33,397	2.16	75,815	2.16	76,195
	Subtotal		11.75	11.75			11.75	334,686	11.75	336,359
	Other									
510140	Shift Differential							14,140		14,140
510300	Regular Overtime							46,813		47,048
513044	Longevity Pay							26,525		26,650
514501	Extra Comp							2,500		2,500
515501	Uniform/Clothing Allowance / In Lieu of Boots							15,450		15,450
	Subtotal							105,428		105,788
	Total		**53.75**	**52.75**			**52.75**	**2,467,417**	**52.75**	**2,482,871**

PROGRAM DESCRIPTION

The Brookline Health Department provides a range of environmental, community, and clinical health services to monitor and improve the health status and quality of life of persons who live and/or work in Brookline. Among the steps taken by the Department in seeking this goal are the control of existing and potential environmental hazards; the provision of health education and clinical health services, with emphasis on the prevention and early detection of chronic diseases and the improved management of lifestyle issues affecting health; the delivery of services dealing with conditions resulting from the abuse of drugs or alcohol; the control of communicable diseases; and the preparation for all hazardous emergencies.

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

The **Environmental Health Sub-program** combines a wide range of programs and services. Most of the services are mandated by state law and include the following inspection services: licensing and inspection of food establishments; housing code inspections and enforcement actions; swimming pool inspections; solid waste handling practices; animal, insect, and rodent control; the abatement of general health nuisances; and the testing and sealing of all weighing and measuring devices. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local smoking control requirements, including the issuance of permits for tobacco retailers and monitoring the sale of tobacco products.

The **Child Health Sub-program** is concerned with those communicable diseases that are vaccine-preventable and plays a key role in preventing outbreaks of infectious diseases. A monthly Immunization Clinic has been established to provide necessary immunizations for children and at-risk adults in the community. This Sub-program serves as the Department's liaison to the School Health program and the nursing and health education staff in the schools.

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

PROGRAM DESCRIPTION (con't.)

The Brookline Center, with financial support furnished by the Town through the **Mental Health Sub-program**, seeks to maintain and improve the mental health of Brookline residents through a range of psychiatric, social service, and educational interventions. The program provides diagnostic and therapeutic services to medically needy residents. The program also provides assistance and consultation to other town departments and agencies, as well as community outreach to high risk children and youths, adolescents, families, adults, and seniors. The Center operates a residential facility for persons with long-term mental illness in order to prevent homelessness, an emergency foster care program for local teenagers, and a program to assist students successfully transition back to school following psychiatric substance abuse and medical hospitalization.

The **Substance Abuse Prevention and Services Sub-program** consists of community-based and school-based components. The former provides prevention and intervention activities serving town employees and others in both individual and group settings. The Sub-program provides counseling to Brookline youths and their families with substance abuse problems; prevention education; peer leadership training for the high school and elementary schools; consultation, trainings, and presentations to community members and service providers; and updated materials, information, and resources.

BUDGET STATEMENT

The FY10 budget reflects an increase of $18,459 (1.7%). Personnel increases $14,057 (1.9%) and reflects the consolidation of clerical staff located at the Train Building. The Senior Clerk Stenographer in the Human Relations - Youth Resources Department is transferred to the Health budget ($41,589), which allowed for the elimination of a Senior Clerk Typist ($38,386). Other personnel increases include Steps ($6,980) and the ½% carry-forward from the FY09 2% / 1% salary adjustment ($3,874).

Services increase $423 (0.2%) for Visiting Nurses ($1,482), Copier Service ($900) and Wireless Communications ($80), offset by reductions in Other Rentals and Leases ($1,539) and the transfer of $500 in Education/Training to Other (13.8%) (Education/Training monies for all departments are now shown under the expenditure class of “Other”).

Utilities increase $4,820 (13.4%) for Natural Gas ($6,668) offset by reductions in Gasoline ($1,649) and Electricity ($199). Capital decreases $1,340 (4.6%) and funds existing leased computers as well as the purchase of a hybrid vehicle to replace an older, less fuel efficient vehicle.

FY2010 OBJECTIVES

Administration

1. To maximize the coordination of Public Health matters among all town human services and community-based agencies, implementing a set of shared goals and objectives.
2. To seek additional opportunities for grant funding from non-Town sources with the goal being to secure at least eight grants and/or public-private partnerships worth $100,000.
3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-11 of Healthy Brookline.
4. To promote the newly renovated Train Health Center, the first "Green" municipal building in Brookline.
5. To work closely with the Police and Fire Chiefs and the Town's Emergency Management Team to prepare for emergencies, including possible Avian Flu Epidemic and bio-terrorist attacks.
6. To maintain a Medical Reserve Corps in Brookline.
7. To recruit at least five graduate students to work with division directors on a variety of projects.
8. To complete the implementation of the trans-fat ban in Brookline food service establishments.
9. To work with the Information Technology Department on the migration to a next generation permitting application and tablet technology.

Environmental Health

1. To protect Public Health by maintaining a comprehensive program of environmental health services, including inspections, compliance and enforcement activities. In addition, monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.
2. To provide educational initiatives for all regulated programs. Annual workshops include lodging houses, children's camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments.
3. To implement the adopted town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis to include integrated pest management surveillance, education and control.
4. To continue to work with other town departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, rubbish enforcement, lodging inspections, liquor license training and licensing board issues.
5. To assess the Division's programs by determining the level of compliance with the 10 essential services for environmental health. (From CDC's strategy for enhancing environmental health practice in the 21st century)

FY2010 OBJECTIVES (con't.)

Environmental Health (con't.)

6. To maintain certification requirements of weights and measures inspector and carry out all weights and measures inspections.
7. To participate in Emergency Management planning for the community on issues related to environmental health.
8. To continue to explore hand-held tablets for inspections with the Information Technology Department, and enhance GIS applications using updated software for all inspections.

Child Health

1. To continue to implement and evaluate an outreach campaign to enroll uninsured youth in the Child Health Insurance Plan working with partners in the Brookline Community Health Network, and with school nurses.
2. To educate providers regarding new pediatric vaccines and promote maximum immunization levels for Brookline residents, including flu vaccine.
3. To continue to promote meningicoccal vaccinations among college-bound seniors, and provide vaccine for those with no access.
4. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.
5. To promote health and fitness activities among school age children as a "Brookline on the Move" initiative and participate in the School/Community Wellness Committee. To continue to promote backpack safety.
6. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention and programs to counter bullying.
7. To maintain immunization clinics as needed, and immunize over 200 youngsters, maximize the use of private providers for immunizations, and serve as a focal point for outreach for pediatric health issues and information and referral. To continue to provide extra clinics as needed for school entry required immunizations.
8. To transition the responsibility for licensing and inspecting group daycare centers to the State while maintaining consultation and educational services to them.
9. To continue in-services with school nurses and day care providers on issues of current importance including emergency preparation.
10. To promote and maintain the Dental Clinic for low-income children in conjunction with Tufts Dental School, and provide 500 patient visits.
11. To educate Brookline families about health programs at annual kindergarten registrations, health fairs, and other venues.
12. To monitor childhood serum lead levels.

FY2010 OBJECTIVES (con't.)

Community Health

1. To update an inventory of physical fitness and physical activity initiatives in Brookline, develop a broad coalition to roll out a campaign to promote physical activity and good nutrition, and publicize and promote a town-wide fitness program as part of "Brookline On the Move". To plan the annual Bike Rally and Fitness Fair.
2. To continue to recruit and train volunteer auxiliary medical personnel (Medical Reserve Corps) to be able to respond in the event of a public health emergency. To continue to work on the Pandemic Flu task force and other regional issues including a regional approach to epidemiology and disease surveillance.
3. To offer the community at least three health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.
4. To promote public awareness of sudden cardiac arrest, stroke early warning signs, CPR and Automated External Defibrillators (AED's) in Brookline.
5. To initiate public education and prevention campaign on Lyme disease and work with the local media to provide pertinent public health alerts/education on emerging public health issues.
6. To continue partnership activities related to the health of Russian and Chinese speakers.
7. To work collaboratively with the Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors. To offer flu shots and blood pressure screenings for residents, targeting those at high risk.
8. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term care settings.
9. To organize blood drives open to Brookline employees and Town residents.
10. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign.

Mental Health

1. To serve 2,900 Brookline residents, primarily low-and moderate-income, providing 28,920 hours of individual, family, group counseling and mediation and 6,890 hours of community outreach and education to children, teens, families adults and seniors. For routine counseling requests, the Center will respond within 7 to 10 days of receiving a call.
2. To respond to requests from residents for crisis intervention, short-term emergency shelter, counseling, case management for homeless children, adolescents, families and adults, mediation services, and consultation. For urgent service requests, the Center will respond within 24 hours of a call.

FY2010 OBJECTIVES (con't.)

Mental Health (con't.)

3. To provide preventive services to 610 Brookline children and families by working with Brookline School staff through crisis evaluations of youth and families, conducting support and education groups for youth, school-based counseling and staff consultations as needed.
4. To reduce isolation and promote multi-cultural community integration, the Center will continue outreach and support groups for children of newly immigrated families, Asian American girls, for children and parents in cross cultural adoptions, for newcomer Israeli youth and parents, and those enrolled in Brookline's METCO program. Approximately 150 youth and parents will be served.
5. Through the Brookline Resilient Youth Team, to assist 80 Brookline families with teenagers returning to the High School following a medical, psychiatric or substance abuse hospitalization to assure that students return to school and graduate with their class. In collaboration with the Brookline Schools, continue to seek institutional funding to sustain this program.
6. To provide substance abuse counseling and groups for 150 adults to reduce use of alcohol and drugs, increase use of community services such as Alcoholics Anonymous/Narcotics Anonymous, and to increase family functioning.
7. In collaborate with the Brookline Schools and PTOs, to offer 25 workshops for Brookline parents to improve parenting skills, decrease family conflict, and reduce potential child abuse and neglect. This will be funded through a grant from a local Brookline foundation.
8. Through the support of the Brookline Community Foundation, to screen over 250 Brookline residents in need of Safety Net services such as food vouchers, emergency rental assistance, and other emergency services to prevent eviction and allow families and adults to live safely.

Substance Abuse and Violence Prevention

1. To continue to provide individual, family, and group substance abuse counseling including assessment, referral, and after care.
2. To track a set of measurable performance-based objectives based on the Youth Behavioral Risk survey.
3. To implement youth led, research based, substance abuse prevention strategies through the Brookline High School Peer Leaders and SADD (Students Against Destructive Decisions).
4. To continue to offer smoking cessation services at the High School.
5. To monitor the effectiveness of the Town's bartender trainer program in cooperation with the Police Department.
6. To provide a youth diversionary program in cooperation with the Police, Brookline Court, and Brookline Public Schools.

FY2010 OBJECTIVES (con't.)

Substance Abuse and Violence Prevention (con't.)

7. To maintain and enhance collaboration with the Brookline Schools, Police, and Court to address youth substance abuse and violence prevention issues; serve on the Juvenile Roundtable.
8. To increase community involvement in teen substance abuse prevention through the B-CASA outreach committee.
9. To work to encourage the use of the Town's Employee Assistance Program (EAP) by those who require the services they offer.
10. To continue to work to reduce the number of residents at risk of homelessness via the Newton-Brookline Consortium and agencies like Pine Street.
11. To serve on the Domestic Violence Roundtable, Disability Commission, and help lead the Community Health Network Area (CHNA) and Jennifer A. Lynch Committee. To help plan "Safety Net" our award winning TV show.
12. To continue to produce "SOBERING PERSPECTIVES" and maintain online substance abuse databases. In conjunction with the Council on Aging and the Mental Health Center, develop a protocol to aid in the prevention, assessment, and intervention with community hoarding situations.

ACCOMPLISHMENTS

Administration

1. Built the Medical Reserve Corps (MRC) and recruited 150 members to back up the Health Department in the event of an emergency. Prepared an Emergency Preparation Handbook for all Health Department employees.
2. Secured $150,000 in grants funding from non-Town sources including a dozen public-private partnerships.
3. Completed and released Healthy Brookline, Volume 11, an updated Youth Behavioral Risk Factors study.
4. Built the Friends of Brookline Public Health, recruiting 150 members.
5. Held the Thirteenth Annual Public Health Policy Forum entitled "Universal Healthcare: "What About Quality and Cost" that attracted over 200 residents.
6. Maintained the Public Health Nursing Services with the VNA of Boston.
7. Planned, implemented, and evaluated a multi-faceted program of surveillance, education, and control to address the emergence of West Nile Virus and Eastern Equine Encephalitis (EEE) in Brookline.

ACCOMPLISHMENTS (con't.)

Administration (con't.)

8. Led Community Health Network (CHNA) efforts.
9. Enhanced outreach to linguistic and ethnic minorities via a joint health series targeting Russian-speaking residents and a project to translate department materials.
10. Working closely with the Chiefs of Police and Fire and the Town's Emergency Preparedness Committee, led the Town's response to the threats of bio-terrorism and maintained an Emergency Preparedness Coordinator with grant funding. Expanded project to help organizations serving "vulnerable populations" prepare for all hazard emergencies.
11. Recruited six graduate students to work on a broad array of public health projects.

Environmental Health

1. Worked with the Information Technology Department to obtain an updated software system. Collaborated on a blueprint for IT advancement for the future.
2. Worked with the Police Department (animal control division) and Conservation Commission to address community wild life control issues (wild turkeys, coyotes, geese, bats and foxes). Coordinated monthly animal control meetings.
3. Assisted School and Building Departments on issues including pesticides use, green products, hazardous material handling, incident response, and indoor air quality.
4. Applied and received funding to obtain a sharps (medical waste) disposal kiosk.
5. Environmental Health staff continued training and certification in food safety, housing, emergency management, incident response and incident command.
6. Held two Rabies Clinics with two operators of veterinary clinics in Brookline and three additional clinics in Newton.
7. Implemented mosquito control and education activities within the community focusing on EEE and WNV.
8. Continued to serve on State appointed committees for bio-terrorism and environmental health code revisions, and on Brookline's noise by-law committee.
9. Assisted the Public Health Director on various environmental health policy issues related to capping of the town landfill, St. Aidan's redevelopment, revised tobacco control regulations, and other issues.
10. Established, with assistance of the IT Department, a new automated billing and payment system for the Weights and Measures program. Payments are now centralized with other Health Department programs.
11. Maintained tobacco control activities and performed three compliance checks of retailers to prevent sales to minors, achieving 90% compliance rate.
12. Continued to promote Environmental Health issues via Web based Health Quiz and various fact sheets and advisories posted on department's web page.

ACCOMPLISHMENTS (con't.)

Child Health

1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 200 children and youth.
2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including MRSA and varicella breakthrough disease.
3. Inspected, certified, and monitored 38 Day Care and Extended Day programs.
4. Collaborated in emergency response for school-related safety incidents.
5. Participated in regular meetings of Town-wide Early Childhood Advisory Council.
6. Served as a regional depot for vaccine distribution and distributed over 25,000 doses of vaccine to local pediatricians and general providers.
7. Initiated backpack safety awareness program in schools.
8. Continued to offer educational programs on rabies and hand-washing, including video presentations, to all day care centers in Brookline. Continued to provide day care centers with trainings in curriculum development behavior management, optional space design for children, and conflict resolution for parents and staff.
9. Maintained the Dating Violence Intervention Program in High School, reaching several hundred students with counseling and educational sessions.
10. Conducted an open house for the Pediatric Dental Clinic, and continued to provide dental service via our pediatric dental clinic to low-income children.

Community Health Services

1. Organized town-wide “Brookline on the Move” physical fitness campaign during National Public Health Week in 2008, including a Bike Parade and Fitness Fair.
2. Implemented control measures within 24 hours for 100% of communicable disease investigations. Tracked and controlled nine communicable disease outbreaks, and maintained a database to enhance surveillance and track communicable diseases. Became fully functional in MAVEN (electronic disease surveillance system).
3. Offered health education series and exercise classes at the Brookline Senior Center.
4. Maintained Partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women’s Hospital (Women’s Health).
5. Promoted and enrolled over 20 Brookline residents in new Massachusetts mandatory health insurance programs.
6. In conjunction with Brookline Adult Education, offered first aid, CPR and stroke awareness campaigns.
7. Offered multiple blood drives at Brookline Main Library.
8. Participated in several health promotion events at Brookline Housing ESL classes, local colleges and employee health fairs.
9. Updated and distributed Brookline Fitness Directory, listing all Brookline physical fitness dance, sports camps, and related organizations. Recruited 30 local businesses as Partners in "Brookline On the Move".

ACCOMPLISHMENTS (con't.)

Community Health Services (con't.)

10. Participated in a regional flu clinic with our regional partners that immunized 800 individuals in two hours.

Mental Health

1. Served 2,855 Brookline residents providing 27,900 hours of mental health counseling services and 6,645 hours of community outreach and education to children, teens, families, adults and seniors. 30% of services were delivered in the home, school or other community settings.
2. Provided 1,375 hours of consultation, crisis intervention, education and information to staffs of Brookline schools, police, courts and other Town departments and community agencies.
3. Conducted 1,230 mediations to assist residents to resolve family, neighbor, teen group, and landlord/tenant disputes, thus avoiding violence and averting court action.
4. Provided emergency shelter or diversion to 20 Brookline teens, ages 12 to 16 years, for up to 15 days; 65% return to live with their families. Helped 62 homeless families living in emergency shelters obtain permanent or transitional housing.
5. Offered seven homeless Brookline young men, ages 16-18 years, a safe and supportive home in a Transition to Independent Living Program for up to 18 months, in collaboration with Brookline Housing Authority.
6. Sponsored over 20 school- and Center-based education support groups for 120 newcomer, adopted, and multi-cultural youth to prevent behavioral and emotional issues.
7. Expanded the Brookline High Risk Youth Task Force, in collaborative with other Brookline agencies, to assist 73 High School students and their families to successfully return to school following psychiatric, substance abuse, and medical hospitalizations. 92% of youth returned to and stayed in school throughout the year.
8. Continued to evaluate counseling services through the use of standardized clinical outcomes measures using the Brief Psychiatric Rating Scale, Beck Depression Inventory, and Child Behavioral Check List, to assess the effectiveness of mental health services on increasing functioning at home, in school and the community. Progress assessed at the 1st, 6th, and 18th visits.

ACCOMPLISHMENTS (con't.)

Substance Abuse and Violence Prevention

1. Applied for and was awarded a $625,000 Drug Free Communities (DFC) grant to support B-CASA, the Brookline Coalition Against Substance Abuse. This competitive federal grant, administered by the Office of National Drug Control Policy (ONDCP) and Substance Abuse and Mental Health Services Administration (SAMHSA), will be spread over the next five years in support of B-CASA's mission to prevent teen alcohol, marijuana and other drug abuse and attendant risky behavior.
2. Trained over 40 peer leaders who implemented prevention strategies, including the BHS 1200 Social Norms Campaign, health class presentations to Brookline Elementary Schools, 8th and 9th grade SADD serving over 100 students, "8 After 8", and "What's Poppin", to promote alcohol-free social activities for teens.
3. Implemented the Students Talking About Respect (STARS) Program, a summer youth mentoring basketball program serving over 80 youth, with outings including college visits and field trips.
4. Implemented substance abuse prevention strategies for Brookline Parents, including publishing the B-CASA Newsletter bi-monthly, presentations at PTO meetings, the spring community forum "Risky Business", parent discussion groups, and publishing the B-CASA website, B-CASA.org.
5. Worked with school, police, and other community leaders and citizens to review policies and procedures to reduce teen alcohol and other drug use, including the Teen House Parties Task Force, the Health Curriculum Program Review Team, and the Chemical Health Policy for Performing Arts initiative.
6. Implemented the Brookline Substance Abuse Prevention Program (BSAP) for Brookline youth and their families, providing substance abuse assessments, and individual, group, and family counseling. Coordinated referral process for teens in need of treatment.
7. Implemented the Brookline Youth Diversion Program in conjunction with the Brookline Police and the Brookline Court for teens involved in alcohol and other drug related offenses, serving 58 students.
8. Wrote and administered the Safe and Drug Free Schools Grant and implemented the Teen Dating Violence Prevention Program in conjunction with the Brookline Police.
9. Provided substance abuse assessment, consultation, and referral to 25 adults.
10. Continued to maintain substance abuse program online database, and to produce "Sobering Perspectives" on Brookline Access TV.
11. Oversaw the completion of the Jennifer A Lynch Garden of Remembrance for Domestic Violence victims. Acquired funding to produce a conference which will focus on domestic violence issues.
12. Acquired funding to assist in the development of a protocol to aid in the reduction of hoarding situations in Brookline.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
ENVIRONMENTAL HEALTH					
% of Consumers Complaints Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales: Compliance Rate (avg.)	90%	90%	90%	90%	90%
Reported Rabies Exposure	133	130	129	130	130
Positive Rabid Animals	2	2	0	2	2
Human Receiving Rabies Post-exposure Prophylaxis	22	20	21	20	20
Animal Control Quarantines	30	30	54	30	30
Dead Birds Reported (WNV)	56	50	107	50	50
Birds Positive for WNV	2	2	0	2	2
Mosquitoes Pos. for WNV	5	N/A	10	N/A	N/A
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with Critical Violations	20%	20%	20%	20%	20%
% Restaurants requiring Enforcement Actions	2%	2%	2%	2%	2%
% Restaurants receiving formal orientation	100%	100%	100%	100%	100%
% Order Letter issued w/i 3 days	90%	90%	90%	90%	90%
Court Actions	2	5	10	5	5
No. Tickets issued*	1,654	1,000	1,522	1,000	1,000
Solid Waste Inspections*	1,400	1,000	1,800	1,000	1,000
**An inter-departmental program (Health & DPW). Tickets figure includes warnings.*					
Swimming Pool Inspections	60	60	60	60	61
Lead Paint Inspections	5	5	5	5	5
Lead Paint Removal Notices	16	10	20	10	10
Asbestos Inspections	10	10	25	10	10
Asbestos Removal Notices	176	150	191	150	150
Food Inspections	710	700	716	700	700
Food Permits Issued	334	350	348	350	350
Housing Inspections	650	650	635	650	650
Order Letters	250	250	230	250	230
Tanning Salon Inspections	10	10	10	10	10
Weighing/Measuring Devices Tested for Accuracy					
Scales	141	150	150	150	150
Gasoline/Fuel Oil	181	181	181	180	180
Taxi Meter	190	190	200	200	200
Scanner Inspections	12	12	12	12	12

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
CHILD HEALTH					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	N/A	0	N/A	N/A
Child Immunizations (Indvls)	200	150	200	200	200
Day Care Inspections	180	180	175	175	175
Day Care Licenses Issued	19	20	22	22	22
Day Care Ed. Programs	11	10	12	12	12
COMMUNITY HEALTH					
Disease Outbreaks Tracked	9	N/A	15	10	10
Disease Cases Confirmed	138	N/A	138	130	130
Animal Bites to Humans	138	N/A	107	100	100
Total Flu Shots	1,861	N/A	1,464*	1,450	1,450
Town Employee Flu Shots	480	N/A	400	400	400
** Does not include 777 doses given @ Regional B Clinic*					
TB Screening (Mantoux)	32	30	33	30	30
TB Infected Persons	92	N/A	70	70	70
Active TB Cases	4	N/A	6	5	5
Blood Press. Screenings	394	400	343	250	350
Pneumonia Immunizations	25	25	21	20	20
Tetanus/Diphtheria	66	50	44	40	40
MENTAL HEALTH					
Emergency appts w/i 24 hrs	95%	96%	95%	96%	96%
Routine appts w/i 10 days	96%	96%	96%	96%	96%
Improvements by 6 visits	88%	89%	89%	89%	90%
Residents Served	2,820	2,840	2,855	2,875	2,900
Counseling Services	27,200	27,200	27,900	28,450	28,920
Outreach services	6,370	6,550	6,645	6,760	6,890
High School students successfully returning to and staying in school following hospitalization (BHRYT Program)	65	60	73	75	80
Family/individual eviction & homelessness prevented	50	55	70	75	82
Food provided to families/adults	80	90	102	110	120
Family/neighbor/court-based mediations	1,100	1,170	1,230	1,255	1,295
Parent education workshops	2	2	5	20	25

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
SUBSTANCE ABUSE					
Students using marijuana >100x*	7.0%	N/A	N/A	5%	5%
Students using alcohol before age 14*	23%	N/A	N/A	20%	20%
**These data are collected every two years.*					
Counseling Svcs.					
Adults	100	100	80	75	75
Youths	2,800	2,800	2,590	2,500	2,500
Class Presentations	250	250	300	300	300
Community Presentations	12	15	15	15	15
School Violation Referrals	60	75	137	130	130
Police/Youth Diversion Referrals*	35	80	58	50	50
**Walk and Talk Officers account for significant increase*					
Youth Smoking Cessation Referrals	12	15	12	12	12

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	715,451	742,491	756,548	14,057	1.9%
Services	240,883	255,096	255,518	423	0.2%
Supplies	17,163	14,570	14,570	0	0.0%
Other	3,361	3,620	4,120	500	13.8%
Utilities	40,906	35,997	40,817	4,820	13.4%
Capital	6,306	29,340	28,000	-1,340	-4.6%
TOTAL	1,024,069	1,081,115	1,099,574	18,459	1.7%
BENEFITS			455,401		
REVENUE	194,236	182,000	163,000	-19,000	-10.4%

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	237,796	248,657	284,016	35,359	14.2%
Environmental Health	315,337	379,224	360,562	-18,662	-4.9%
Child Health	138,657	33,326	32,253	-1,073	-3.2%
Community Health	111,098	195,740	197,070	1,330	0.7%
Mental Health	151,137	156,913	156,913	0	0.0%
Substance Abuse	70,043	67,255	68,760	1,505	2.2%
TOTAL	1,024,069	1,081,115	1,099,574	18,459	1.7%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	176,354	168,778	201,216	32,438	19.2%
Services	3,638	8,202	7,143	-1,059	-12.9%
Supplies	7,452	4,020	4,020	0	0.0%
Other	3,141	2,320	2,820	500	21.6%
Utilities	40,906	35,997	40,817	4,820	13.4%
Capital	6,306	29,340	28,000	-1,340	-4.6%
TOTAL	237,796	248,657	284,016	35,359	14.2%

ENVIRONMENTAL HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	295,419	357,523	338,862	-18,661	-5.2%
Services	14,288	16,400	16,400	0	0.0%
Supplies	5,411	4,750	4,750	0	0.0%
Other	220	550	550	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	315,337	379,224	360,562	-18,662	-4.9%

CHILD HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	65,257	12,822	11,368	-1,453	-11.3%
Services	72,100	19,004	19,384	380	2.0%
Supplies	1,300	1,250	1,250	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	138,657	33,326	32,253	-1,073	-3.2%

COMMUNITY HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	108,716	136,863	137,092	228	0.2%
Services	0	55,076	56,178	1,102	2.0%
Supplies	2,382	3,550	3,550	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	111,098	195,740	197,070	1,330	0.7%

MENTAL HEALTH

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	0	0	0	0	0.0%
Services	150,857	156,413	156,413	0	0.0%
Supplies	280	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	151,137	156,913	156,913	0	0.0%

SUBSTANCE ABUSE

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	69,704	66,505	68,010	1,505	2.3%
Services	0	0	0	0	0.0%
Supplies	339	500	500	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	70,043	67,255	68,760	1,505	2.2%

ENVIRONMENTAL HEALTH SUB-PROGRAM

SUMMARY OF ELEMENTS

ELEMENTS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
General	132,486	147,335	141,380	-5,955	-4.0%
Food Inspection	98,506	112,317	107,194	-5,122	-4.6%
Housing Inspection	65,335	99,290	92,809	-6,482	-6.5%
Weights & Measures	19,010	20,281	19,179	-1,102	-5.4%
TOTAL	315,337	379,224	360,562	-18,662	-4.9%

GENERAL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	113,793	127,335	121,380	-5,955	-4.7%
Services	14,288	16,400	16,400	0	0.0%
Supplies	4,240	3,250	3,250	0	0.0%
Other	165	350	350	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	132,486	147,335	141,380	-5,955	-4.0%

FOOD INSPECTION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	98,100	111,717	106,594	-5,122	-4.6%
Services	0	0	0	0	0.0%
Supplies	406	500	500	0	0.0%
Other	0	100	100	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	98,506	112,317	107,194	-5,122	-4.6%

HOUSING INSPECTION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	64,934	98,790	92,309	-6,482	-6.6%
Services	0	0	0	0	0.0%
Supplies	402	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	65,335	99,290	92,809	-6,482	-6.5%

WEIGHTS AND MEASURES

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	18,592	19,681	18,579	-1,102	-5.6%
Services	0	0	0	0	0.0%
Supplies	363	500	500	0	0.0%
Other	55	100	100	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	19,010	20,281	19,179	-1,102	-5.4%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Pub. Health/Human Ser.	D-6	1.00	1.00	94,856	111,736	1.00	111,182	1.00	111,736
	Chief Sanitarian/Asst. Dir. of Health	T-11	0.00	1.00	72,094	81,571	1.00	75,637	1.00	77,366
	Chief Sanitarian/Asst. Dir. of Health	T-10	1.00	0.00	69,321	78,434	0.00	0	0.00	0
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	61,626	69,727	1.00	69,382	1.00	69,727
	Human Services Coordinator	T-7	1.00	1.00	61,626	69,727	1.00	65,805	1.00	67,310
	Public Health Sanitarian	GN-11	1.00	1.00	60,870	63,933	1.00	63,576	1.00	63,933
	Senior Public Health Inspector	GN-10	3.00	3.00	55,844	58,654	3.00	172,228	3.00	177,510
	Principal Clerk	C-9	1.00	1.00	44,212	46,040	1.00	45,812	1.00	46,040
	Senior Clerk Stenographer	C-5	0.00	0.00	38,716	40,490	0.00	0	1.00	40,490
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,196	0.00	0
	Subtotal		10.00	10.00			10.00	641,819	10.00	654,111
510102	Permanent Part Time Salaries									
	Sealer of Weights/Measures	GN-5	0.43	0.43	40,805	42,859	0.43	18,332	0.43	18,429
	Inspector of Animals		0.20	0.00			0.00	0	0.00	0
	Day Care Inspector		0.60	0.60			0.60	27,554	0.60	27,692
	Community Health Manager [1]	T-7	0.80	0.80	61,626	69,727	0.80	55,506	0.80	55,784
	Offset from private grant							(16,652)		(16,735)
	Subtotal		2.03	1.83			1.83	84,741	1.83	85,170
510901	Temporary Part Time Salaries									
	Graduate Student Interns		1.50	0.00			0.00	0	0.00	0
	ADA Intern		0.32	0.32			0.32	12,528	0.32	12,528
	Offset from Handicapped Parking Fines Fund							*(12,528)*		*(12,528)*
	Subtotal		1.82	0.32			0.32	0	0.32	0
	Full Time/Part Time Salaries-Grants									
	Substance Abuse Counselor	T-4	1.00	1.00	48,921	55,352	1.00	54,115	1.00	55,352
	Senior Clerk-Typist	C-4	0.67	0.67	36,632	38,386	0.67	24,814	0.67	25,228
	CASA Parent Educator		0.00	0.00		$26.00/hour	0.27	13,572	0.27	13,572
	Parent Outreach Liaison		0.00	0.00		$26.00/hour	0.27	13,572	0.27	13,572
	Outreach Worker		1.00	1.00		$26.05/hour	1.00	50,993	1.00	50,993
	Graduate Student Interns (5)		0.00	1.50		$2,000/yr.	1.50	10,000	1.50	10,000
	Emergency Preparation Coordinator		0.72	0.72		$32.89/hour	0.59	37,771	0.59	37,960
			3.39	4.89			5.30	204,836	5.30	206,677
	Grants									
	Private Grants							(52,584)		(53,188)
	School Dept. Reimb.							(54,115)		(55,352)
	Federal Grants (HHS)							(83,137)		(83,137)
	State Grant							(15,000)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							7,132		7,168
513044	Longevity Pay							3,600		4,550
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							3,200		3,550
	Subtotal							15,932		17,268
	Total		**13.85**	**12.15**			**12.15**	**742,491**	**12.15**	**756,548**
	[1] 30% of this position is funded via a private grant									

PROGRAM DESCRIPTION

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

The Department has assumed the role of Emergency Management Coordination and is assisting Police, Fire, Public Health, Public Works, and other Town agencies in preparing to protect the residents of Brookline in the event of an emergency. Responsibilities include the preparation and continual updating of the Brookline Comprehensive Emergency Management Plan (CEMP) and assisting in the establishment of the Town's Emergency Operations Center (EOC), which is located at the Municipal Service Center.

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

BUDGET STATEMENT

The FY10 budget represents a $26,888 (12.5%) increase primarily due to an increase in Veterans Benefits ($25,000) coupled with Steps ($1,298) and the ½% carry-forward from the FY09 2% / 1% salary adjustment ($590).

FY2010 OBJECTIVES

Veterans

1. To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare Medicare/Medicaid, Mass. Health, Springwell) and housing to lessen the Town's financial burden.
2. To continue to maintain a high level of accuracy in reporting and filing Veteran's Benefits forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.

OBJECTIVES (con't.)

Veterans (con't.)

3. To work with the Brookline Housing Authority, Pine Street, Boston Healthcare for the Homeless Program, Homestart, Inc. and the Coalition to End Homelessness in securing housing for needy veterans and their dependents.
4. To continue to work with the Veterans of Foreign Wars, American Legion and all other veterans organizations to coordinate the Memorial Day, Veterans Day observances and the Flag Day Celebration.
5. To coordinate with VA social workers and case managers to help assist with the transition of returning veterans from conflicts throughout the world, by aiding them in applying for benefits such as medical, financial, educational, employment opportunities and outreach counseling.
6. To refer veterans in need of legal advice to the Massachusetts Bar Association, which offers pro bono legal counsel.
7. To ensure all Brookline Veterans are offered assistance through Veterans' Services in a timely and professional manner and are treated with the highest level of dignity and respect for serving their country in a time of need.
8. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions.
9. To case manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans.

Emergency Management

1. To assist the Emergency Management Team in updating the Town Evacuation and Notification Plans.
2. To update our Community Emergency Management Plan (CEMP), Continuity of Operations Plan (COOP) and HAZMAT Plans.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	118,208	119,228	121,116	1,888	1.6%
Services	1,945	2,718	2,718	0	0.0%
Supplies	1,353	650	650	0	0.0%
Other	81,554	91,200	116,200	25,000	27.4%
Capital	768	725	725	0	0.0%
TOTAL	203,829	214,521	241,409	26,888	12.5%
BENEFITS			83,548		
REVENUE	0	0	0	0	-

ACCOMPLISHMENTS

Veterans

1. Continued to achieve 100% approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department.
2. Provided financial assistance to 15 Brookline veterans and their families in their time of need.
3. Coordinated with the VA Hospitals in getting proper medical treatment for Brookline veterans, including enrolling in the VA Healthcare system, assistance with prescriptions and outreach counseling. Assisted recently separated combat veterans in obtaining services.
4. Assisted veterans/dependents in filing VA Claims for service-connected and non-service connected disabilities, burial allowances, widow's pensions, Aid and Attendance and educational benefits.
5. Continued to maintain over 300 VA case files in-house. Obtained or increased veterans pensions by over $100,000 per year in additional benefits to Brookline veterans.
6. Received and forwarded donations of clothing, furniture and medical equipment for veterans to the Veteran's Homeless Shelter in Boston, Pine Street Housing in Brookline and the VA Hospitals.
7. Reduced the costs to the Town by ensuring that all veterans and their dependents receiving financial assistance under Massachusetts General Laws, Chapter 115 have health insurance and prescription coverage and by seeking alternate sources of income for our veterans.
8. Successfully coordinated and executed the Town's Memorial Day and Veterans' Day observances and the Flag Day Celebration.
9. Continued to work with Brookline Mental Health, Council on Aging and the VA Outpatient Program to ensure proper mental health treatment for aging veterans in need of assistance. Managed more than 20 PTSD cases during the year.
10. In conjunction with the Massachusetts One-Stop Career Centers and the Vocational Rehabilitation and Employment Program, assisted veterans with obtaining the necessary training and tools needed to gain employment. Also required employable veterans to submit weekly employment searches.
11. Monitored day-to-day progress of all veterans receiving benefits, and ensured they are staying on track with their scheduled treatment plans (drug/alcohol counseling, psychiatrist/psychologist appointments, medications). Case managed over 60 MGL. Ch. 115 cases and VA cases per month.
12. Attended and completed state-mandated training on Massachusetts General Laws Chapter 115, 108 CMR, in order to provide veterans with the financial and medical benefits available to them and their families.

ACCOMPLISHMENTS (con't.)

Emergency Management

1. Coordinated the acquisition of a Mass Notification System for the Town.
2. Represented the Town at the Regional Emergency Planning Committee (REPC) meetings and coordinated the planning for the CEMP and other emergency plans.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Performance:					
% of Claims Approved by the State	100%	100%	100%	100%	100%
Funds Raised for Flag Day	$17,923	$20,000	$10,135	$20,000	$20,000
% of Flag Day Costs Covered through Private Sources	64%	70%	35%	70%	60%
Flag Day Volunteers	40	40	40	40	40
Workload:					
Recipients of Benefits (Monthly Average)	17	16	13	17	17
Service Recipients	570	570	575	575	580
Information Requests	805	800	815	815	820

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	69,321	78,434	1.00	72,727	1.00	74,390
	Head Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,465	1.00	44,686
	Subtotal		2.00	2.00			2.00	117,192	2.00	119,076
	Other									
510300	Overtime							736		740
513044	Longevity Pay							950		950
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,036		2,040
	Total		**2.00**	**2.00**			**2.00**	**119,228**	**2.00**	**121,116**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

PROGRAM DESCRIPTION

The Brookline Council on Aging (C.O.A.) is responsible for planning, coordinating, and providing comprehensive services for Brookline residents age 60 and over. We work with other town agencies and community providers to enhance the quality of life for our elders. Our goal is to maintain independence, dignity, and connection throughout the life span.

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

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

BUDGET STATEMENT

The FY10 budget reflects a $15,708 decrease (2%). The decrease in Personnel ($18,969, 3.1%) reflects the elimination of the vacant Outreach Worker position ($18,853) and the reduction in hours of the Group Leader ($6,552), as well as a decrease in Longevity ($239). These decreases are slightly offset by increases for Steps ($3,065) and the ½% carry-forward from the FY09 2% / 1% salary adjustment ($3,610).

Services increase $3,818 (7%) for Building Cleaning ($4,240), Motor Vehicle/Equipment Rentals & Leases ($1,976), and Copier Service ($500) offset by decreases in Office Equipment Repair and Maintenance ($426), Data Processing Equipment Repair and Maintenance ($72) and the transfer of $2,400 in Education/Training from Services to Other (Education/Training monies for all departments are now shown under the expenditure class of "Other").

The $25 (0.1%) decrease in Supplies reflects the reduction of Copy Machine Supplies ($250) offset by an increase in Office Supplies ($225). Utilities decrease $2,535 (3.5%) for Electricity. The decrease in Capital ($400, 4.3%) reflects the current cost for leased computers.

FY2010 OBJECTIVES

1. To fundraise private money to support Council on Aging programs with emphasis on covering full salary cost of the van driver and substitute bus driver.
2. To implement the property tax work off program providing 20 Brookline elders $750 off property taxes for 100 hours of service.
3. To recruit, train, support, and utilize volunteers at the Senior Center.
4. To advocate for and provide jobs for vulnerable, low-income elders at risk of poverty.
5. To provide geriatric assessments, counseling and case management services to Brookine elders and their families.
6. To provide high quality, affordable homecare to Brookline elders and their families.
7. To provide information and referral services to Brookline elders and their families.
8. To provide a variety of interesting daily/diverse programs at the Senior Center.
9. To collaborate with other geriatric providers to provide quality programs and services.
10. To continue to explore efforts on diversity to ensure all elders are served, with particular emphasis on Asian and Russian elders.
11. To develop, with the home heating task force, a campaign on heating expenses.
12. To assist the non-profit in fundraising activities to cover the cost of programs, services, and supplies not covered by Town
13. To work with other Town departments and agencies on intergenerational activities.
14. To conduct outreach to Brookline elders with special emphasis on over 85 elders.
15. To obtain CDBG funding for critical programs of transportation, homecare and jobs for low-income elders.
16. To market Senior Center programs and services to local hospitals and health care providers.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	595,532	620,176	601,207	-18,969	-3.1%
Services	56,946	54,464	58,282	3,818	7.0%
Supplies	16,132	18,850	18,825	-25	-0.1%
Other	2,645	2,900	5,300	2,400	82.8%
Utilities	67,313	72,790	70,258	-2,532	-3.5%
Capital	8,332	9,300	8,900	-400	-4.3%
TOTAL	746,900	778,480	762,772	-15,708	-2.0%
BENEFITS			233,437		
REVENUE	5,500	6,000	6,000	0	0.0%

ACCOMPLISHMENTS

1. Successfully raised enough private money to fund the entire Van program and the substitute elder bus driver expenses.
2. Provided Town Hall with shuttle bus service to defray cost of the move to the Old Lincoln School.
3. Assisted over 130 individuals with income tax forms with special emphasis on the Stimulus Program.
4. Featured local elder artists at the Senior Center and received a grant for art class from the Brookline Community Fund.
5. Successfully partnered with the Town Assessor to win Town Meeting approval of new property tax relief programs for Brookline elders.
6. Celebrated the HELP Program's 20 years of operation providing essential home care services
7. Partnered with Goddard House, Center Communities, and Rogerson Day Health provide programs for Brookline Seniors.
8. Secured over $128,000 in grants and private money to fund over 12 different positions and programs for Council on Aging.
9. Expanded Careers in Aging with a grant to include leadership positions employing three teens.
10. Mailed an outreach brochure to 5,208 households with a member over 65.
11. Conducted an annual survey of Senior Center participants.
12. Published the fifth copy of the Elder Resource Guide and distributed 1,500 copies, as well as placed it on web page.
13. Increased operation to include limited night and weekend programs at no cost to the Town.
14. Provided transportation services to over 700 different elders.
15. Assisted in establishing the Home Heating Task Force with human service providers.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Elderbus / Van Contributions					
Donated*	$5,390	$5,300	$4,924	$5,000	$5,000
Van Program					
Rides Given	3,752	3,700	3,649	3,600	3,600
Number of Riders	410	360	400	375	375
New Riders	55	50	64	50	50
Volunteers - Total	297	300	315	300	300
Volunteers - New	32	40	34	40	40
Job Placements	40	45	45	40	45
Total Caseload	136	135	145	140	145
Low-income elders employed	7	7	5	5	5
Geriatric Social Work New Referrals	88	90	104	100	100
Homecare Program (HELP)					
New Referrals	72	70	79	70	70
Total Clients	333	300	347	340	340
Information/Referral Annual Phone Calls	10,125	10,500	10,500	10,500	10,500
Taxi Discount Program (BETS)					
Total Clients	689	690	690	690	690
New Referrals	53	50	45	50	50
Senior Center					
Average # Daily Programs	13	13	13	13	13
Average # Daily Participants	200	200	250	250	250

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

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/09 LOW	FY2009 SALARY RANGE As of 1/1/09 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	80,578	94,917	1.00	88,986	1.00	90,770
	Supervisor of Services	T-7	1.00	1.00	61,626	69,727	1.00	69,382	1.00	69,727
	Program Manager	T-5	1.00	1.00	52,835	59,780	1.00	59,484	1.00	59,780
	Home Care Coordinator	T-3	1.00	1.00	45,297	51,252	1.00	49,230	1.00	50,355
	Building Custodian	MN-2	1.00	1.00	41,709	43,834	1.00	43,617	1.00	43,834
	Clinical Social Worker I	T-1	1.00	1.00	38,835	43,940	1.00	43,723	1.00	43,940
	Assistant Home Care Coordinator (HELP)	T-1	1.00	1.00	38,835	43,940	1.00	43,723	1.00	43,940
	Senior Clerk Typist	C-7	1.00	1.00	41,147	42,947	1.00	42,735	1.00	42,947
	Bus Driver	GN-3	1.00	1.00	32,676	34,320	1.00	34,150	1.00	34,320
	Subtotal		9.00	9.00			9.00	475,030	9.00	479,614
510102	Permanent Part Time Salaries									
	Group Leader- COA	GN-2	0.80	0.80	29,705	31,200	0.80	24,836	0.59	18,408
	Clinical Social Worker III	T-4	1.00	0.72	48,921	55,352	0.72	37,615	0.72	39,156
	Clinical Social Worker II	T-3	0.53	0.53	45,297	51,252	0.53	27,029	0.53	27,164
	Clinical Social Worker I	T-1	0.50	0.50	38,835	43,940	0.50	21,861	0.50	21,970
	Outreach Worker		0.00	0.00			0.53	18,759	0.00	0
	Public Information Aid		0.00	0.40		$20.36/hr	0.40	15,553	0.40	15,631
	Data Entry Clerk		0.00	0.00		$12.07/hr	0.11	2,345	0.11	2,357
	Less CDBG Charge Off							*(10,000)*		*(10,000)*
	Subtotal		2.83	2.95			3.59	137,999	2.85	114,685
	Grant Funded Salaries									
	COA Assistant		1.40	1.40		$12.07/hr	1.40	33,862	1.40	34,031
	JOBS Program Coordinator		0.45	0.45		$18.29/hr	0.45	17,132	0.45	17,218
	BETS Coordinator		0.33	0.33		$11.15/hr	0.33	7,760	0.33	7,799
	Community Aides		1.00	1.00		$12.07/hr	1.00	23,383	1.00	23,383
			3.18	3.18			3.18	82,137	3.18	82,431
	Grants									
10718	CDBG (FY10 = $7,799 BETS and $2,880 Community Aide)							(10,679)		(10,679)
	State Grants (FY10 = all JOBS and $54,534 COA Asst and Cmty. Aides)							(71,458)		(71,752)
								(82,137)		(82,431)
	Net Grant-Funded Salary Total							0		0
	Other									
513044	Longevity Pay							6,047		5,808
515501	Clothing/Uniform Allowance (In lieu of boots)							1,100		1,100
	Subtotal							7,147		6,908
	Total		**15.01**	**15.13**			**15.77**	**620,176**	**15.03**	**601,207**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources

PROGRAM DESCRIPTION

The Human Relations-Youth Resources Commission has the following general goals:

- to develop opportunities within Brookline for those who are discriminated against, eliminating barriers to their choice of jobs, education, and housing;
- to increase communication to destroy stereotypes, halt polarization, end distrust and hostility, and create common ground for efforts toward public order and social justice; and
- to increase the capacity of public and private institutions to respond to the problems of the disadvantaged so as to augment their power to deal with the problems that affect their lives.

The Department accomplishes these objectives by carrying out the directives of the Board of Selectmen and the Commission, assessing community needs, providing programs, providing information and referrals, and coordinating resources for conflict resolution and service delivery.

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

BUDGET STATEMENT

The FY10 budget reflects a decrease of $45,069 (30.7%). Personnel decreases $41,119 (1.9%) and reflects the consolidation of clerical staff located at the Train Building. The Senior Clerk Stenographer in the Human Relations - Youth Resources Department is transferred to the Health budget ($41,589). Other personnel increases include the ½% carry-forward from the FY09 2% / 1% salary adjustment ($471).

Services decrease $2,500 (58%) due to a reduction in Advertising ($2,000) and Education/Training ($500). Supplies decrease $1,300 for Office Supplies ($500), Special Program Supplies ($500) and Books and Periodicals ($300). Other decreases by $150 (25%) for Dues/Memberships.

FY2010 OBJECTIVES

Human Relations-Youth Resources

1. To assist residents in these times of economic crisis including serving on the Town's Home Heating Task Force.
2. To conduct neighborhood meetings on issues affecting the well-being of vulnerable residents as well as to hold discussions on inter-group relations, civil rights and youth advocacy as they affect our population.
3. To continue to provide staff assistance to the Brookline Domestic Violence Roundtable.
4. To assume a leadership role in the production of the 14th season of "The Safety Net" CATV program on domestic violence.
5. To sponsor the annual Human Relations Youth Awards.
6. To work with the Massachusetts Association of Human Relations/Human Rights Commissions on regional programming.
7. To assist the Hidden Brookline Committee in pursuing plans for a memorial to acknowledge the role of African-Americans residing in the town who fought in the Revolutionary War, to assist in incorporating a Hidden Brookline curriculum into the Brookline School curriculum, and to develop an educational virtual walking tour for the Town's web site.

Americans with Disabilities Act Coordinator

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

Broadband Monitoring Committee

1. To work with residents, businesses, Town agencies, and organizations to resolve complaints regarding Comcast and RCN.
2. To staff the Broadband Monitoring Committee.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	139,999	137,136	96,017	-41,119	-30.0%
Services	450	4,307	1,807	-2,500	-58.0%
Supplies	1,898	4,100	2,800	-1,300	-31.7%
Other	192	600	450	-150	-25.0%
Capital	697	796	796	0	0.0%
TOTAL	143,237	146,939	101,870	-45,069	-30.7%
BENEFITS			39,812		
REVENUE	0	0	0		

OBJECTIVES (con't.)

Broadband Monitoring Committee (con't.)
3. To expand the Committee's utilization of the Town's web site to more fully communicate to residents and businesses.
4. To consult on any and all issues involving provision of cable television to the Town of Brookline.
5. To assist residents in coping with the transition from analog to digital television.

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

Holocaust Memorial Committee
1. To reconstitute the Committee and plan an appropriate memorial to the millions who perished in the Holocaust.

ACCOMPLISHMENTS

Human Relations-Youth Resources
1. Held two formal meetings with Chief of Police to review police/community relations issues regarding profiling and statistics on police interaction with residents and others in our town.
2. Met with the Chair of School Committee, Superintendent of Schools, Deputy Superintendent of Schools for Teaching and Learning on issues of mutual concern.
3. Sponsored noted author and Director of Harvard Program in Refugee Trauma Dr. Richard Mollica at Brookline Public Library.
4. Chair of Commission's Hidden Brookline Committee presented on "Slavery in Colonial Brookline" at Brookline Historical Society Fall Meeting; also continued Hidden Brookline walking tours for 4th graders; participated in the Town's Patriot's Day commemoration.

ACCOMPLISHMENTS (con't.)

Human Relations-Youth Resources (con't.)
5. Staffed and planned monthly Brookline Domestic Violence Roundtable meetings.
6. Assisted in the production of 13th season of monthly "The Safety Net" CATV program produced by the Brookline Domestic Violence Roundtable.
7. Assisted in planning and dedication of Brookline memorial garden to victims of domestic violence.
8. Served as Vice Chair of Massachusetts Association of Human Relations / Human Rights Commissions.
9. Worked with the Planning aand Community Development Department on fair housing programming, with follow up workshops for large property owners and realtors.
10. Published the 2008 edition of Child Care Guide and placed it on the Town's web site.
11. Participated in Brookline Schools Educational Development series on educating in a multi-cultural environment.
12. Arranged for a State Office of Minority/Women Business Enterprise workshop on Construction Reform reporting.

Americans with Disabilities Act Coordinator
1. Advocated for residents and other people with disabilities.
2. Worked with the Commission for the Disabled Chair and Town departments updating the self-evaluation component for revised ADA Transition Plan.
3. Worked with Massachusetts Office on Disability and Town departments on ADA compliance.
4. Sponsored a presentation on rights of the disabled by the Massachusetts Commission against Discrimination (MCAD).

Broadband Monitoring Committee
1. Worked on the CATV Coordinating Committee and with the Broadband Monitoring Committee to safeguard the interests of the Town and its residents in dealings with Comcast and RCN.
2. Assisted residents in resolving problems with Comcast and RCN.
3. Worked with the CATV Coordinating Committee on the RCN License renewal process.
4. Organized and participated on an Ascertainment Hearing with regard to the RCN License Renewal.
5. Assisted Brookline Access Television (BAT) with their plan for relocation to the Brookline High School Unified Arts Building.
6. Planned assistance to residents with regard to transition from analog to digital television.

ACCOMPLISHMENTS (con't.)

Emergency Management/Public Safety

1. Participated on the Town's Emergency Management Team.
2. Participated on the Town's Vulnerable Populations Committee.
3. Participated on the Norfolk District Attorney's Anti-Crime Council.
4. Participated in emergency management trainings.
5. Participated in meetings with police and synagogue and Jewish day school representatives regarding emergency planning.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Full-time/Part-time Minorities Employed	133	130	125	130	130
Full-time/Part-time Women Employed	277	280	285	285	285
Youth Awards Presented	11	35	0*	35	35
**Awards not given due to Town Hall renovation*					
CATV Complaints/ Inquiries Processed	87	80	135	80	80
Events Sponsored	4	4	7	4	4
Residents with CATV					
Comcast	15,163	15,314	*	15,465	15,465
RCN	*	*	*	*	*
% Residents with Access to Digital CATV					
Comcast	99%	99%	99%	99%	99%
RCN	*	*	*	100%	100%
**Information not supplied by RCN/Comcast*					
ADA requests for Assistance	37	30	71	30	30

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2009 SALARY RANGE As of 1/1/2009		FY2009 BUDGET		FY2010 RECOMMENDATION	
			FY2007	FY2008	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	80,578	94,917	1.00	94,447	1.00	94,917
	Senior Clerk Stenographer	C-5	1.00	1.00	38,716	40,490	1.00	40,290	0.00	0
	Subtotal		2.00	2.00			2.00	134,736	1.00	94,917
513044	Longevity Pay							2,050		1,100
515501	Clothing/Uniform Allowance (In lieu of Boots)							350		0
	Subtotal							2,400		1,100
	Total		**2.00**	**2.00**			**2.00**	**137,136**	**1.00**	**96,017**

PROGRAM DESCRIPTION

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

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

In addition to the three sub-programs listed below, the Department also oversees the Robert T. Lynch Municipal Golf Course at Putterham Meadows Enterprise Fund and the Recreation Revolving Fund. Please see the detail of these two separate funds that follow this General Fund budget recommendation.

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

2. The **Swimming Pool Sub-program** funds the complex that consists of three pools: a 42' x 75' pool, a 30' x 36' diving pool, and a 25' x 36' teaching pool. The major aspects of service are to provide swimming, life saving, and competitive swimming. All facilities are shared with the School Department during the school day throughout the year. Programs are offered for all age groups in the Brookline Community. Hundreds of day camp participants use the pool on a regular basis during the camp season. The pool is home to a recreational swim team of 220 athletes in addition to being the main venue for both the boys and girls JV and Varsity swim teams at Brookline High School. The Brookline Special Olympics team, The Brookline Sharks, practices weekly February through June each year. The pool is also available for rental by private groups.

3. The **Recreation Programs Sub-program** supports the activities that take place at Brookline's 26 playgrounds and facilities, all of which are open to local residents for leisure time self-directed activities, as well as non-summer programs. These activities are available to all age groups throughout Brookline and include both passive and active leisure time offerings. Corresponding fees and charges that support these activities are fixed at levels that provide access to residents from all socio-economic backgrounds. Provisions for scholarships, as required, are addressed on a case-by-case basis.

BUDGET STATEMENT

The FY10 budget represents a $29,611 (3.1%) increase. Personnel increases $2,048 (0.3%) due to the ½% carry-forward from the FY09 2% / 1% salary adjustment ($3,309) and Longevity ($175) offset by a decrease in steps ($1,436).

Services decrease $2,429 (2.7%) for Telephone and Telegraph ($1,500), Other Rentals and Leases ($1,200), and Wireless Communications ($455) slightly offset by a decrease in Copier Equipment Rental/Lease ($726). Supplies increase $1,757 (4.5%) for Office Supplies ($3,125) and Custodial Supplies ($2,475) offset by a decrease in Recreation Supplies ($2,643) and Food Service Supplies ($1,200).

Utilities increases $3,735 (2.9%) due to an increase in Natural Gas ($8,589) offset by a decrease in Gasoline ($2,556) and Diesel ($2,298). Capital increases $24,500 (384%) and includes the purchase of a new hybrid vehicle and funds for existing leased desktop computers.

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

FY2010 OBJECTIVES

1. To complete the cost recovery analysis as outlined in the 2007 Parks and Open Space Master Plan.
2. To utilize cost recovery information to implement new procedures within the Department.
3. To continue to emphasize the Customer Service Initiatives implemented in the past year.
4. To create a new field use and fee policy.
5. To update the scholarship policy and process for greater community access.
6. To continue to implement cost saving measures through careful analysis of business practices within the Department.

ACCOMPLISHMENTS

1. Implemented a new Website for Brookline Recreation.
2. Installed and implemented a new department-wide software.
3. Implemented a new online program registration format.
4. Increased program brochure distribution from two per year to three per year. Reformatted program guide for a new marketing brand for the Department.
5. Initiated department-wide streamlining of business practices and cost saving procedures.
6. Completed business and goals analysis of the Soule Recreation Early Childhood Education Center and implemented necessary changes.
7. Evaluated values and mission of the Department to determine a future vison for Brookline Recreation.
8. Worked with the Building Department on the new HVAC system at the Soule Recreation Center and Gymnasium.
9. Opened the new Brookline Environmental Education Center at the site of the former Soule Gardner's shed.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
Registration by Telephone	1,500	1,850	2,100	2,200	2,500
On-Line Registration/Payment					
# of Registrations	1,738	2,400	3,700	4,000	6,500
$ Collected	$148,601	$165,000	$180,000	$220,000	$250,000
Telephone Inquiries	700	700	1,700	1,000	1,000
Commission Projects	20	22	20	20	3
Special Events (attendance)	3,200	1,800	3,000	3,300	5,500

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	737,357	676,285	678,334	2,048	0.3%
Services	86,775	91,608	89,179	-2,429	-2.7%
Supplies	36,714	38,946	40,703	1,757	4.5%
Other	1,882	2,400	2,400	0	0.0%
Utilities	124,300	127,577	131,312	3,735	2.9%
Capital	5,836	6,380	30,880	24,500	384.0%
TOTAL	992,864	943,196	972,808	29,611	3.1%
BENEFITS			520,556		
REVENUE	0	0	0	0	-
Golf Enterprise	1,154,470	1,246,200	1,266,200	20,000	1.6%
Revolving Fund	1,471,211	1,657,363	1,706,933	49,570	3.0%

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Administration	318,288	241,521	263,157	21,636	9.0%
Swimming Pool	220,729	230,266	231,735	1,469	0.6%
Rec Programs	453,848	471,409	477,916	6,506	1.4%
TOTAL	992,864	943,196	972,808	29,611	3.1%
Golf Enterprise	1,154,470	1,246,200	1,266,200	20,000	1.6%
Revolving Fund	1,471,211	1,657,363	1,706,933	49,570	3.0%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	272,686	187,358	189,822	2,464	1.3%
Services	25,445	29,316	28,642	-674	-2.3%
Supplies	1,352	800	1,000	200	25.0%
Other	1,875	2,400	2,400	0	0.0%
Utilities	11,094	15,267	10,413	-4,854	-31.8%
Capital	5,836	6,380	30,880	24,500	384.0%
TOTAL	318,288	241,521	263,157	21,636	9.0%

SWIMMING POOL

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	209,400	220,399	221,051	652	0.3%
Services	606	850	250	-600	-70.6%
Supplies	10,723	9,017	10,434	1,417	15.7%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	220,729	230,266	231,735	1,469	0.6%

REC PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	255,271	268,528	267,461	-1,068	-0.4%
Services	60,724	61,442	60,287	-1,155	-1.9%
Supplies	24,640	29,129	29,269	140	0.5%
Other	7	0	0	0	0.0%
Utilities	113,206	112,310	120,899	8,589	7.6%
Capital	0	0	0	0	0.0%
TOTAL	453,848	471,409	477,916	6,506	1.4%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-5	1.00	1.00	87,830	103,459	1.00	90,037	1.00	91,842
	Recreation Supervisor II	T-7	1.00	1.00	61,626	69,727	1.00	69,382	1.00	69,727
	Recreation Supervisor I	T-6	1.00	0.00	57,061	64,562	0.00	0	0.00	0
	Area Manager / Programs	GN-10	1.00	1.00	55,844	58,654	1.00	58,345	1.00	58,654
	Area Manager / Aquatic Director	GN-10	1.00	1.00	55,844	58,654	1.00	57,398	1.00	58,654
	Recreation Leader	GN-7	5.00	5.00	46,934	49,296	5.00	243,663	5.00	240,918
	Assistant Recreation Leader/Aquatics	GN-5	1.00	1.00	40,805	42,859	1.00	42,646	1.00	42,859
	Locker Attendant	R-1	1.00	0.00			0.00	0	0.00	0
	Building Custodian	MN-4	1.00	1.00	47,173	49,576	1.00	49,320	1.00	49,576
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	37,639	1.00	38,006
	Subtotal		14.00	12.00			12.00	648,429	12.00	650,236
	Other									
510140	Shift Differential							7,818		7,818
510300	Regular Overtime							13,638		13,705
513044	Longevity Pay							3,600		3,775
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,800		2,800
	Subtotal							27,856		28,098
	Total		**14.00**	**12.00**			**12.00**	**676,285**	**12.00**	**678,334**

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

PROGRAM DESCRIPTION

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

More than $2.5 million dollars in capital improvements have been implemented since FY03, including renovation of tee complexes, sand bunkers, and greens throughout the course; installation of paved cart paths; renovation of the irrigation and remote control systems; and improvements to the interior of the clubhouse.

The finances of the Golf Course are accounted for in an Enterprise Fund, as allowed under M.G.L. Ch. 44, section 53F 1/2. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf course, including debt service and fringe benefits. In addition, the Golf Course returns its year-end profit to the Town via the "Town Fee".

BUDGET STATEMENT

The FY10 budget reflects an increase of $20,000 (1.6%). Personnel increases $5,694 (1.3%), for the ½% carry-forward from the FY09 2% / 1% salary adjustment ($2,126), a decrease in Overtime ($4,947) and and a collective bargaining increase of $8,515 that represents a 2% wage increase assumption for FY10.

Services increase $15,427 (9.5%) for General Consulting ($15,000), Banking Services, ($6,000), Water ($4,000), Computer Hardware Rental ($2,500), Data Processing Repair and Maintenance ($1,500), the Copier Lease ($532), and Cable TV ($60). These increases are offset by decreases in Advertising Services ($5,000), Technical Services ($4,000), Office Equipment Repair and Maintenance ($2,000), Building Repair & Maintenance ($1,500), Other Rentals and Leases ($1,500) and the Photocopy Service Contract ($165). The $15,000 in General Consulting is for a one-time operational review. The information will be used to help improve the facility's management and operational practices for future financial sustainability.

Supplies decrease $7,600 (5.5%) and include decreases in Recreation supplies ($8,000), Agricultural Supplies ($2,000), Public Safety Supplies ($500), Office Supplies ($400) offset by an increase in Equipment Maintenance Supplies ($3,300). Utilities increase $5,852 (13.8%) for Natural Gas ($6,506), and Heating Oil ($4,050) offset by decreases in Gasoline ($3,836), Diesel Fuel ($756) and Electricity ($112).

The $7,286 (4.1%) increase in the Intragovernmental Reimbursement reflects an increase Fringe benefits ($21,889, 32%) and other overhead costs ($580, 1.7%), offset by a decrease in the Town Fee ($15,184, 20.1%). Debt Service decreases $6,659 (3.5%).

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	385,032	429,411	435,105	5,694	1.3%
Services	148,601	161,815	177,242	15,427	9.5%
Supplies	113,482	137,575	129,975	-7,600	-5.5%
Other	4,124	4,100	4,100	0	0.0%
Utilities	42,246	42,512	48,364	5,852	13.8%
Capital	87,981	85,580	85,580	0	0.0%
Intragov'tal Reimbursement	373,004	179,064	186,349	7,286	4.1%
Debt Service	0	191,143	184,484	-6,659	-3.5%
Reserve	0	15,000	15,000	0	0.0%
TOTAL	1,154,470	1,246,200	1,266,200	20,000	1.6%
BENEFITS			90,285		
REVENUE	1,253,066	1,246,200	1,266,200	20,000	1.6%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

FY2010 OBJECTIVES

1. To increase the number of rounds played by 5%.
2. To offer a Brookline Golf League one night during the week.
3. To increase tournament rounds by 10%.
4. To use the cost recovery analysis information to increase revenues in support of future capital improvements.
5. To initiate a plan for facility improvements in FY11.
6. To continue to implement the Customer Service Iniative throughout the year.

ACCOMPLISHMENTS

1. Created of a new golf website.
2. Installed and implemented an online tee time system.
3. Completed five new cart paths.
4. Dedicated the golf course to former Recreation Director Robert T. Lynch.
5. Partnered with Steps to Success to provide a golf program to school aged youth.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
# of Rounds:					
Number of Rounds	38,088	39,000	37,477	36,800	37,100
Number of Tournaments	2,286	23,000	2,570	2,400	2,400
Summer & Fall Fourball	56	60	76	80	80
Junior Golf lessons & camps	180	180	180	200	200
Private lessons	725	800	1,050	1,100	1,100
Private school play	1,241	1,300	1,256	1,300	1,300
Online tee time reservations	n/a	n/a	n/a	5,500	11,000

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Golf	T-9	1.00	1.00	66,655	75,417	1.00	75,044	1.00	75,417
	Head Superintendent	GN-13	1.00	1.00	65,360	68,649	1.00	68,287	1.00	68,649
	Head Golf Pro / Rink Manager (1)	GN-8	0.67	0.67	51,017	53,585	0.67	35,546	0.67	35,723
	Assistant Superintendent	GN-7	1.00	1.00	46,934	49,296	1.00	49,037	1.00	49,296
	Subtotal		3.67	3.67			3.67	227,914	3.67	229,085
510901	Temporary Part Time Salaries									
	Seasonals		5.27	5.27		$12.12/hr.	5.27	128,425	5.27	129,069
	Cashier/Golf		1.00	1.00	$11.95/hr.	$12.33/hr.	1.00	52,865	1.00	53,132
	Teachers/Instructors				$12.07/hr	$20.00/hr.		3,280		3,296
	Vacation Coverage/Co-op Students				$11.95/hr.	$12.33/hr.		5,437		5,464
	Subtotal		6.27	6.27			6.27	190,007	6.27	190,962
	Other									
510300	Regular Overtime							10,630		5,683
513044	Longevity Pay							625		625
515501	Clothing/Uniform Allowance (In Lieu of Boots)							235		235
	Subtotal							11,490		6,543
	Collective Bargaining Increase									8,515
	Total		**9.93**	**9.93**			**9.93**	**429,411**	**9.93**	**435,105**

(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund

PROGRAM DESCRIPTION

Under Chapter 44, Section 53E1/2 of the Massachusetts General Laws, the Town is authorized to establish revolving funds. This specific revolving fund enables the Recreation Department to operate numerous programs on a self-supporting basis. All revenue derived from revolving fund programs is used to offset all expenses of these same programs.

BUDGET STATEMENT

The FY10 budget reflects an increase of $49,570 (3.0%). Personnel increases $24,849 (2.3%) for Steps ($3,886), the ½% carry-forward from the FY09 2% / 1% salary adjustment ($2,730), Overtime, ($4,844) and and $21,828 for collective bargaining, which assumes a 2% wage adjustment, offset by decreases in Temporary Part Time Salaries ($7,338) and Longevity ($1,100).

Services decrease $65 (0.0%) due to the shift of $10,035 in Education/Training from Services to Other, a decrease in E-Commerce Services ($8,000), and Other Rentals/Leases ($1,000) offset by increases in Athletic Event Officials ($7,000), General Consulting Services ($5,000), Building Cleaning Service ($4,710), Professional / Technical Service ($860) and Subscriptions ($450).

Supplies decrease $19,500 (13.2%) in Recreation Supplies ($17,000) and Office Supplies ($2,500). The $20,235 (110.0%) increase in Other reflects the account code change for Education/Training plus an additional $1,200 and an increase in Other Travel ($9,000). Utilities increase by $6,209 (22.3%) for Natural Gas ($5,854) and Propane ($800) slightly offset by a decrease in Electricity ($445). The $5,000 (136.2%) increase in Capital is for Furniture while the Intragovernmental Reimbursement increases $12,843 (6.5%) for fringe benefits.

FY2010 OBJECTIVES

1. To meet all Department of Early Education and Care regulations at the Soule Early Childhood Center.
2. To continue to use Massachusetts Department of Education Early Childhood Program Standards to develop quality early childhood curriculum at the Soule Early Childhood Center.
3. To continue the growth of Adult Wellness programming at all facilities.
4. To acheive 50% registrations through online system.
5. To create financial sustainability for long term recreational community benefit.
6. To increase involvement in a healthy community initiative for Brookline.

ACCOMPLISHMENTS

1. Began utilizing Skyline Park for programming.

ACCOMPLISHMENTS (con't.)

2. Continued success of partnerships with Brookline on the Move, Brookline Quest, BEEP Program, School Department including Special Education, and various other community entities.
3. Expanded the Shovel our Snow Program to respond to sidewalk shoveling referrendum.
4. Doubled the number of Environmental Education programs offered.
5. Revised swim programs to become 10 week sessions.
6. Expanded the Dolphins Swim Team to over 200 participants.
7. Continued the expansion of Adult Travel Programs.
8. NetResults Tennis program conducted its successful second annual community day.
9. Recieved a $9,200 grant from the Community Fund for summer camp scholarships.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2007	ESTIMATE FY2008	ACTUAL FY2008	ESTIMATE FY2009	ESTIMATE FY2010
# of Participants:					
School Based Programs					
Soule	48	50	48	48	48
After School	40	45	40	40	40
Permits					
Fields	389	400	450	550	550
Larz Picnic & Shelter	30,000	35,000	35,465	40,000	45,000
Skating/Rink					
Gen Public	26,000	26,000	24,000	28,000	29,000
Rink Rentals	2,500	3,000	450	3,000	3,500
Youth Sports					
Softball, Lacrosse, Basketball	634	650	724	805	905
Soccer	800	800	900	1,100	1,100
Aquatics					
Public Swim	6,000*	25,000	30,000	30,500	31,000
BHS Swim Team	70*	70	70	70	70
Rec Swim Team	120*	120	151	212	200
Swim Lessons	370*	370	300	1,650	1,700
** The pool was closed for renovations in FY07*					
Summer Camp	319	330	357	370	380
Tennis & Basketball					
RAFT	961	960	960	960	970
Therapeutic Rec	50	50	100	100	125
Community Programs	N/A	N/A	3,795	3,845	3,925
Environmental Ed	368	500	1,336	1,400	1,500
Active Adults	N/A	N/A	300	350	400
Travel/trips	N/A	N/A	52	160	160

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	968,859	1,091,973	1,116,822	24,849	2.3%
Services	163,542	169,547	169,482	-65	0.0%
Supplies	132,836	147,897	128,397	-19,500	-13.2%
Other	12,384	18,400	38,635	20,235	110.0%
Utilities	4,689	27,848	34,057	6,209	22.3%
Capital	2,547	3,670	8,670	5,000	136.2%
Intragovernmental Reimbursement	186,355	198,027	210,870	12,843	6.5%
TOTAL	1,471,211	1,657,363	1,706,933	49,570	3.0%
BENEFITS			206,901		
REVENUE	1,486,113	1,657,363	1,706,933	49,570	3.0%

SUMMARY OF SUB-PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
School Based Programs	417,181	510,270	523,301	13,031	2.6%
Permits	15,018	5,749	5,893	144	2.5%
Ice Skating and Rink	63,073	46,129	47,671	1,542	3.3%
Youth Programs	41,318	127,359	185,417	58,058	45.6%
Aquatic	313,900	236,371	246,286	9,915	4.2%
Summer Camp	184,647	233,681	240,313	6,632	2.8%
Tennis/Basketball Programs	35,544	35,194	36,059	866	2.5%
Teen Programs	31,347	32,364	34,849	2,485	7.7%
Community Program	44,421	63,203	37,103	-26,101	-41.3%
Administration	201,069	216,871	236,569	19,698	9.1%
Environmental Programs	41,882	105,182	102,973	-2,209	-2.1%
Youth Soccer	81,811	44,991	10,500	-34,491	-76.7%
TOTAL	1,471,211	1,657,363	1,706,933	49,570	3.0%

SCHOOL BASED PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	274,038	372,150	383,322	11,172	3.0%
Services	7,526	14,630	13,010	-1,620	-11.1%
Supplies	17,053	17,950	17,950	0	0.0%
Other	650	800	5,300	4,500	562.5%
Capital	0	0	0	0	0.0%
Intragovernmental Reimbursement	117,915	104,740	103,719	-1,021	-1.0%
TOTAL	417,181	510,270	523,301	13,031	2.6%
REVENUE	431,432	414,054	445,605	31,551	7.6%

ICE SKATING AND RINK

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	47,211	32,169	32,973	804	2.5%
Services	4,948	4,795	5,455	660	13.8%
Supplies	8,783	6,986	6,986	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	2,132	2,179	2,257	78	3.6%
TOTAL	63,073	46,129	47,671	1,542	3.3%
REVENUE	109,717	97,018	97,018	0	0.0%

PERMITS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	2,097	5,749	5,893	144	2.5%
Services	12,694	0	0	0	0.0%
Supplies	228	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	15,018	5,749	5,893	144	2.5%
REVENUE	68,025	80,050	84,060	4,010	5.0%

YOUTH PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	8,059	37,157	82,167	45,010	121.1%
Services	10,597	24,280	36,780	12,500	51.5%
Supplies	13,102	36,690	28,690	-8,000	-21.8%
Other	9,560	8,000	8,500	500	6.3%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	0	21,232	29,280	8,048	0.0%
TOTAL	41,318	127,359	185,417	58,058	45.6%
REVENUE	251,319	235,040	235,040	0	0.0%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

AQUATIC

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	254,015	187,405	190,977	3,572	1.9%
Services	6,639	14,380	13,380	-1,000	-7.0%
Supplies	39,448	30,846	24,846	-6,000	-19.5%
Other	1,179	2,000	3,000	1,000	50.0%
Capital	1,565	1,740	1,740	0	0.0%
Intragovernmental Reimbursement	11,055	0	12,343	12,343	-
TOTAL	313,900	236,371	246,286	9,915	4.2%
REVENUE	264,114	350,163	355,163	5,000	1.4%

COMMUNITY PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	11,576	10,806	11,078	271	2.5%
Services	17,504	28,200	12,200	-16,000	-56.7%
Supplies	11,563	15,325	12,325	-3,000	-19.6%
Other	0	5,000	1,500	-3,500	-70.0%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	3,778	3,872	0	-3,872	-100.0%
TOTAL	44,421	63,203	37,103	-26,101	-41.3%
REVENUE	14,684	16,160	16,160	0	0.0%

SUMMER CAMP

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	162,232	190,608	195,626	5,018	2.6%
Services	13,885	14,750	15,180	430	2.9%
Supplies	8,530	7,000	7,000	0	0.0%
Other	0	500	500	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental Reimbursement	0	20,823	22,007	1,184	5.7%
TOTAL	184,647	233,681	240,313	6,632	2.8%
REVENUE	226,550	263,000	265,740	2,740	1.0%

ADMINISTRATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	82,175	82,799	85,571	2,772	3.3%
Services	74,102	53,697	63,697	10,000	18.6%
Supplies	18,110	16,500	14,000	-2,500	-15.2%
Other	975	2,000	5,700	3,700	185.0%
Utilities	4,689	27,848	33,257	5,409	19.4%
Capital	408	580	5,580	5,000	862.1%
Intragovernmental Reimb.	20,610	33,446	28,764	-4,682	-14.0%
TOTAL	201,069	216,871	236,569	19,698	9.1%
REVENUE	0	53,800	53,800	0	0.0%

TENNIS/BASKETBALL PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	35,402	34,494	35,359	866	2.5%
Services	0	0	0	0	0.0%
Supplies	142	700	700	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	35,544	35,194	36,059	866	2.5%
REVENUE	35,730	42,700	42,700	0	0.0%

ENVIRONMENTAL EDUCATION

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	24,563	77,712	75,438	-2,274	-2.9%
Services	2,120	8,135	3,100	-5,035	-61.9%
Supplies	4,089	7,500	7,500	0	0.0%
Other	20	100	3,635	3,535	3535.0%
Utilities	0	0	800	800	-
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	11,091	11,735	12,500	765	6.5%
TOTAL	41,882	105,182	102,973	-2,209	-2.1%
REVENUE	27,584	65,378	68,647	3,269	5.0%

TEEN PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	15,850	17,934	18,419	485	2.7%
Services	6,150	4,680	4,680	0	0.0%
Supplies	8,774	8,400	8,400	0	0.0%
Other	0	0	2,000	2,000	-
Capital	573	1,350	1,350	0	0.0%
TOTAL	31,347	32,364	34,849	2,485	7.7%
REVENUE	41,558	23,000	23,000	0	0.0%

ADULT PROGRAMS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Personnel	51,642	42,991	0	-42,991	-100.0%
Services	7,379	2,000	2,000	0	0.0%
Supplies	3,016	0	0	0	0.0%
Other	0	0	8,500	8,500	-
Capital	0	0	0	0	0.0%
Intragovernmental Reimbursement	19,774	0	0	0	0.0%
TOTAL	81,811	44,991	10,500	-34,491	-76.7%
REVENUE	15,400	17,000	20,000	3,000	17.6%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2007	NUMBER OF POSITIONS FUNDED FY2008	FY2009 SALARY RANGE As of 1/1/2009 LOW	FY2009 SALARY RANGE As of 1/1/2009 HIGH	FY2009 BUDGET NO.	FY2009 BUDGET AMOUNT	FY2010 RECOMMENDATION NO.	FY2010 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Bookkeeper	C-9	1.00	1.00	44,212	46,040	0.00	0	0.00	0
	Area Manager/Soule Rec Center/Early Childhood	GN-10	0.00	1.00	55,844	58,654	1.00	56,466	1.00	56,765
	Business/Administrative Manager	GN-8	0.00	0.00	51,017	53,585	1.00	50,765	1.00	51,859
	Head Golf Pro / Rink Manager (1)	GN-8	0.33	0.33	51,017	53,585	0.33	17,773	0.33	17,862
	Recreation Leader	GN-8	1.00	0.00	51,017	53,585	0.00	0	0.00	0
	Environmental Educator and Outreach Coordinator	GN-7	0.00	0.00	46,934	49,296	1.00	46,609	1.00	47,709
	Assistant Recreation Leader/ Environmental	GN-5	1.00	1.00	40,805	42,859	0.00	0	0.00	0
	Assistant Recreation Leader III - Children's Programs	GN-3	3.00	4.00	32,676	34,320	4.00	130,592	4.00	133,407
	Assistant Recreation Leader II - Children's Programs	GN-2	1.75	1.00	29,705	31,200	2.00	62,090	2.00	62,400
	Recreation Receptionist	R-1	0.00	1.00		37,117	1.00	36,932	1.00	37,117
	Bus Driver		1.00	1.00		35,358	1.00	35,182	1.00	35,358
	Pre-School Specialist		1.00	0.00			0.00	0	0.00	0
	Rover		0.75	1.00		$15.22/hr.	1.00	30,420	1.00	30,572
	Subtotal		10.83	11.33			12.33	466,828	12.33	473,048
510102	Permanent Part Time Salaries									
	Activity Specialist/Soccer		0.88	0.88			0.88	42,991	0.88	43,206
	Assistant Recreation Leader II - Children's Programs	GN-2	0.70	0.70	29,705	31,200	0.70	20,997	0.70	21,102
	After School Director		0.00	0.60		$12.46/hr.	0.60	15,304	0.60	15,381
	Subtotal		1.58	2.18			2.18	79,292	2.18	79,688
510901	Temporary Part Time Salaries									
	Assistant Recreation Leader	R-3			$9.00/hr.	$25.00/hr.		243,288		239,522
	Park Rangers (Green Dog Program)					$12.50/hr.		30,753		25,907
	Teacher/Instructor				$12.07/hr	$20.00/hr.		53,604		53,872
	Teacher Assistant				$12.07/hr	$20.00/hr.		17,334		17,421
	Lesson Coordinator				$12.07/hr	$25.00/hr.		8,879		8,923
	Referees/Umpires				$9.00/hr.	$38.00/hr.		15,599		15,677
	Swim Team Coach/ Asst Coach				$12.07/hr	$25.00/hr.		30,728		30,881
	Lifeguard				$9.00/hr.	$15.00/hr.		103,014		103,529
	Private Lesson Instructors				$15.00/hr.	$25.00/hr.		9,787		9,836
	Houseworker	MN-1			31,778	33,397		2,327		2,339
	Bus Driver				$15.30/hr.	$17.00/hr.		13,537		13,605
	Subtotal							528,849		521,511
	Other									
510140	Shift Differential							2,132		2,132
510300	Regular Overtime							10,156		15,000
513044	Longevity Pay							1,100		0
515501	Clothing/Uniform Allowance							3,616		3,616
	Subtotal							17,004		20,748
	Collective Bargaining									21,828
	(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund									
	Total		**12.41**	**13.51**			**14.51**	**1,091,973**	**14.51**	**1,116,822**

PENSIONS-CONTRIBUTORY

This account covers the pension benefit cost for employees who are part of the Town's retirement system, of which there are approximately 1,697 active employees, 868 inactive employees, and 845 retired employees. [Teacher pensions are funded by the State, not the Town.] The retirement system is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a state entity responsible for the oversight, guidance, monitoring, and regulation of the 106 public pension systems in Massachusetts. The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees / former employees who are elected, one appointee of the Board of Selectmen, the Town Comptroller, and a fifth member chosen by the other four. As of December 31, 2008, the retirement system was valued at approximately $160 million, an amount that reflects the 28% loss during CY08. In accordance with the Town's funding schedule approved by PERAC, the appropriation for FY10 is $12.1 million, an increase of 5.6% ($641,947) over FY09.

In 1989, the Town accepted the optional provision of the State Pension Reform law that commits the Town to funding its pension system in full over 40 years. Based on its current funding schedule, the system will be fully funded in 2025. The Town also had home rule legislation passed in 1992 that eliminated the requirement to appropriate more funds than a full funding payment schedule would dictate. In May, 1997, Town Meeting accepted Chapter 71 of the Acts of 1996 which provided for up to four additional years of creditable service for qualified veterans for retirement purposes. At the same Town Meeting, the provisions of Chapter 32, Sections 90A, 90C, and 90D were accepted that increased the pensions of current disabled retirees to a level between 30% and 35% of the current pay of the position from which they retired. Lastly, in September, 1998, Town Meeting voted to accept the provisions of Chapter 32, Section 103, which provides a limited cost-of-living adjustment for retirees. Retirees will receive up to a 3% adjustment on the first $12,000 of pension benefits (maximum of $360).

PENSIONS-NON-CONTRIBUTORY

Employees eligible for a non-contributory pension include persons hired prior to the establishment of a retirement system and who have at least 15 years of service, Veterans hired prior to July 1, 1939 that have at least 30 years of service, and disabled Veterans who have at least 10 years of service. There are currently 15 retirees receiving such pensions. Total FY10 expenditures are level-funded projected at $230,000.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Pensions - Contributory	10,993,806	11,376,618	12,063,565	**686,947**	**6.0%**
Pensions - Non-Contributory	262,415	275,000	230,000	**(45,000)**	**-16.4%**
Group Health Program	19,855,771	23,084,980	24,245,364	**1,160,384**	**5.0%**
Retiree Group Health Fund (OPEB's)	0	0	250,000	**250,000**	**-**
Employee Assistance Program	24,968	28,000	28,000	**0**	**0.0%**
Group Life Insurance	151,643	161,000	162,000	**1,000**	**0.6%**
Disability Insurance	12,813	16,000	16,000	**0**	**0.0%**
Worker's Compensation *	1,600,000	1,550,000	1,350,000	**(200,000)**	**-12.9%**
Public Safety IOD Medical Expenses *	250,000	300,000	300,000	**0**	**0.0%**
Unemployment Compensation *	166,000	166,000	166,000	**0**	**0.0%**
Public Safety Medical Disability	15,718	30,000	30,000	**0**	**0.0%**
Medicare Payroll Tax	1,231,059	1,320,000	1,430,000	**110,000**	**8.3%**
TOTAL EXPENDITURE	34,564,193	38,307,598	40,270,929	**1,963,331**	**5.1%**

* Amounts transferred to the trust fund.

GROUP HEALTH PROGRAM

Health insurance is a major cost center of the Town, accounting for more than 13% of the operating budget. Therefore, controlling its costs is vital to the Town's budget and, ultimately, to providing the level of services residents desire. Brookline implemented a new self-insured, managed health care plan in FY96. This, along with a moderation of national health care costs, kept expenditures under reasonable control through FY00. At that time, national trends began to rise as the sector began to experience financial stress. Since then, the Town has realized significant increases in health insurance budget, as detailed in the table to the right.

	FY	RATE CHANGE BC / BS	HARVARD PILGRIM	BUDGET CHANGE
	2001	20%	13%	$1,250,000
	2002	5%	1%	$925,000
	2003	5%	14.79%	$1,150,000
	2004	20%	17.56%	$2,400,000
*	2005	-2%	20%	$1,050,000
	2006	10.3%	na	$1,360,000
	2007	14.0%	na	$2,150,000
**	2008	6.0%	na	$1,770,000
	2009	12.8%	na	$2,000,000
	2010	7.8%	na	$1,160,000
	Total			**$15,215,000**

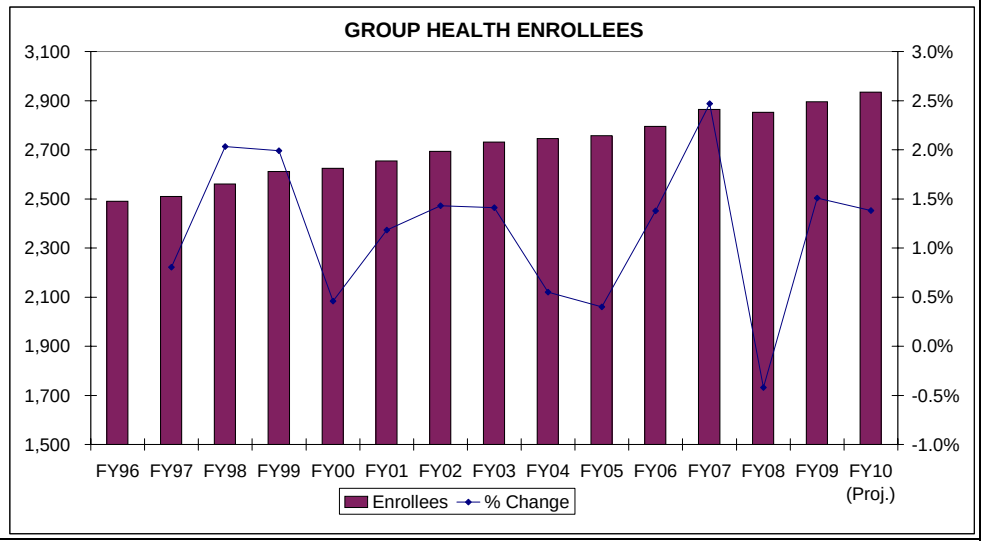
* While Hvd Pilgrim no longer offered as of 10/1/04, those employees who went from Hvd Pilgrim to BC/BS realized a 20% increase. Those enrolled in BC/BS realized a decrease of 2% for 8 months.

** The quoted rate increase was 12%. After the Town and its unions agreed on a package of plan design changes, the rate increase was 6%.

Between July 1, 1995 and September 30, 2004, the Town offered the Blue Cross / Blue Shield (BC/BS) products along with plans administered by Harvard Pilgrim. In response to 15% (BC/BS) and 20% (Harvard Pilgrim) premium increases expected for FY05, the Town issued an RFP in CY04 to ascertain whether more reasonable rate increases could be realized. BC/BS responded very favorably to the RFP, so the Town decided to move to a sole provider of health insurance. The result of the switch to one provider was a savings of $830,00 for the Town and $275,000 for employees. (On an annualized basis, the savings were $1.1 million for the Town and $400,000 for employees. The actual savings were less because the new plan went into effect on October 1, 2004.) For FY08, the quoted rate increase was 12%. In response to the expected $2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately $950,000 for the Town, partially offset by the loss of the Medicare Part D Subsidy from the Federal government ($195,000), yielding a net savings of $755,000 for FY08. On an annualized basis, the total premium reduction was nearly $1.3 million. The plan design changes included the doubling of co-pays for doctors visits and prescription drugs, the institution of deductibles for in-patient and out-patient services, and a three-tier prescription drug program for retirees. In FY10, a 7.8% increase is expected for all plans. In addition, 40 new enrollees are anticipated. This results in a budget-to-budget increase of $1.2 million, or 5%, bringing the proposed FY10 Group Health budget to $24.2 million.

Currently, there are approximately 2,895 enrollees, both active and retired employees, of which 1,389 are Town employees and 1,506 are School employees. An additional 40 enrollees are assumed for FY10. Between FY00 and FY09, there was an increase of 271 enrollees, or 10.3%. The graph to the right shows the increase in the number of enrollees since FY96, during which time enrollment has increased 18% (445 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 340 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

Of the 2,895 enrollees, 64% (1,837) are in Blue Cross plans and 36% (1,058) are in Medicare Supplement plans (Blue Seniors and Medex). The composition of enrollees in terms of active employees versus retirees is 51% active (1,470) and 49% retiree (1,415).



POST-RETIREMENT BENEFITS TRUST FUND (OPEB's)

Retiree healthcare benefits have become a growing concern to both public- and private-sector employers. The aging of the workforce, combined with escalating healthcare costs, raises serious concerns about how these benefits will be financed. For Brookline, close to 50% of all enrollees are retirees, and that figure will grow over the next few years as the Baby Boomers retire. At the Town's request, the Legislature enacted Chapter 472 of the Acts of 1998, a Home Rule petition that established a Post-Retirement Benefits Trust Fund to be used to offset or defray future costs of retiree healthcare, frequently referred to as Other Post-Employment Benefits, or OPEB's. The primary objective of this fund is to begin to accumulate funds to meet the actuarially determined past service unfunded accrued healthcare liability of the Town. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the OPEB issue.

The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, which is the current practice for most government sponsored plans. GASB 45 requires the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of the OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods. GASB 43 applies to trusts that are established in order to prefund OPEB benefits and for trusts that are used as conduits to pay OPEB benefits while GASB 45 applies to the financial statements issued by employers that offer OPEB.

The Town's OPEB liability, as calculated by the Segal Group as of June 30, 2008, was between $209 million and $323 million. The Town has taken steps to recognize and begin to fund this liability. In fact, Brookline is one of the few communities in the state that has actually begun to fund it. As of December 31, 2008, the balance in the trust fund was $5.66 million. The Fiscal Policy Review Committee (FPRC), a blue-ribbon citizen commission that was charged with reviewing the Town's reserve and capital funding policies in CY03-CY04, recommended that appropriations into this fund be deferred. That recommendation was followed. However, the Audit Committee, the Override Study Committee, the Efficiency Initiative Committee (EIC), and the OPEB Task Force have recommended that the Town once again start funding this liability. In recognition of these committees' recommendations, $250,000 will be recommended for deposit into the fund.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Town implemented an Employee Assistance Program on May 1, 1999 to provide short-term counseling or referral services to Town employees and their families who may be experiencing personal or family problems. In July, 2002, the program was extended to all School employees, after having been available to teachers for approximately six months prior to that. The use of this program is voluntary and confidential. The budget is level-funded at $28,000.

GROUP LIFE INSURANCE

The Town provides a group life insurance program available for all employees and retirees. All employees, both active and retired, who choose to enroll are insured at $5,000. There are approximately 1,377 active employees and 930 retirees enrolled in the program. The Town has a 30-month contract with Hartford Life Insurance Company that expires at the end of June, 2009. The budget for FY10 is level-funded at $161,000, which reflects the Town's cost of $68.67 per employee.

DISABILITY INSURANCE

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

WORKERS' COMPENSATION

The Town provides workers' compensation on a self-insured basis with a stop loss policy of $800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. The FY10 budget is decreased by $200,000 (12.9%) to $1,350,000. The reduction is due to the elimination of the Free Cash infusion that had been used each of the past few years to improve the Trust Fund's fund balance situation, which had dropped from $865,000 in FY00 to $174,000 in FY06. At the end of FY08, the fund balance increased to $860,000.

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

At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to pay the medical bills of police officers and firefighters who are injured while on duty from a trust fund rather than from a line-item in those departments' budgets. The Town filed the Home Rule petition when it became apparent that the existing structure was insufficient to meet Police and Fire IOD medical requirements. In addition, it made little sense that it was permissible to establish a trust fund to cover the medical costs of employees injured on the job who are covered by Worker's Compensation (non-public safety employees), but it was not permissible to establish a fund to pay for similar expenses for public safety employees. The FY10 request is level-funded at $300,000.

UNEMPLOYMENT COMPENSATION

Unemployment benefits paid out by the state to former employees of the town are charged back to the Town. Employees are eligible to receive 50% of their weekly wage up to 57.5% of the statewide weekly wage, or $628 per week. Claimants may draw only the lesser of 30 times their weekly benefit rate, or 36% of their total base period wages. In addition, $25 per week is payable for dependent children under the age of 18, provided that the employee is the major wage earner. Based on FY08 data, approximately 29% of the claims and associated costs are for former Town employees, with the remaining 71% for former employees of the Public Schools. The FY10 budget is level-funded at $166,000.

PUBLIC SAFETY MEDICAL DISABILITY

Chapter 41, Section 100B requires the Town to continue to pay for related medical payments and associated expenses for retired public safety employees. The FY10 appropriation is level-funded at $30,000.

MEDICARE PAYROLL TAX

As a result of federal legislation, all local government employees hired after March 1, 1987, are required to be covered under the Medicare program. The Town is responsible for a payroll tax of 1.45% on all these employees. As more and more positions turnover, or are added, this tax will increase. It also increases with wages, as it is based upon a percentage of wages. The FY10 requested amount is $1.43 million, an increase of $110,000 (8.3%) from the amount budgeted in FY09.

LONG-TERM DEBT

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, approximately 4.5%-5.5% of the Town's net operating revenues are allocated to service the debt of the CIP. (The policies, which can be found in the Appendix of this Financial Plan, require that a total of 5.5% of the prior year's net revenue be dedicated to the CIP, with 4.25% targeted for debt and 1.25% targeted for pay-as-you-go.) The Board's policies were designed to boost the commitment to the CIP in an effort to address the backlog of much needed capital projects. In the last 10 years, more than $107 million in bond authorizations have been voted by Town Meeting, of which $81 million is supported by the General Fund and $26 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately $100 million, with the General Fund responsible for $85 million. FY10 General Fund long-term debt service is projected to total $12.4 million, an increase of $214,701 (1.8%) from FY09. The table on page VII-10 shows debt service for all funds, which totals $15.1 million.

Please see Section VII of this Financial Plan for a detailed description of the CIP, debt, and debt service.

BOND ANTICIPATION NOTES

Bond Anticipation Notes (BANs) are temporary borrowings made by the Treasurer in anticipation of a long-term bond issue. If funds for a project are needed quickly, or only a portion of the funds are needed right away, or if a majority of the funds will be reimbursed by another governmental agency, the Treasurer will issue BANs. BAN interest costs for FY10 are projected at $100,000, a decrease of $16,533 (14.2%).

ABATEMENT INTEREST AND REFUNDS

Interest payments, which may be due to a taxpayer as a result of a tax abatement, are paid from this account. Also paid from this account are small refunds due to taxpayers because of overpayments. The budget is level-funded for FY10 at $60,000.

PROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2008 *	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Long-Term Debt - Principal	9,432,797	8,218,816	8,525,243	**306,427**	**3.7%**
Long-Term Debt - Interest	4,354,324	3,978,698	3,886,972	**(91,726)**	**-2.3%**
Total Long-Term Debt	13,787,121	12,197,514	12,412,215	**214,701**	**1.8%**
Short-Term Debt Interest - Bond Anticipation Notes (BAN's)	0	116,533	100,000	**(16,533)**	**-14.2%**
SUB-TOTAL - Principal and Interest	13,787,121	12,314,047	12,512,215	**198,168**	**1.6%**
Abatement Interest and Refunds	37,322	60,000	60,000	**0**	**0.0%**
TOTAL EXPENDITURE	13,824,443	12,374,047	12,572,215	**198,168**	**1.6%**

* Starting in FY09, Enterprise Fund supported debt service was budgeted for directly in the Enterprise Fund. The FY08 figure includes the Enterprise Fund debt service.

OUT OF STATE TRAVEL
This budget covers the costs of out of state conferences, workshops, and training seminars for department heads. This minimal level of funding of $3,000 allows for only one or two conferences and a few technical workshops.

PRINTING OF WARRANTS AND REPORTS
This budget is for the costs associated with advertising and printing Town Meeting warrants, for the printing and/or production costs of the Town's Annual Report, and the Annual Financial Plan. The budget has been level-funded at $20,000 for FY10.

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 FY10 are estimated to be $11,820, an increase of $288 (2.5%).

GENERAL INSURANCE
The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for over one-half of all the general insurance costs. The total amount requested for FY10 is increased $6,708 (2.4%) to $286,198.

AUDIT AND PROFESSIONAL SERVICES
In accordance with state law, the Town contracts for an annual independent audit of its accounts. The cost of the annual audit for FY10 is budgeted at $94,500, while the remaining $44,487 is for outside professional consulting services that may be necessary to review organizational management issues and management training costs. Both of these are level-funded.

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

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
Out of State Travel	1,979	3,000	3,000	0	0.0%
Printing Warrants and Reports	14,487	20,000	20,000	0	0.0%
Mass. Municipal Association Dues	10,959	11,532	11,820	288	2.5%
General Insurance	276,146	279,490	286,198	6,708	2.4%
Audit and Professional Services	99,433	138,987	138,987	0	0.0%
Contingency Fund	11,806	15,000	15,000	0	0.0%
Liability/Catastrophe Fund *	254,629	297,476	1,443,397	1,145,921	385.2%
Affordable Housing Trust Fund *	0	0	0	0	-
Stabilization Fund *	0	0	0	0	-
Reserve Fund **	774,834	1,746,546	1,834,186	87,640	5.0%
Property Tax Supported (0.75%)	n/a	1,309,910	1,375,640	65,730	5.0%
Free Cash Supported (0.25%)	n/a	436,637	458,547	21,910	5.0%
TOTAL EXPENDITURE	1,444,273	2,512,031	3,752,588	1,240,557	49.4%

* Amounts transferred to the fund.
** For the FY08 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

LIABILITY/CATASTROPHE FUND

This reserve was established by Town Meeting in 1997 via Home Rule legislation that was eventually signed into law on April 3, 1998. The purpose of the Fund is to allow the Town to set aside reserves, pay settlements and judgments, and protect the community from the negative financial impact of catastrophic loss or legal claims. Per the Town's Reserve Fund policies, the required level for this fund is an amount equivalent to 1% of the prior year's net revenue, or $1.83 million for FY10. The amount required to achieve the recommended funding level for FY10 is $1,443,397, an increase of $1,145,921 (385%). This large increase is required to replenish the fund after a significant withdrawal was approved in FY09 as part of a legal settlement. All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies.

AFFORDABLE HOUSING TRUST FUND

This fund was established as part of the Town's effort to increase the amount of affordable housing in the Town. In FY02, the Town was able to make its first appropriation from General Fund revenues, in the amount of $1 million, into the Fund. This was accomplished due to having an extremely large Free Cash certification of $12.4 million. In order to establish a clear policy regarding how Free Cash relates to the Trust Fund, an allocation formula was adopted. The policy states that if Free Cash exceeds $6 million, 5% of Free Cash is allocated to the Trust Fund; if Free Cash exceeds $7.5 million, 7.5% of Free Cash is allocated to the Trust Fund; and if Free Cash exceeds $10 million, 10% of Free Cash is allocated to the Trust Fund. Based on this policy, $352,665 would be recommended for appropriation into the Affordable Housing Trust Fund (AHTF) in FY10, as Free Cash was certified at $7.1 million. However, as detailed in the Town Administrator's Budget Message, the $352,665 is being recommended for the CIP, which is being cut by $917,000 as part of a plan to reduce cuts to the operating budget. Without the $352,665, the cuts to the CIP would be deep and would include items such as streets, sidewalks, and parks maintenance, items that were part of the 2008 Override. The AHTF has a balance of approximately $5.8 million, which is more than adequate to meet all current obligations.

STABILIZATION FUND

A “Capital Stabilization Fund” was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Board of Selectmen to review CIP Financing policies and practices. In 2004, the Fiscal Policy Review Committee (FPRC) recommended that the Stabilization Fund be expanded and made accessible for both operating and capital needs when revenue conditions decline to specified levels. To accommodate the recommended expansion of the Fund’s purpose from solely capital to both the capital and operating budgets, the FPRC also recommended changing the funding target from 1% of the replacement value of buildings to 3% of prior year net revenue. No additional funding is required in FY10 to meet the funding target, as interest earned on the fund will keep the fund at its recommended 3% level ($5.5 million).

RESERVE FUND

The Reserve Fund is administered by the Advisory Committee and is used to fund extraordinary and unforeseen expenses. It is set at a level equivalent to 1% of the prior year's net revenue, and is funded in the following manner:

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

The requested amount of $1,834,186, which represents an increase of $87,640 (5%), meets the requirements of the Reserve Fund policies that were reviewed by the Fiscal Policy Review Committee (FPRC) in 2004 and can be found in the Appendix of this Financial Plan. Of the increase, $65,730 comes from the Operating Budget and $21,910 comes from Free Cash.

Public Schools of Brookline
Superintendent's FY'10 Budget Message

The Public Schools of Brookline (PSB) is considered one of the premier school systems in Massachusetts. Our alumni and staff contribute meaningfully to their communities and in their professional endeavors throughout our nation and the world. Brookline students and graduates compete favorably with their counterparts, as gauged by many standardized measures of achievement, by grade-level competencies, and by placement at and graduation from highly competitive colleges and universities.

The Strategic Plan of The Public Schools of Brookline, recently adopted by the School Committee, provides a catalyst for our future educational endeavors and a blueprint for documenting our system's continued success. Specific goals and strategies for our system and schools are derived from our mission: "To ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and succeed in a diverse and evolving global society." Our priorities and definition of success are derived from our four (4) strategic areas of focus:

1. Academic Excellence through Content, Pedagogy and Relationships;

2. Educational Equity;

3. Thriving in a Complex Global Society; and

4. Continuous Improvement using Data

We are committed to a superlative system of service and effectiveness that our residents have every right to expect of their public school system.

Moreover, the Town of Brookline takes pride in a longstanding reputation for the excellence of its public schools, the quality of its teaching and administrative staff, and high levels of community support for education. Recent evidence of the special relationship between our citizens and their schools was provided through the successful override campaign of May, 2008, which has permitted extension of instructional time within the system, and the design and implementation of an elementary world language program offered in kindergarten through grade six at each of our PK-8 schools. The override also alleviated a structural deficit, then impending, that had threatened a significant number of positions and programs in our schools. We sincerely appreciate the level of support provided by the entire Town and accept, as part of this generous support, our obligation to account for our programs and communicate frankly the successes and the challenges for our system.

Unfortunately, the dynamics affecting the world are not under our control. Due to our inability to date to address a number of the structural factors, including health insurance, cited in the override campaign, as well as the current worsening economic climate, there is significant reason to doubt the ability of the Town and School Department to sustain the levels of financial support that have enabled our success. While we are hopeful that, in the future, we can return to service levels currently delivered we must meet our financial burdens by matching our expenses to our revenues. Specifically, the FY2010 budget development process has been complicated by the following state and local revenue and cost factors.

1. Collective Bargaining- The uncertainty caused by the impending end of contractual agreements with our bargaining units complicates the development of our financial plan for the coming year. Although discussions will soon begin with the units represented by the Brookline Educators Union (BEU), we do not anticipate collective bargaining agreements in time to inform the FY2010 budget deliberations.

2. Enrollment- We have experienced significant growth in the K-3 cohort, including the present kindergarten class (555 students), grade one (507 students), grade two (556 students), and grade three (525 students), representing a sizable increase compared to classes entering the system four to six years ago. In addition, our projections for the incoming kindergarten (550 students) would continue this pattern. In order to sustain reasonable class sizes, these enrollments dictate increased staffing requirements, including classroom teachers and specialists, at the elementary level.

3. FY2009 School Department Budget Deficit- At the conclusion of the second quarter for FY2009, we are projecting a $398,198 spending shortfall due to unpredictable increases in out-of-district (special education) placements and staffing adjustments necessitated by our continued enrollment growth. While it is clear that we are able to reduce some of this deficit through one-time preventative measures, including freezing supply accounts and vacant positions, we believe that a structural shortage of $170,500 will need to be addressed in our FY2010 spending plan.

4. FY2009 State Budget Reductions- Because of declining state revenues throughout the current fiscal year, Governor Patrick has implemented a series of budget cutbacks that have impacted our school system. In October we saw a decrease in METCO funding of $115,000, along with a cut to "circuit breaker" (special education) funding of $75,000. In January, we experienced another reduction in METCO support of approximately $90,000. These modifications led to a worsening of our FY2009 budget deficit (outlined above), which has been offset by savings realized in health insurance accounts.

5. FY2010 House 1 Proposal- Governor Patrick's proposal reduces base state funding (lottery and additional assistance) for Brookline by $2,255,841, decreases the statutory level of "circuit breaker" funding (from 75% in FY2009 to 70% in FY2010), and proposes the third reduction to METCO that will have been implemented in a nine month period.

6. Grants- A continued loss of grant funding, with a further decline in support anticipated in FY2010, mandates that the school system reshape and/or curtail certain of these important services to our students, which will be particularly challenging in these difficult economic times. In particular, we expect further reduction to "No Child Left Behind" funding, particularly the provisions that provide support for literacy and mathematics specialists in our elementary schools.

7. Health Insurance- As noted in the FY2009 Superintendent's Budget Message, the Override Study Committee (OSC) recommended that the town and schools join the Group Insurance Commission (GIC), the health insurance system for state government employees, as soon as possible. Furthermore the OSC believed that the town would save "between $1 and $2 million per year by joining the GIC." In fact, recent bids solicited through our health insurance consultant suggest that Brookline and its employees might have actually saved up to $4,000,000 if we had entered the state health insurance program for 2009-2010. Instead, given that we have not been able to reach an agreement with the coalition of our employee unions to make this program design change, Brookline will experience a 7.8% increase in health insurance costs over FY2009 for the coming year, representing an increase of $1.16m in health insurance costs to the Town for the upcoming fiscal year. In addition, for every staff person retiring, the Town incurs a post-retirement health insurance cost (OPEB), which is not currently being fully funded on a current basis and, as a result, continues to generate an ever increasing liability which will need to be accounted for in future operating budgets beyond FY2010.

8. Local Town Receipts- Separate from state aid, the Town is experiencing a reduction in local receipts that reflects the contraction in the economy. This decline includes building permits, the automobile excise tax and interest income. Conversely, the growth revenue that is allowing Brookline to move forward in FY2010 is the property tax, which is growing at 2.5% on its base. However, beyond this figure, the provision for growth related to new construction has been lowered to $1.6m, from an original estimate of $1.7m for FY2010, due to the impact of the broader economic downturn.

9. Retirements- The number of teacher retirements will decline for the second consecutive year in FY2010, meaning that any significant savings derived from the initial year replacement of retirees at lower levels of compensation will not be available in this spending plan.

10. Revolving Accounts- The Adult & Community Education program, Summer School, and Athletics revolving accounts are operating at a loss, necessitating that the system develop plans to address these deficits. In addition, our food service program, while operating on a break-even basis (not including provisions for employee benefits), needs to make up for $275,000 of losses that occurred in prior years, while sustaining its current relative success. Future plans for these programs may entail significant restructuring of programs, the elimination of specific aspects of these efforts and/or stricter budgetary controls.

11. Salary Steps and Lanes- The substantial number of teacher retirements in the system between 2003 and 2007 has resulted in a professional staff that is, on average, younger and has less teaching experience. In addition to negotiated salary increases, these newer teachers are more likely to experience additional increases associated with steps (years of experience) and lanes (graduate degrees and credits). As a result, the annual salary costs borne by the district are now significantly more than the published negotiated adjustments.

12. Special Education- The costs associated with private placements of our students remain unpredictable on at least two levels. First, although we do make some contingency plans within our spending plan, we cannot plan at all to accommodate students whose families relocate to or from the system because they are under no obligation to communicate with us prior to their arrival or departure. Therefore, we are subject to volatile swings in our budget with respect to the numbers of students placed at any given time. Second, the mechanisms for controlling the cost of private placements, designed and implemented by state officials, have not worked and have led to rapidly accelerating costs for certain of the private schools with which we do business.

13. Uncertainty of Additional State and Federal Revenues- The viability and potential impact of Governor Patrick's proposed state-administered 1% meal and hotel tax, with revenues to be dedicated to cities and towns, is in doubt and, therefore, has not been included in the Brookline FY2010 financial plan. Similarly, while additional revenues may come to the schools through President Obama's proposed Economic Stimulus package, the lack of specifics of the plan at this time, the uncertainty of the amount of funding that may come to school systems, and the proposed short-term nature of the funding makes including these monies in our fiscal plan an imprudent option at this time.

Overall Budget Picture for FY2010

The School Department faces a structural deficit of approximately $2.0 million for FY2010 after the use of one-time monies. Following is a detailed discussion of this anticipated shortfall comprising both revenue and expenditure issues.

Revenue

- Town-School Partnership Revenue Growth- The partnership, which considers state and local revenue sources, as well as shared expenditures including health insurance and utilities, allocates an increase of $953,031 to the public schools in the FY2010 plan for growth revenue. Again, this projection does not assume any additional revenue from Governor Patrick's proposal for a 1% meal and hotel tax program.

- Circuit Breaker- As noted earlier in this message, House 1 projects a decrease in this special education funding from the 75% reimbursement assumed in FY2009 to a 70% figure for FY2010. This represents a loss of $150,000 in available funding to our system for the coming fiscal year.

- METCO- A significant portion of the reduction to METCO funding must be accounted for in this spending plan. Specifically, we will allocate $146,400 as a loss in revenue against our FY2010 allocation.

Expenditures

- Special Education- We are projecting an increase in the cost of out-of-district placements, as a result of both additional placements and the increased cost for students currently attending private special education schools, of $600,000 for FY2010. However, we are forecasting a $105,000 savings based on our initial implementation of new options that will be made available for the delivery of after-school home-based services and play groups for students with specific disabilities and IEPs. Therefore, the total projected net increase to this line is $495,000 for the coming fiscal year.

- Net Cost of Steps, Lanes, Retirements and Staff Turnover- We anticipate that the cost of step increases for FY2010 will be $940,000, which represents an increase of more than 2% in salaries for our teacher bargaining unit (Unit A) separate from any negotiated increases. In addition, we estimate lane advancement costs at $100,000. Finally, the savings realized from retirements and other staff turnover is estimated at $440,000. Therefore the net cost of this item is estimated at $600,000.

- Elementary Enrollments- Given our increasing enrollments at grades K-4, we estimate the need for four (4) additional elementary classroom sections in FY2010, primarily in the 4th grade. In addition, we have allocated two (2) FTE for specialists to teach these additional elementary sections of elementary world language, music, art, and physical education. Finally, increases in enrollment at the middle grades will require an additional .50 FTE across Baker, Lawrence and Runkle Schools. The total cost of these enrollment-driven changes is $406,488.

- Program Improvements- The following items are recommended with a focus on our Strategic Plan, the Program Review process, and our obligation to fulfilling the promise of the FY2009 override effort.

• *Elementary World Language staffing* . We absorbed approximately $100,000 for additional staffing in FY2009 that will need to be budgeted appropriately in the FY2010 spending plan. This cost represented two (2) factors: (1) an increase in the FTE required to teach additional sections created due to enrollment growth after the override and after final schedules were completed; and (2) the annualized costs of teachers who were hired after the beginning of the 2008-2009 school year.

• *Mathematics Textbooks and Materials (grades six through eight)* . The purchase of materials to support implementation of our grade six, seven and eight mathematics learning expectations is estimated at a net expense of $50,000 for FY2010. This figure represents the cost beyond the expense for Think Math! textbooks and other reusable materials purchased in FY2009. In addition, the budget also includes $42,000 (already factored into the spending plan as an ongoing expense) for the replacement of consumable materials to support our K-5 implementation of Think Math!

• *Mathematics Previewing Program.* Our strategic plan outlines our goal to “eliminate the achievement gaps with respect to race, ethnicity and socio-economic status and increase the achievement of students with special needs through individualized strategies and programs." We believe that an important strategy in achieving this goal is to "increase the participation of students of color, students who are economically disadvantaged, and students with special needs in advanced classes." The Mathematics Preview Program, designed to serve students in grades 7-9, will be tailored after successful national models (including a program at Wakefield High School in Arlington, Virginia), and will focus on a review, reinforcement and extension of mathematical concepts and skills that students will need to master in order to ensure success in higher level mathematics courses in high school. The program will include learning opportunities during the summer, before and/or after the school day, and on Saturday, as well as strategies designed to persuade students and parents of the value of taking a challenging course load in mathematics at BHS. The estimated cost of the program is $25,000.

• *Nursing* . The System is committed to the goals and full implementation of the Enhanced School Health Grant. To meet the needs of this program, we must assume the costs imposed by the “phase-out” of the grant support earmarked for staffing over the remaining life of the grant. This cost is estimated at $20,000 for FY2010.

• *Restructuring of the Special Education Department* . We believe that the model currently used in administering special education, particularly with respect to the facilitation of IEP team meetings, the coordination of services, response to client concerns, and cost control, can and must be more efficient and effective. Therefore, in the interest of improving these services and achieving long-term savings, we propose implementation of the following steps.

o Eliminate the four (4) Unit B Special Education Administrator positions.
o Eliminate 1.80 FTE social worker positions.
o Eliminate one (1) special education teacher position.
o Create seven (7) team facilitator (Unit A) roles which, when added to the one (1) currently existing role, will afford us with the capacity to facilitate meetings at our eight (8) elementary schools. In addition, we would create one (1) team facilitator (Unit A) role responsible for working with our out-of-district student placements, their families, their transportation, and the private schools where they attend.
o Create one (1) Director of Special Education position (Unit B), responsible for coordination, training and supervision of these facilitators, along with evaluation of appropriate special education teachers and staff. This individual would be a direct report to the Assistant Superintendent for Student Services.

The total cost of this reorganization is projected at approximately $120,000 in the FY2010 spending plan.

- Transportation and Custodial Contracts – We presently have agreements with outside vendors for transportation and custodial services. The FY2010 budget allows for up to $50,000 in possible increased costs associated with these contracts.

- FY2009 Deficit – As noted in the previous section, the shortfall for our current year spending plan ($170,500) must be accounted for in this FY2010 proposal.

- Contingency Reserve – Given the uncertainty of the Commonwealth's revenues and the proportions that have been allocated by the Governor to funding cities and towns, the present status of health insurance discussions in Brookline, the continued deterioration of the economy which may require even more draconian reductions in state support of education, and the uncertainty of impending collective bargaining with our employee groups, the FY2010 spending plan includes a $600,000 contingency account to meet extraordinary needs.

Additional Considerations (already included in the FY2010 spending plan)

* Contingencies – As is our normal practice, this budget assumes an additional regular education contingency of $100,000 in FY2010.

* "One-Time" Funds - We will propose utilizing $750,000 of one-time monies to support the FY2010 budget, an increase of $79,125 above that which was used in the FY2009 spending plan. These funds are mainly available through the Circuit Breaker reimbursement program, and will be used specifically to support special education costs within the budget. I am somewhat concerned about this recommendation, given the reduction in the percentage of Circuit Breaker reimbursement which, without appropriate planning, would mean that the availability of our one-time funds will continue to shrink. However, I believe that this action is warranted and that we are making a prudent recommendation for the following reasons: (1) The proposed special education restructuring will, as noted earlier in this message, lead to better service and financial savings, reducing our dependence on these funds over time; and (2) Our restoration and addition plan, which will be implemented if additional state or federal monies become available (as described later in this message), would include, as a top priority, the elimination of $125,000 in one-time monies from this FY2010 spending plan.

Proposed Budget Reductions and Adjustments

The proposal shown below is designed to close the $2.0 million budget gap described above. Paring the budget by approximately 2.5% means that some services must be reduced or eliminated. We are, therefore, forced to adapt and change in order to provide the best educational program to the Town with the resources at our command. The proposals outlined here are a compromise, designed to meet the competing imperatives of enhancing the instructional program in Brookline within the constraints of a sharp decline in available funds and the prospect of further reductions in the near future. This proposal does attempt to honor fundamental elements of our strategic plan. At the same time we must modify our financial commitments to initiatives that have been legitimately adopted to foster educational quality and continuous improvement. I deeply regret the necessity of curbing our plans to meet the constraints of our current financial circumstances. It is clear that these proposals will cause pain, but that we must endure in the service to our students and to the citizens of this town. The following proposal represents my best judgment, based on consultation with my leadership team, including Senior Staff, Principals and Coordinators, of the greatest good in line with our joint obligations both to the current citizens and the taxpayers of the next generation.

1. Brookline High School Administration. We propose the elimination of the Assistant Headmaster position, the Coordinator of Pupil Personnel Services role and one (1) guidance counselor role. Instead, the high school staffing would include a Provost (non-aligned) position, along with a Lead Guidance Counselor (Unit A) role. The total savings for this proposal would be $94,100.

2. Brookline High School Clerical. We propose consolidating 2.50 FTE clerical positions which are open or soon to become open at Brookline High School, through a redefinition of duties within the building consistent with the newly reorganized administrative structure. The savings for this proposal will be $114,200.

3. Brookline High School Teaching. The slight decrease in enrollments at BHS, along with the creation of a tighter schedule model, will allow us to eliminate 4.60 FTE teaching positions across our high school departments. The savings from this consolidation will be $283,900. While the specific positions will not be known until we have completed the initial phases of the high school scheduling process, it is clear that we will experience larger class sizes in our elective offerings, as well as seeing fewer elective classes run as part of the 2009-2010 schedule under this plan.

4. Central Administration. This budget incorporates the consolidation of payroll services with the Town Department. In addition, we will eliminate one (1) clerical position in the Human Resources Department and another at the Sperber Education Center. Finally, we will consolidate the two (2) positions currently responsible for substitute teacher hiring and placement functions into one (1) role. The total savings from the elimination and consolidation of these positions is $196,837.

5. Early Childhood Programs. This spending plan assumes that we will move one (1) of the Early Childhood Administrator (Unit B) positions from the general operating budget to the early education revolving account, thereby saving $75,000 in FY2010 from the general fund.
6. Early Childhood Tuition Rates. This spending plan imposes a 2% increase to tuition rates for our early education programs, while preserving our approach to the use of a sliding scale and scholarships to ensure that PK students whose families require assistance can nonetheless gain access to our public school offerings.

7. Library Assistants. We propose to eliminate library assistant positions in our elementary schools, representing a budgetary reduction of $226,557 (including salary and benefits). This cutback eliminates 5.40 FTE from the FY2010 spending plan.

8. Mathematics and Literacy Specialists. The FY2010 budget eliminates 4.25 FTE from mathematics and literacy specialist positions, including the .60 FTE town-wide mathematics specialist role. Furthermore, while the remaining 24 FTE teachers would be apportioned across our schools on a formula-driven basis, the specific ratio of mathematics to literacy specialists in each building will be decided by the building principal and appropriate curriculum coordinators, based on student achievement data and the goals identified in Individual Student Success Plans (ISSPs) and through the School Improvement Plan. This proposal eliminates $257,900 for FY2010 compared to FY2009.

9. METCO. Given the severe reductions proposed by Governor Patrick as part of his budget proposal, we have no choice but to make an adjustment to our spending on the METCO program. This spending plan assumes the elimination of one (1) system-wide social worker position at a savings of $66,400.

10. Paraprofessionals. The FY2010 budget includes the elimination of fifteen (15) paraprofessional positions. This reduction will require Principals and central administration, particularly the Assistant Superintendent for Student Services, to work together to maximize student schedules and building-based efforts. In addition, the proposal includes a full-time paraprofessional in each kindergarten class throughout the system in an effort to reduce the number of aides included in student IEPs. Moreover, we expect that the proposed facilitator structure, described in the previous section, will lead to additional long-term savings and increased client satisfaction. This effort is projected to yield a savings of $372,750 for FY2010 compared to the current year.

11. Steps to Success. The FY2010 spending plan requires the elimination of one (1) advisor position from this program. Clearly, the impact could mean that counselors in schools would need to provide additional services to students previously served through our Steps to Success efforts. The savings achieved through this budget reduction equals $44,946.

12. Technology Replacement Schedule. We propose the elimination of $100,000 from our technology replacement schedule, meaning that we will defer the commitment to a five (5) year replacement/renewal program within the school system.

13. Technology Support. We propose the elimination of one (1) technology (help desk) position, at a savings of $51,641. This budget reduction is made possible because of the work of our technology department to increase our efficiency by centralizing our server functions, while maintaining high quality service delivery to building-based staff for their technology needs.

14. Travel. We will eliminate the $17,000 earmarked in the operating budget for out-of-state travel to conferences and workshops. As a result, we will be completely dependent on funds from the Brookline Education Foundation and other assistance for attendance at these regional and national meetings.

Restoration and Supplemental Package(s)

I believe the cuts to the FY2010 budget described above represent the most realistic scenario for the fiscal year. However, there is some possibility that Brookline may receive additional revenues compared to this conservative budget proposal. These possibilities include aid to the Town at some level that is increased above our current assumptions that may come from the state and federal level(s) in the next few months. First, as noted earlier in this message, Governor Patrick has proposed a 1% meal and hotel tax, to be dedicated to cities and towns. This plan could generate approximately $450,000 for our public school system, assuming current levels of economic activity. In addition, the federal stimulus package, currently being discussed in Washington by the Senate and House, might conceivably generate additional revenues in special education funding. It is worth cautioning that federal stimulus funds will likely be restricted for disbursement over a limited time, only over the next 27 months, so any use of such funds will have to anticipate their short-lived reliability. Although final recommendations will be formulated when and if these funds become available, and in accordance with any restrictions imposed by the eventual funding program, our priorities for restoration and addition would include the following program and staffing issues.

- Reduce "one-time" funds allocated to the FY2010 Budget from $750,000 to $625,000, a lessening of our dependency on these funds by $125,000.

- Establish funding to support School Improvement Plans, the implementation of Strategic Plan initiatives, and data-driven initiatives at the building-level. Funding for this proposal could be set as high as $300,000 for FY2010.

- Restore (and increase slightly) formulas for Mathematics and Literacy Specialists by 5.0 FTE. The total cost of this proposal is $305,500.

- Restore the one (1) Steps to Success advisor eliminated in this spending plan at a cost of $44,946.

- Restore the one (1) METCO Social Worker eliminated in the FY2010 budget at a cost of $66,400, if the reduction to METCO funding proposed in House 1 is restored.

- Restore $100,000 to the Technology Replacement Schedule, thereby reinstating the five year replacement plan.

- Implement the grade seven Health course proposed through Program Review in 2006-2007. This proposal would require one (1) additional FTE and would cost $67,000 (including salary, benefits and materials).

- Increase our allocation to after-school programs by $12,377, from $62,623 to $75,000.

Efficiencies

Beyond this present town-wide effort to find means of reducing financial costs in a responsible fashion, it is important to note that the School Department has achieved over $800,000 in efficiencies over the past five (5) budget cycles, many in partnership with town officials. Each of these changes represents a modification in the way that the schools deliver services. They were not all easy or obvious. All have required the cooperation and ingenuity of our employees, some were enabled by improvements in technology and economies of scale, and some represent sacrifices in service to our clients – the people of the Town. The specific initiatives are as follows:

▪ Payroll Office Consolidation (FY2009)	$62,500
▪ Library Assistant Consolidation (FY2008)	$18,200
▪ Modification of Advertising Strategies (FY2008)	$25,000
▪ Teaching & Learning Clerical Consolidation (FY2008)	$55,300
▪ Transportation/Custodial Clerical Consolidation (FY2008)	$47,300
▪ Eliminate One (1) School Bus (FY2008)	$53,100
▪ Eliminate One (1) Bus Monitor Position (FY2008)	$17,327
▪ Eliminate Practice of Hiring Retirees (FY2008)	$100,954
▪ Eliminate Permanent Building Substitute Positions (FY2008)	$58,400
▪ Replace Three (3) Custodial Positions w/Contract Services (FY2008)	$21,900
▪ Eliminate One (1) School Bus (FY2007)	$52,200
▪ Eliminate One (1) Bus Monitor Position (FY2007)	$16,526
▪ Replace Four (4) Custodial Positions w/Contract Service (FY2007)	$27,200
▪ Consolidate Coordinator Positions (FY2007)	$81,800
(Educational Technology and Library)	
▪ Reduce Technical Support Staff (FY2007)	$117,600
(Applications Manager and Webmaster)	
▪ Eliminate One (1) School Bus (FY2005)	$52,560
▪ Eliminate One (1) Bus Monitor Position (FY2005)	$15,234

In addition, the School Committee and Administration actively participated in the Town-wide Efficiency Review undertaken on the initiative of the Selectmen. The Public Schools of Brookline recognizes the importance of careful review of our fiscal commitments and support an open process for the Community. The System is committed to finding sustainable actions to support high quality school initiatives in the future. This community demonstrated an impressive commitment to the schools by voting for a significant infusion of additional resources through the Override last spring. Our reciprocal responsibility is to use these resources in the most responsible manner. Our participation in the Efficiency Review is an indicator of our support for this process. The School Committee and Administration were ably represented by Alan Morse in this process. He has reported the interim findings to our body and brought the school administration into the process to ensure the appropriate review of our administrative and support services. We thank him for those efforts.

As we move forward through our FY2010 budget development process the School Committee will work with the Superintendent and Senior Staff to review and analyze all aspects of our programs and services. Part of this review will be our own rigorous assessment of our administrative and support services – including areas already examined by the Efficiency Committee. The largest part of this review will focus on the allocation of resources appropriate to address our programs and services in the context of our Strategic Plan, our ten (10) year Facilities Master Plan, and our multi-year Program Review initiatives. This is our core business and it is our inalienable responsibility under law.

In addition, the School Committee Chair, Dr. Henry Warren, has announced to the School Committee his intention to form an ad hoc Strategic Investment Committee to advise the School Committee on three (3) major issues:

1. the completion of the strategic plan and our school system's need to ensure resources are allocated to advance our priorities;

2. the current economic crisis and unprecedented pressure that has put a focus on finding efficiencies in our school budget; and

3. the new facilities master plan and implications for our physical plant for the next generation.

Dr. Warren has appointed Susan Wolf Ditkoff (Chair), Judy Meyers and Alan Morse to this Committee, which will also include volunteer citizen members. Further, he has charged the group with completing this charge and issuing a report by December, 2009, that can help advise and inform the creation of the budget guidelines for our FY2011 spending plan.

Conclusion

The final FY2010 spending plan for The Public Schools of Brookline must represent a balance between the aggressive educational agenda put forward in our Strategic Plan and the present financial realities. For example, we have proposed a model to facilitate special education team meetings and client services which will be more accountable to school officials and families and help to reduce costs over time. Moreover, our plan to implement full-time paraprofessionals in each kindergarten class signals our intention to improve services for all students and provide an appropriate educational program for students with special needs, while reducing the number of aides designated in student IEPs. Despite the fact that we will eliminate jobs in the coming fiscal year, I believe that this proposal strikes the appropriate equilibrium necessary for advancing the mission of The Public Schools of Brookline.

Given the forecast of difficult budget years in (at least) FY2011 and FY2012, it is clear that The Public Schools of Brookline must examine and implement alternative ways of doing business. One example would be the creation of a citizen volunteer program at our schools. Our approach should be to actively solicit individuals to fill support roles, which in the past may have been filled by employees, in an effort to maintain our focus on teachers, students and the classroom. Another idea would involve pushing the limits on our goal of reducing paper and simplifying access to materials – student progress reports, report cards, employee payroll checks – through on-line parent and employee portals. We must aggressively investigate and, when appropriate, implement these types of programs in order to maximize resources and to maintain our outstanding service to students.

We look forward to the opportunity to provide elected officials, appointed representatives, and the community with additional rationale for these critical proposals over the next few months.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs. FY09 $ CHANGE	FY10 vs. FY09 % CHANGE
TOTAL	62,924,864	68,021,240	68,974,271	953,031	1.4%
BENEFITS			16,841,492		
REVENUE	209,057	230,000	230,000	0	0.0%

TOWN OF BROOKLINE FY2010 PROGRAM BUDGET	NON-APPROPRIATED EXPENSES

This category consists of mandated expenditures and assessments that are automatically added to the tax rate without appropriation. Overall, Non-Appropriated expenses are expected to total $7,330,535, an increase of $232,125 (3.1%) for FY10. The total projected State and County Assessments of $5,543,424, an increase of $118,906 (2.2%), includes $4,489,015 for the MBTA and $622,569 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Tax Titles/ Court Judgments/ Deficits, and the Tax Levy Overlay. Those items increase $104,219 (6.2%).

CLASS OF EXPENDITURE	ACTUAL FY2008	BUDGET FY2009	REQUEST FY2010	FY10 vs FY09	
				$ CHANGE	% CHANGE
State and County Assessments					
County	589,801	604,546	622,569	**18,023**	**3.0%**
Retired Employee Health Insurance	2,812	3,932	3,413	**(519)**	**-13.2%**
Air Pollution District	21,226	21,659	21,556	**(103)**	**-0.5%**
MAPC	16,096	16,191	16,265	**74**	**0.5%**
Special Education	30,498	32,583	48,791	**16,208**	**49.7%**
Charter School Assessment	28,774	48,005	30,615	**(17,390)**	**-36.2%**
Registry Parking Surcharges	242,540	242,540	311,200	**68,660**	**28.3%**
MBTA	4,478,658	4,455,062	4,489,015	**33,953**	**0.8%**
SUB-TOTAL - STATE AND COUNTY ASSESSMENTS	5,410,405	5,424,518	5,543,424	**118,906**	**2.2%**
Misc. Non-Appropriated Expenses					
Education Offsets	120,749	122,866	112,111	**(10,755)**	**-8.8%**
School Lunch	22,427	19,642	21,913	**2,271**	**11.6%**
Libraries	98,322	103,224	90,198	**(13,026)**	**-12.6%**
Tax Levy Overlay	1,858,148	1,535,026	1,650,000	**114,974**	**7.5%**
Tax Titles/ Court Judgments/ Deficits	5,857	25,000	25,000	**0**	**0.0%**
SUB-TOTAL - MISC. NON-APPROPRIATED	1,984,754	1,682,892	1,787,111	**104,219**	**6.2%**
TOTAL NON-APPROPRIATED	**7,395,159**	**7,107,410**	**7,330,535**	**223,125**	**3.1%**

COUNTY TAX

General Laws Chapter 35, Section 31, provides that the cost of county government shall be apportioned among the cities and towns within each County according to the equalized valuation (EQV) of each city and town in relation to the total EQV of all cities and towns in the County. EQV's are updated by the State every two years and were updated by the State in CY2007. Under the present EQV's, Brookline pays more than 12% of the Norfolk County assessment. While the overall county assessment is limited to a 2 1/2% increase under Proposition 2 1/2, individual communities' assessments are not. The Town's FY10 assessment will increase $18,023 (3%) to a total of $622,569.

HEALTH INSURANCE - RETIREES

General Laws Chapter 32A, Section 10B, requires communities to reimburse the State for the costs of providing a health insurance plan for governmental retirees who were pensioned prior to the implementation of Chapter 32B by their local governmental unit. Chapter 32B enabled municipalities to establish a mechanism for group insurance for retirees. Each participating municipality is assessed for the governmental share of health insurance premiums paid on behalf of its retirees by the State. The State pays 90% of the total premium and the retiree's co-payment is 10% of the total premium, as well as full payment for catastrophic illness coverage. A proportionate share of administrative expenses is also assessed to each municipality. Costs for FY10 are estimated at $3,413, a decrease of $519 (13.2%).

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community. Costs for FY10 are estimated at $21,556, a decrease of $103 (0.5%).

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The total assessment is apportioned among communities based on the community's share of the total district population. The assessment is expected to increase $74 (0.5%) for FY10, resulting in a projected cost of $16,265.

SPECIAL EDUCATION

This assessment is to partially reimburse the State for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the State. Current year charges are for pupils served in the prior school year. The FY09 assessment was $32,583 and, based on the Preliminary Cherry Sheets, is expected to increase $16,208 (49.7%) for FY10, resulting in a projected cost of $48,791.

CHARTER SCHOOL ASSESSMENT

General Laws Chapter 71, Section 89, Sub-section (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district. Municipalities and school districts are reimbursed for this assessment based on the following schedule: in year one, an amount equal to 100% of the assessment; in year two, an amount equal to 60% of the assessment; in year three, an amount equal to 40% of the assessment; after year three, no reimbursement. The reimbursement of the assessment, which appears as revenue under State Aid, is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The current assessment is $48,005 and, based on the Preliminary Cherry Sheets, is expected to decrease $17,390 (36.2%) to $30,615 in FY10.

PARKING FINE REGISTRY SURCHARGE

If after proper notices a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) to not renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of $20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY10 surcharge assessment is estimated to increase $68,660 (28.3%) to $311,200.

MBTA

The MBTA provides rapid transit and other mass transit services to 175 cities and towns including Brookline. Prior to the 1999 enactment of the reform package that overhauled the budgeting and assessment procedures for the MBTA (commonly referred to as "forward-funding"), only 78 communities were assessed, totaling $145 million and increasing 2 1/2 % annually. Now 175 communities are assessed and total assessments declined over a six-year period, ending in FY06, when it reached $127.5 million. With the total assessment being spread over a larger number of communities, the assessment for the original 78 communities were lowered over the six-year period. This is governed by General Laws, Chapter 161A. Beginning in FY07, total assessments could not increase by more than 2 1/2% annually.

Each community's MBTA assessment equals its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation are the most recent from the United States Census Bureau. The FY09 total assessment for all communities was $146.5 million, with the Town's assessment at $4,455,062. The assessment is expected to increase $33,953 (0.8%) in FY10 to $4,489,015.

EDUCATION OFFSETS

Included in the estimated amount of aid to be received from the State are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the state aid estimate is also included in the non-appropriated expense section as an off-setting debit. The two components of Education Offsets are School Lunch ($21,913) and Libraries ($90,198). A more detailed explanation of these items can be found in the financing section (Section III) under State Aid.

TAX LEVY OVERLAY

General Laws Chapter 59, Section 25 requires that the Board of Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated or exempted. Individual tax abatements are paid out of this fund, as are exemptions for certain elderly, veterans, surviving spouses, and blind persons. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation. The proposed overlay for FY10 is $1.65 million, or approximately 1% of the total property tax levy, an increase of $114,974 (7.5%).

TAX TITLES, COURT JUDGMENTS, AND DEFICITS

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate. From time to time, there are other non-appropriated expenses that have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, must be added to the following year's tax rate. Expenses for FY10 are projected to level-funded at $25,000.

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SPECIAL REVENUE FUNDS

Outside of the General Fund, there exist particular revenues that are earmarked for and restricted to expenditure for specified purposes, including receipts reserved for appropriation, revolving funds, trust and agency funds, enterprise funds, special purpose funds, and grants. Generally referred to as Special Revenue Funds, these external funds augment the General Fund to support departmental operations. While some are one-time in nature (e.g., grants), others have annual inflows and outflows (e.g., parking meter receipts, cemetery lot sales). Below is a list of all Town special revenue funds, their FY08 year-end fund balance, fund balance as of December 31, 2008, and a brief description of each fund.

* NOTE: Under "Fund Type", "Revolving Fund (A)" does not, per state law, require appropriation. "Revolving Fund (B)" does require appropriation.

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY08 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/08	DESCRIPTION
Building	SP19	Local Grant	KEYSPAN ENERGY REBATE	1,409	1,409	Funds from KeySpan used for energy conservation projects
Building	SP20	Local Grant	NSTAR GRANT/REBATE	(4,391)	(4,391)	Funds from NStar used for energy conservation projects
Building	SP25	Revolving Fund (B)	TOWN PROPERTIES REVOLVING FUND	57,375	51,897	Proceeds from rental properties to support maintenance of those facilities
	BUILDING SUB-TOTAL			**54,392**	**48,915**	
COA	SH01	State Grant	COA SPENDING PLAN FORMULA GRANT	1,805	6,054	State grant used to support personnel
COA	SH24	Local Grant	SENIOR CENTER GIFT	6,793	7,109	Private Grants to support special projects such as Careers in Aging
COA	SH29	Local Grant	ASIAN ELDER OUTREACH PROGRAM	66	118	Grant for Asian/Russian Outreach
COA	SH30	Local Grant	RUSSIAN AND ASIAN ELDER	628	628	Community Fund grant for Russian/Asian programs
COA	SH31	Local Grant	ARTHRITIS PROGRAMMING	300	300	Community Fund grant for Arthritis programs
COA	SH33	Local Grant	COUNCIL ON AGING GIFT-VAN EXPENSES	3,527	4,679	Donations to support the Senior Center van
COA	SH35	Local Grant	SPRINGWELL ALZHEIMERS RESPITE	1,376	2,556	Federal Grant for Respite Workers
COA	TH04	Trust	COUNCIL ON AGING EXPENDABLE FUND	4,033	5,101	Supports the Elderbus
	COUNCIL ON AGING SUB-TOTAL			**18,528**	**26,545**	
Fire	SG19	Revolving Fund (A)	MISC PRIVATE DETAILS	(102,502)	(74,856)	Fire Details account
Fire	SP14	Local Grant	SAFE GRANT	7,013	2,360	State grant for the Student Awareness of Fire Education (SAFE) program
Fire	SP55	Local Grant	FIRE SAFETY/PREVENTION GIFT	7,046	7,046	Local gifts to support fire safety efforts
Fire	SP57	County Grant	NORFOLK COUNTY FIRE SAFETY	57	0	County grant to support fire safety efforts
Fire	SP74	State Grant	MASS DECONTAMINATION UNIT DEPLOYMENT	9,785	9,785	Maintain/replace supplies/equipment for Mass Decontamination Trailer
Fire	SP98	State Grant	FIREFIGHTING EQUIPMENT	6,503	61	State grant to purchase Firefighting tools and equipment
Fire	SPA9	State Grant	FY09 FIREFIGHTING EQUIPMENT	0	(7,900)	State grant to purchase Firefighting tools and equipment
	FIRE SUB-TOTAL			**(72,098)**	**(63,504)**	
Health	SH03	Local Grant	TUBERCULOSIS GRANT	111,312	115,312	Supports public health nursing and infrastructure
Health	SH04	Local Grant	ALCOHOLIC BEVERAGE SERVER TRAINING	30,520	31,420	Supports training of bartenders and infrastructure
Health	SH05	Local Grant	AIDS PREVENTION	32	0	Supported education and prevention activities related to HIV
Health	SH08	Local Grant	COMMUNITY HEALTH ASSESSMENT	8,983	(18)	Supports the Healthy Brookline Chartbook series
Health	SH09	Local Grant	YOUTH RABIES PREVENTION GRANT	1,049	22	Finances animals/rabies education for kids in daycares
Health	SH10	Local Grant	PROSTATE EDUCATION	5,237	2,544	Supports men's health initiatives
Health	SH11	State Grant	COMM SEPTIC MANAGEMENT PROGRAM	5,871	5,871	Supports environmental health projects and infrastructure

TOWN OF BROOKLINE FY2010 Program Budget				SPECIAL REVENUE FUNDS		
DEPT	**FUND NUMBER**	**FUND TYPE**	**FUND NAME**	**FY08 YEAR-END FUND BALANCE**	**FUND BALANCE AS OF 12/31/08**	**DESCRIPTION**
Health	SH12	Local Grant	VIOLENCE PREVENTION	37,742	37,742	Supports violence and substance abuse prevention and infrastructure
Health	SH13	Local Grant	CHILDREN'S INSURANCE	7,843	7,843	Supports children's health programs
Health	SH14	Local Grant	WOMEN'S HEALTH	24,959	34,959	Supports women's health programs and infrastructure
Health	SH15	Local Grant	ELDER HEALTH	41,529	37,207	Supports elder health programs (with COA)
Health	SH17	Local Grant	CHILDREN'S INJURY PREVENTION	9,587	9,587	Supports injury prevention programs and infrastructure
Health	SH18	Local Grant	HEPATITIS B	3,000	3,000	Supports Hepatitis B shots and education for students
Health	SH19	Local Grant	CLINIC BOOKS	10,705	10,705	Supports dental health clinic work and infrastructure
Health	SH20	Local Grant	RUSSIAN HEALTH	211	0	Supported the Russian-American Festival and translation services
Health	SH21	State Grant	WEIGHTS & MEASURES	1,010	1,010	Supports the weights and measures program
Health	SH22	Local Grant	CHINESE HEALTH	15,131	15,131	Supports programs targeting Chinese speakers and translation services
Health	SH25	State Grant	MA VIOLENCE PREVENTION TASK	2,500	2,500	Supports violence and substance abuse prevention work in schools
Health	SH27	Special Purpose	COMMISSION FOR THE DISABLED	17,645	13,097	From handicapped parking violations to support commission
Health	SH28	Local Grant	SKIN CANCER AWARENESS	4,910	4,910	Supports sun safety awareness
Health	SH36	Federal Grant	DRUG FREE COMMUNITY SUPPORT PROGRAM	5,238	(13,937)	Supports B-CASA and school-based violence/substance abuse prevention
Health	SH37	Local Grant	MEDICAL RESERVE CORPS	634	2,285	Supports activities of the Medical Reserve Corps
Health	SH38	State Grant	EMERGENCY PREPARATION	17,216	11,205	From State DPH for emergency preparation planning
Health	SH40	Local Grant	WELLNESS IN THE COMMUNITY	(3,368)	(6,696)	Supports wellness initiatives including "Brookline On the Move"
Health	SH41	Local Grant	HEALTH INSURANCE PROJECT	5,000	4,000	Supports outreach to educate and enroll people in health insurance
Health	SH42	Local Grant	EMERG PLAN FOR VULNERABLE POPULATION	619	619	To prepare organizations serving vulnerable populations for emergencies
Health	SH43	Local Grant	RESIDENT STUDY OF ELDERS 85+	0	14,500	From Community Fund for study of elders 85+ years old
Health	SH44	Local Grant	ASSIST INDIVIDUALS WHO HOARD	0	6,000	From Community Fund to assist individuals who hoard
Health	TH01	Trust	STEPHEN TRAIN EXPENDABLE FUND	69,217	71,014	Supports Health Center expenditures
Health	TH02	Trust	STEPHEN TRAIN NON-EXPENDABLE FUND	101,117	101,117	Cannot be spent
Health	TH03	Trust	HANDICAPPED EXPENDABLE FUND	987	787	Supports the Commission for the Disabled
Health	TH05	Trust	FRIENDS OF BROOKLINE HEALTH	23,253	21,674	Supports Friends' activities and infrastructure
	HEALTH SUB-TOTAL			**559,690**	**545,412**	
Human Rel.	SG20	Local Grant	HOLOCAUST MEMORIAL GIFTS	114	114	Supports Holocaust Witness Project
Human Rel.	SG22	Local Grant	MARTIN LUTHER KING DAY	772	772	Supports MLK and Black History Programs
Human Rel.	SH07	Local Grant	ASIAN-AMER HERITAGE PROGAM	1,289	1,289	Supports Asian-American Programs
Human Rel.	SH16	Federal Grant	MLK SERVICE DAY	100	100	Supports MLK and Black History Programs
Human Rel.	SH23	Local Grant	RUSSIAN AMERICAN FESTIVAL	1,723	1,723	Supports Outreach Efforts to Russian Immigrant Community
Human Rel.	SH32	Local Grant	MULTI-CULTURAL PROGRAM	50	50	Supports Inter-Group Relations Programs
Human Rel.	SH39	Local Grant	DIVERSE THE CURSE GIFT	1,705	1,705	For plaque at Old Burying Ground and other Hidden Brookline projects
	HUMAN RELATIONS SUB-TOTAL			**5,754**	**5,754**	
HR	TI02	Special Purpose	GROUP HEALTH TRUST FUND	1,281,306	840,484	Fund from when Town was self-insured
HR	TI03	Special Purpose	WORKERS COMPENSATION TRUST FUND	861,733	1,717,013	Worker's comp trust fund
HR	TI05	Special Purpose	RETIREE GROUP HEALTH TRUST FUND	4,608,476	5,657,204	Town's OPEB Fund
HR	TI06	Special Purpose	UNEMPLOYMENT COMPENSATION TRUST FUND	96,758	160,698	Unemployment trust fund
HR	TI07	Special Purpose	PUBLIC SAFETY INJURED ON DUTY TRUST FUND	71,418	234,474	Trust fund for 111F medical payments for public safety employees
	HUMAN RESOURCES SUB-TOTAL			**6,919,691**	**8,609,874**	

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY08 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/08	DESCRIPTION
Library	SL01	State Grant	STATE LIBRARY AID	72,631	20,439	State aid for Library operations
Library	SL14	Local Grant	LIBRARY FOUND GIFT	9,829	9,829	Library Foundation gift for Coolidge Corner Library
Library	SL15	State Grant	FY07 PUBLIC LIBRARY FUND MATCHING GRANT	2,485	2,485	Received two annual payments; discontinued due to state budget cuts
Library	SL16	Local Grant	MAIN LIBRARY GIFT	115,930	(7,887)	Library Trustee and Foundation gift for Main Library landscaping project
Library	SL17	Local Grant	LIBRARY ANNUAL APPEAL	35,139	35,139	Proceeds from Annual Appeal to be spent on library materials
Library	SL29	Special Purpose	LIBRARY DAMAGE RECOVERY	42,451	49,536	Funds recovered to replace/repair lost or damaged library materials
Library	TL06	Trust	SIDNEY L KAYE FUND	8	8	Trust fund for the purchase of books
Library	TL07	Trust	MARTIN HALL FUND	13	0	Trust fund for the purchase of books
Library	TL09	Trust	FRANCES HUNT FUND	39	0	Trust fund for the purchase of books
Library	TL10	Trust	LOUISE HOOPER FUND	0	(114)	Trust fund for the purchase of books
Library	TL12	Trust	LIBRARY GENERAL CONTRIBUTION FUND	634	(323)	Donations, usually "in lieu of flowers", for books or other materials
Library	TL13	Trust	D.B. HOAR FUND	1,434	112	Unrestricted trust fund, used exclusively for books
Library	TL15	Trust	COLT MEMORIAL FUNDS	78	32	Restricted to books on gardening
Library	TL22	Trust	DOROTHY CLEMENS FUND	25	(1,756)	Restricted to books and other library materials on travel and home repair
Library	TL25	Trust	PUTTERHAM CIVIC ASSOCIATION FUND	0	(51)	Restricted to books for the Putterham Library
Library	TL27	Trust	HOESLY-SCHNEIDER LIBRARY FUND	0	(872)	Restricted to Children's books, 50% to Coolidge Corner
Library	TL28	Trust	MILDRED BENT LIBRARY FUND	104	104	Unrestricted trust fund
Library	TL30	Trust	ANNUAL BOOK PURCHASE FUND	74	74	Trust fund for the purchase of books
Library	TL31	Trust	BENEDICT ALPER BOOK TRUST	85	0	Trust fund for the purchase of books
Library	TL33	Trust	MARG BREEN DELEON BOOK FUND	0	(60)	Restricted to books about Ireland
Library	TL35	Trust	EDWARD J KINGSBURY FUND	173	(291)	Trust fund for the purchase of books
Library	TL36	Trust	GROSS FUND-EXPENDITURE	(235)	0	Trust fund for the purchase of books
Library	TL41	Trust	LIBRARY GALA TRUST FUND	850	(5,430)	Proceeds from the annual Gala, to be spent on library materials
Library	TL42	Trust	DANIEL C. LEVEY MEM FUND	0	(102)	Restricted to materials about photography and nature
Library	TL43	Trust	DORIS GOLDBLATT FUND	0	(170)	Unrestricted trust fund
Library	TL44	Trust	BERNICE B GODINE FUND	0	(32)	Restricted to books and materials for Putterham
	LIBRARY SUB-TOTAL			**281,748**	**100,668**	
Planning	SA03	Escrow	CDBG ESCROW	2,283	3,164	Escrow for lead paint abatement program
Planning	SG01	Federal Grant	COMMUNITY DEVEL BLOCK GRANT (CDBG)	(18,384)	(552,495)	CDBG Grant
Planning	SG02	Federal Grant	HOUSING REHAB LOAN PROGRAM	131,128	33,916	Match for homebuyer assistance for CDBG program
Planning	SG03	Federal Grant	RENTAL REHAB PROGRAM	26,869	26,869	Funding for housing program outreach
Planning	SG15	Federal Grant	HOME PROGRAM	4,722	4,722	HOME Grant
Planning	SG30	Local Grant	TOWN WIDE CELEBRATIONS/PROMOTION	22,559	32,802	Funds for the First Light Festival
Planning	SG36	Revolving Fund (B)	FACADE IMPROVEMENT LOAN PROGRAM	30,000	30,000	Loans to businesses for façade improvements
Planning	SG39	Local Grant	DIGITIZE TOWN HISTORICAL PHOTOS	389	339	From Community Fund for the digitization project
Planning	SG41	State Grant	SMART GROWTH TECH ASSISTANCE	9,785	9,785	State grant for technical assistance
Planning	SG43	Special Purpose	GATEWAY EAST PROJECT GIFT	250,000	25,000	Payment from 1 Brookline Place
Planning	SG44	State Grant	FY07 SURVEY & PLANNING GRANT	(20,400)	(20,400)	Preservation survey of 20th Century historic resources
Planning	TA09	Trust	PLANNING BOARD OUTSIDE CONSULTANTS	8,914	604	Funds from prospective developers to be used for Town studies
Planning	TG05	Trust	HOUSING TRUST	5,511,692	5,803,418	Payments by developers and from Free Cash per policies
	PLANNING SUB-TOTAL			**5,959,558**	**5,397,724**	

DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY08 YEAR-END FUND BALANCE	FUND BALANCE AS OF 12/31/08	DESCRIPTION
Police	SA07	Special Purpose	PARKING METER FUND	2,560,397	1,349,617	Parking Meter receipts (transferred to General Fund)
Police	SP03	Local Grant	DARE PROGRAM	117	2,565	Donations supporting the DARE Program
Police	SP04	Federal Grant	JOINT DRUG ENFORCEMENT	83	0	Overtime for drug investigations
Police	SP06	Local Grant	WALK & TALK	12,662	18,912	BHA grant for the Walk & Talk program
Police	SP10	Federal Grant	POLICE VESTS	19,989	19,989	Reimbursed 50% on selected Body Armor
Police	SP12	Local Grant	CELLULAR PHONE PROGRAM	238	0	Phones for Domestic Violence victims
Police	SP17	Federal Grant	VIOLENCE AGAINST WOMEN	45,388	0	Program to reduce Domestic Violence
Police	SP34	Federal Grant	VIOLENCE AGAINST WOMEN ACT	(805)	0	Funds the Domestic Violence Advocate
Police	SP38	Federal Grant	PROBLEM SOLVING PARTNERSHIP	2,068	(88)	Program to reduce drug and alcohol abuse
Police	SP44	Federal Grant	COPS-SCHOOL BASED PARTNERSHIP	18,716	0	Program to reduce drug and alcohol abuse
Police	SP51	State Grant	COPS IN SHOPS	75	0	Underage alcohol enforcement
Police	SP70	Local Grant	CELL PHONE	3,975	3,975	Community Fund grant for the domestic violence cell phone program
Police	SP82	Federal Grant	URBAN AREAS SECURITY INITIATIVE (UASI)	44,379	46,754	For training in Weapons of Mass Destruction
Police	SP83	Federal Grant	FY05 EDWARD BYRNE JUSTICE ASSISTANCE	2,646	0	For technological advancements
Police	SP85	State Grant	FY06 CLICK IT & TICKET	(3,080)	(1,267)	For mobilization units and traffic enforcement equipment
Police	SP87	Federal Grant	UASI 2006 CERT TRAINING	2,230	2,230	For Community Emergency Response Team (CERT) Training
Police	SP90	Federal Grant	UASI WMD PROTECTION/DECON	(20,942)	(20,942)	For training in Weapons of Mass Destruction
Police	SP91	State Grant	SHANNON ANTI-GANG GRANT	210	210	For Anti-gang programs and warrant sweeps
Police	SP94	State Grant	FY07 COMMUNITY POLICING GRANT	0	(561)	State Community Policing grant
Police	SP95	Federal Grant	FY06 EDWARD BYRNE JUSTICE ASSISTANCE	(14,131)	(14,131)	For technological advancements in Police Department
Police	SP96	State Grant	FY07 STATEWIDE EMERGENCY TELECOMM BD	2,463	2,463	For specialized training of 911 Dispatchers
Police	SPA1	State Grant	SHANNON ANTI-GANG GRANT	(14,289)	(636)	For Anti-gang programs and warrant sweeps
Police	SPA2	Federal Grant	FY07 EDWARD BYRNE JUSTICE ASSISTANCE	(4,019)	(4,019)	For technological advancements in Police Department
Police	SPA3	State Grant	FY08 STATEWIDE EMERGENCY TELECOMM BD	(10,856)	(1,232)	Fund for specialized training of 911 Dispatchers
Police	SPA4	State Grant	FY09 SETB 911 TRAINING GRANT	0	(508)	Training grant from the State Emergency Telecommunications Board
Police	SPA6	State Grant	FY09 COMMUNITY POLICING GRANT	0	44,882	State Community Policing grant
Police	TA05	Revolving Fund (A)	PRIVATE DETAILS - POLICE	(352,887)	(74,801)	Police Details account
Police	TP02	Trust	LAW ENFORCEMENT EXPENDABLE FUND	40,585	44,995	Proceeds from drug forfeitures
Police	TP03	Trust	BROOKLINE CITIZEN POLICE ACADEMY	6,015	6,015	Supports the Citizen Police Academy
Police	TP04	Trust	PUBLIC SAFETY MEMORIAL TRUST	2,367	2,372	Trust to construct memorial for fallen members in line of duty
	POLICE SUB-TOTAL			**2,343,595**	**1,426,793**	
Police/Fire	SP29	Special Purpose	PUBLIC SAFETY DAMAGE RECOVERY	27,402	27,402	Funds recovered to replace/repair damaged goods
Police/Fire	SP97	Local Grant	SYDA FOUNDATION GIFT	1,501	1,501	Local gift for the Police and Fire Departments
	POLICE/FIRE SUB-TOTAL			**28,903**	**28,903**	
DPW	SG34	Special Purpose	TRAFFIC IMPROVEMENTS AT 110 CYPRESS ST	1,561	1,561	From ZBA decision for traffic improvements
DPW	SW01	Special Purpose	CEMETERY LOTS/GRAVES	428,420	438,285	From sale of lots for improvements to the cemetery
DPW	SW02	Local Grant	ADOPT A CIRCLE	5,048	0	Established for improvements to traffic circles and islands
DPW	SW03	State Grant	CH90 HIGHWAY	55,053	(35,826)	State grant for roadway reconstruction
DPW	SW08	State Grant	CH573:1985 OLMSTED PARK IMP-S	22,526	22,526	Grant for improvements to and management of Olmsted Park
DPW	SW11	Local Grant	HOUSEHOLD HAZARDOUS WASTE	1,875	1,875	From Community Fund for Household Hazardous Waste Day

TOWN OF BROOKLINE FY2010 Program Budget				SPECIAL REVENUE FUNDS		
DEPT	**FUND NUMBER**	**FUND TYPE**	**FUND NAME**	**FY08 YEAR-END FUND BALANCE**	**FUND BALANCE AS OF 12/31/08**	**DESCRIPTION**
DPW	SW15	State Grant	HALL'S POND IMPROVEMENTS	21	0	DEP grant for Hall's Pond
DPW	SW16	State Grant	COMPOST BIN	4,999	4,958	For sale/purchase of compost bin
DPW	SW17	State Grant	URBAN FORESTRY	5,620	0	Urban Forestry grant
DPW	SW18	State Grant	ALLERTON-OLMSTED PARK	22,715	22,715	Improvements to and management of Allerton Overlook/Olmsted Park
DPW	SW19	Federal Grant	NESEC MITIGATION GRANT	3,635	3,635	Flood prevention in Muddy River Basin
DPW	SW20	Special Purpose	CYPRESS ST PLAYGROUND GIFT	10,000	10,000	Gift from the Cypress Street development for playground improvements
DPW	SW26	Federal Grant	HAZARD MITIGATION	18,380	18,380	Grant for water/sewer project
DPW	SW27	State Grant	RIVERWAY HISTORIC LAND PRESERVATION	25,000	25,000	DEM grant for Riverway
DPW	SW28	Local Grant	HALL'S POND SANCTUARY GIFT (STONEMAN)	23,862	24,121	Gift for improvements to/management of Hall's Pond Nature Sanctuary
DPW	SW29	Special Purpose	DPW DAMAGE RECOVERY	48,834	1,790	Insurance proceeds recovered to replace/repair damaged goods
DPW	SW30	Local Grant	PARK/OPEN SPACE GIFT	51,744	16,882	Gifts/donations for improvements to parks and open spaces
DPW	SW31	State Grant	RESTORATION OF HALL'S POND	42,904	33,288	Grant for improvements to and management of Halls Pond
DPW	SW39	Revolving Fund (B)	SIDEWALK AND WALKWAYS	115,578	124,256	"Betterment Fund" for sidewalk improvements
DPW	SW43	Local Grant	BROOKLINE IN BLOOM PROGRAM	95	95	Local grant money to support the bulb planting program
DPW	SW44	Local Grant	CONRY SQUARE GIFT	2,525	2,525	Off-site improvement fund for improvements to Conry Square
DPW	SW45	Local Grant	BILLY WARD PLAYGROUND GIFT	6,800	6,800	Off-site improvement fund for improvements to Billy Ward Playground
DPW	SW48	Federal Grant	RECREATIONAL TRAILS GRANT	7,500	7,500	State grant for improvements to conservation trails
DPW	SW52	State Grant	LANDFILL CLOSURE URBAN SELF-HELP	192,689	145,681	State grant for Skyline Park
DPW	SW53	Local Grant	IF YOU CAN RIP IT-YOU CAN RECYCLE IT	1,523	1,976	Community Fund grant for recycling education
DPW	SW54	MWRA Grant	MWRA CSO CONTROL PROJECT	271,595	(1,365,853)	Sewer Separation Project in lower Beacon St area - 100% MWRA Grant
DPW	SW55	State Grant	MASS TECH COLLABORATIVE - CEC BIG BELLY	0	3,775	Grant for the purchase of "Big Belly" trash barrels
DPW	SW58	Local Grant	LARZ ANDERSON FILM SERIES	5,719	5,719	Grant funding for outdoor films
DPW	SW59	Local Grant	RECYCLING BINS	102	102	Community Fund grant for recycling bins
DPW	SW61	Local Grant	PARKS SUMMER OUTDOOR MOVIE SERIES	15,000	36,907	Grants and donations for outdoor films
DPW	SW62	Special Purpose	1285 BEACON ST MITITGATION	50,000	45,000	From ZBA decision for traffic and streetscape improvements
DPW	SW63	Special Purpose	150 ST PAUL ST MITIGATION	25,000	25,000	From ZBA decision for traffic improvements
DPW	SW64	State Grant	LOST POND SANCTUARY GRANT	0	9,790	To improve pathways, access and use of Lost Pond Nature Sanctuary
DPW	TW03	Trust	A.W. & F.G. BLAKE EXPENDABLE TREE FUND	7,242	7,331	Purchase, planting, and maintenance of shade trees
DPW	TW04	Trust	A.W. & F.G. BLAKE NON-EXPENDABLE FUND	3,000	3,000	Interest used for the purchase, planting, and maintenance of shade trees
DPW	TW05	Trust	J. BOWDITCH EXPENDABLE TREE FUND	15,084	15,261	Care and planting of trees on the highways of the Town
DPW	TW06	Trust	J. BOWDITCH NON-EXPENDABLE TREE	4,500	4,500	Interest used for the care and planting of trees on Town highways
DPW	TW07	Trust	D.B. HOAR MEMORIAL EXPENDABLE FUND	54,109	49,500	Care of D.B Hoar Memorial Land
DPW	TW09	Trust	D.B. HOAR BIRD SANCTUARY EXPEND. FUND	1,363	0	Care of D.B Hoar Memorial Land
DPW	TW11	Trust	D.B. HOAR TREE EXPENDABLE FUND	235,484	238,679	Planting and caring for trees/other vegetation of the Hoar Sanctuary
DPW	TW13	Trust	J. WARREN EXPENDABLE TREE FUND	6,477	6,530	Planting trees on the highways of the Town
DPW	TW14	Trust	J. WARREN NON-EXPENDABLE TREE FUND	1,000	1,000	Interest used for the planting of trees on the highways of the Town
DPW	TW15	Trust	LONGWOOD MALL TREE EXPENDABLE FUND	46,618	27,470	Specialized care of trees, lawns and parkland on Longwood Mall
DPW	TW17	Trust	AMORY WOODS PARK EXPENDABLE FUND	33,531	30,354	Funds for improvements to Amory Woods
DPW	TW19	Trust	MINOT PARK - ROSE GARDEN EXPEND. FUND	25,102	25,102	For maintenance and management of the Minot Rose Garden
DPW	TW21	Special Purpose	CONSERVATION COMMISSION FUND	24,706	24,975	Purchase of land/other interests in real estate; other conservation purposes
DPW	TW23	Special Purpose	CEMETARY PERPETUAL CARE EXPEND. FUND	113,994	132,094	Maintenance/management/care of the Cemetery grounds
DPW	TW24	Trust	CEMETARY PERPETUAL CARE NON-EXPEND.	924,076	950,956	Long-term perpetual care of the Cemetery grounds

DPW	TW25	Trust	SPECIAL TREE PLANTING EXPENDABLE FUND	17,194	17,194	Planting of trees
DPW	TW27	Trust	BROOKLINE RESERVOIR TREE EXPEND. FUND	23	23	For trees at the Brookline Reservoir
DPW	TW29	Trust	BEN ALPER TREE EXPENDABLE FUND	9,678	10,506	Planting of trees
DPW	TW30	Trust	BEN ALPER TREE NON-EXPENDABLE FUND	142,666	143,494	Interest used for the planting of trees in Brookline
DPW	TW31	Trust	TANYA STARZENSKI TREE-LANDSCAPING	5,650	5,711	Planting of trees
	PUBLIC WORKS SUB-TOTAL			**3,137,817**	**1,332,142**	
Recreation	SL04	Revolving Fund (B)	RECREATION REVOLVING FUND	163,560	(97,951)	See the Recreation portion of Sec. IV for a description
Recreation	TR01	Trust	ROBSON YOUTH SOCCER EXP FUND	4,064	4,064	Used for sports equipment purchases, signage
Recreation	TR02	Local Grant	B A A REC EXPENDABLE TRUST	253,043	223,373	Annual payment from the BAA for the Boston Marathon
Recreation	TR03	Trust	LYNCH RECREATION EXPENDABLE FUND	335	335	Used for playground equipment
Recreation	TR04	Trust	BROOKLINE RECREACTION BOOSTER CLUB	18,948	15,479	Donations used for expenses for various Recreation programs
Recreation	TR05	Trust	KIRRANE SPECIAL NEEDS EXPENDABLE FUND	1,802	0	Special Olympics team equipment and supplies
Recreation	TR07	Trust	CHILDREN'S CAMP EXPENDABLE FUND	1,252	1,252	Scholarships for Recreation programs
Recreation	TR08	Trust	JM NOE EXPENDABLE TRUST	6,697	6,288	Sports equipment for basketball program, maintenance of facility
Recreation	TR09	Trust	GRIGGS PARK GARDEN GIFT	6,161	6,228	Improvements to the Solomon Memorial Garden at Griggs Park
Recreation	TR10	Trust	AFTER THE PROM PARTY	29,326	28,533	Donations to support the After the Prom Party
	RECREATION SUB-TOTAL			**485,187**	**187,601**	
Selectmen	SG04	State Grant	ARTS COUNCIL	28,853	25,824	State grant for local arts grants
Selectmen	SG25	Special Purpose	RCN / COMCAST GIFT ACCOUNT	1,608,242	1,506,960	Payments for PEG/Access facilities/other cable purposes
Selectmen	SG26	Special Purpose	RYDER CUP GIFT	23,319	64	Ryder Cup revenues
Selectmen	SG27	Local Grant	ARTS MATCHING GRANT	601	4,801	Covers administrative expenses of Arts Commission
Selectmen	SG31	Special Purpose	CABLE SERVICE PROVIDER GIFT	122,473	122,473	Payment from Comcast for school cable related purposes
Selectmen	SG37	Special Purpose	COMCAST GIFT	546,872	544,444	Settlement over determinations of breach of the 1997 license
Selectmen	SG42	Special Purpose	COMCAST SETTLEMENT	488,333	488,333	Settlement where BAT agreed to vacate the Amory St. studio
Selectmen	SG45	Special Purpose	SALE OF MUNICIPAL PROPERTY	550,000	0	For deposit of any proceeds from sale of Town land
Selectmen	TG01	Trust	TOWN HALL WINDOW EXP FUND	19	19	Purchase of stain glass window for Town Hall
Selectmen	TG02	Special Purpose	STABILIZATION FUND	5,249,522	5,313,171	General stabilization fund as allowed for under MGL, Ch. 40, Sec. 5B
Selectmen	TG03	Trust	PENNY SAVINGS FUND	6,715	6,715	Residue from old (1948) fund related to children's savings fund
Selectmen	TG04	Trust	COMMISSION FOR WOMEN	402	2,231	Donations to support the Commission for Women
Selectmen	TI04	Special Purpose	LIABILITY INSURANCE TRUST FUND	1,338,134	1,652,152	Funded from Free Cash and spent with Advisory Committee approval
	SELECTMEN SUB-TOTAL			**9,963,484**	**9,667,187**	
Town Clerk	SG05	State Grant	ELECTION HOUR REIMBURSEMENT	2,761	24,343	State grant for state election costs
	TOWN CLERK SUB-TOTAL			**2,761**	**24,343**	
Veterans	SG21	Local Grant	TOWN CELEBRATIONS FUND	(16,062)	8,492	Flag Day and Adopt-A-Pole donations
	VETERANS SUB-TOTAL			**(16,062)**	**8,492**	
		GRAND TOTAL		**29,672,947**	**27,346,847**	

CAPITAL IMPROVEMENTS PROGRAM

Capital planning and budgeting is a critical undertaking for any government and is "central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life", as stated in ICMA's "Capital Budgeting: A Guide for Local Governments". In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goal is greatly hampered. Developing a financing plan for capital investments that fits within the overall framework of a community is of equal importance, as poor decisions regarding the use of debt can significantly impact a community's financial condition in a negative way for many years.

In Brookline, the preparation of the annual Capital Improvements Program (CIP) is mandated by state statute. Massachusetts General Law Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation known as the "Town Administrator Act") directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The Deputy Town Administrator and the Director of Planning and Community Development co-chair a working committee of department heads that reviews and evaluates all project requests. A number of these requests arise from public input received by Boards and Commissions. See page VII-3 for a detailed description of the CIP process.

With the notable exception of temporarily departing from the policy of dedicating an amount equivalent to 5.5% of the prior year's net revenue for FY10 and FY11*, the recommendations contained herein are in compliance with the Board of Selectmen's CIP Policies. These policies define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in the Appendix of this Financial Plan. It is important that a governmental body comply with its policies, as it makes little, if any, sense to adopt policies only not to follow them. In that regard, the table below, which is based on the Proposed CIP, presents the indicators that are to be monitored per the Debt Management Policies portion of the CIP Financing Polices, along with other standard debt measurement variables. There are numerous summary tables and graphs in the pages that follow.

(* As detailed in the Budget Message, part of the plan to balance the FY10 budget is to reduce the 5.5% funding level to 5% for FY10, freeing-up $917,000 for the Operating Budget, which is used to reduce the level of cuts in the Operating Budget. In FY11, it increases to 5.25%, then reaches 5.5% in FY12. It is important to get back to 5.5% in order to afford the debt associated with the Devotion School project.)

MEASUREMENT OF CIP FINANCING POLICIES

	VARIABLE	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Legal Limit for Out. Debt = 5% of Equalized Valuation (EQV)							
	EQV for 1/1/08 = $15.524 billion. Assume 2.5% annual growth. (In millions)	$15,524.0	$15,912.1	$16,309.9	$16,717.6	$17,135.5	$17,563.9	$18,003.0
	Outstanding Debt as a % of EQV	0.6%	0.6%	0.6%	0.6%	0.5%	0.6%	0.6%
	Total Outstanding Debt (in millions)	$100.2	$97.5	$102.0	$92.8	$89.0	$110.8	$107.9
	General Fund Outstanding Debt (in millions)	$85.3	$83.7	$89.3	$80.1	$77.2	$100.0	$97.6
	Total Debt Service (in millions)	$14.5	$15.1	$15.4	$16.0	$15.4	$15.3	$17.5
	General Fund Debt Service (in millions)	$11.8	$12.4	$12.6	$13.4	$12.7	$12.5	$15.0
	Total Debt Service Per Capita	$265	$275	$280	$292	$281	$278	$319
	General Fund Debt Service Per Capita	$215	$226	$230	$245	$231	$228	$273
	Total Debt Service as a % of Revenue	6.5%	6.5%	6.6%	6.6%	6.2%	6.0%	6.6%
	General Fund Debt Service as a % of General Fund Revenue	6.0%	6.1%	6.2%	6.4%	5.9%	5.6%	6.5%
A.	Total Outstanding Debt Per Capita as a % of Per Capita Income	2.9%	2.7%	2.8%	2.5%	2.3%	2.8%	2.7%
	General Fund Outstanding Debt Per Capita as a % of Per Capita Income	2.5%	2.3%	2.4%	2.1%	2.0%	2.5%	2.4%
B.	Total Outstanding Debt Per Capita	$1,828	$1,779	$1,861	$1,694	$1,624	$2,021	$1,968
	General Fund Outstanding Debt Per Capita	$1,557	$1,527	$1,630	$1,462	$1,408	$1,825	$1,781
C.	Total Outstanding Debt as a %age of Assessed Value (AV)	0.7%	0.6%	0.6%	0.6%	0.5%	0.7%	0.6%
	General Fund Outstanding Debt as a %age of Assessed Value (AV)	0.6%	0.5%	0.6%	0.5%	0.5%	0.6%	0.6%
D.	Total Debt Maturing Within 10 Years	83%	87%	83%	85%	84%	78%	83%
	General Fund Debt Maturing Within 10 Years	82%	86%	81%	82%	84%	75%	80%
E.	CIP Financing as a %age of Prior Year's Net Revenue	5.50%	5.00%	5.25%	5.50%	5.50%	5.50%	5.50%
	Debt-Financed CIP as a %age of Prior Year's Net Revenue	4.34%	4.45%	4.52%	4.88%	4.38%	4.42%	5.47%
	Revenue-Financed CIP as a %age of Prior Year's Net Revenue	1.16%	0.55%	0.73%	0.62%	1.12%	1.08%	0.03%

Town Policies

A. Total Outstanding Debt Per Capita = shall not exceed 6% of Per Capita Income.
B. Total Outstanding Debt Per Capita = shall not exceed $2,334 (for FY09).
C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
D. Bond Maturities = 60% of General Fund principal shall mature within 10 years.
E. CIP Financing = 5.5% of Prior Year's Net Revenue, with a goal of 4.25% from Debt-Financed and 1.25% from Revenue-Financed.

INTRODUCTION

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 5.5% of the prior year's net revenue be dedicated to the CIP, plus the $750,000 included in the 2008 Override for CIP purposes inflated annually by 2.5%. (As previously noted, the complete text of these policies can be found in the Appendix of this Financial Plan.) This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 5.5% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.25% for debt-financed CIP and 1.25% for pay-as-you-go CIP. (It should be noted again that part of the Town Administrator's plan to balance the FY10 budget is to reduce the 5.5% funding level to 5% for FY10, freeing-up $917,000 for the Operating Budget. Those funds are used to reduce the level of cuts in the Operating Budget.)

In addition to the 5.5%, there is a Free Cash policy, also shown in its entirety in the Appendix of this Financial Plan, that dedicates this revenue source to the CIP, after funding various strategic reserves. In summary, the Free Cash Policy states that after being used to help fund a 1% operating budget reserve (25% of the Reserve Fund is funded with Free Cash) and bring up the Town's Stabilization Fund and the Catastrophe and Liability Fund to their respective funding levels, the balance of Free Cash is dedicated to the CIP.* This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended.

Another key CIP financing policy is that the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise funds is taken into consideration. Since they are both 100% cost recovery funds, any growth in debt service may well necessitate increases in fees. Therefore, the decision to authorize additional debt is made carefully.

The table below details how much funding is made available for the CIP, exclusive of enterprise fund supported debt and projects funded from non-Town sources (e.g., grants).

* It should be noted that the Free Cash policy also calls for a.) supporting the Affordable Housing Trust Fund when Free Cash exceeds $6 million and b.) supporting other trust funds related to fringe benefits and unfunded liabilities related to employee benefits, if necessary.

	2010	2011	2012	2013	2014	2015
Total Gen Fund Rev	205,273,534	204,371,464	210,166,613	216,641,305	222,373,899	228,786,255
LESS:						
Non Appropriations	7,330,535	7,501,783	7,677,312	7,857,230	8,041,646	8,230,671
Net Debt Exclusions	1,667,074	1,637,286	1,532,067	2,109,552	1,611,719	1,606,819
Free Cash	7,053,295	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Overlay Surplus	1,505,000	0	0	0	0	0
Capital Project Surplus	1,680,000	0	0	0	0	0
Net Revenue	186,037,631	191,482,394	197,207,234	202,924,523	208,970,534	215,198,764
Prior Year Net Revenue	183,418,648	186,037,631	191,482,394	197,207,234	202,924,523	208,970,534
Net Debt Financed [1]	8,164,895	8,410,850	9,353,485	8,644,570	8,961,533	11,429,531
Net Debt Financed as a % of Prior Yr Net Rev	4.45%	4.52%	4.88%	4.38%	4.42%	5.47%
Revenue Financed	1,005,471	1,356,126	1,178,046	2,201,828	2,199,316	63,849
Revenue Financed as a % of Prior Yr Net Rev	0.55%	0.73%	0.62%	1.12%	1.08%	0.03%
SUB-TOTAL 5.5% Dedicated to CIP (5% in FY10; 5.25% in FY11)	**9,170,365**	**9,766,976**	**10,531,532**	**10,846,398**	**11,160,849**	**11,493,379**
2008 Override Funds	768,750	787,969	807,668	827,860	848,556	869,770
Free Cash for CIP	3,121,351	3,084,906	3,071,294	3,056,982	3,038,042	3,017,845
Capital Project Surplus -- Re-approp. of Funds	1,680,000	0	0	0	0	0
Other Funds (e.g., Overlay Surplus, Sale of Town-owned land, Cemetery Funds)	255,000	0	0	0	0	0
TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND	**14,995,467**	**13,639,850**	**14,410,494**	**14,731,239**	**15,047,447**	**15,380,994**

[1] As defined in the CIP Policies, "Net Debt" is total debt service exclusive of debt service related to a Debt Exclusion and debt service funded by enterprise fund revenues.

BROOKLINE'S CIP PROCESS

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation known as the "Town Administrator Act") directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The annual process for Brookline begins with the submission of project requests by departments, which in many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings. The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Board of Selectmen as part of a public hearing on the Town's Operating and Capital budgets.

The Planning Board and the Capital Sub-Committee of the Advisory Committee then hold separate hearings at which all projects included in the Preliminary CIP are reviewed. All comments, recommendations, and suggestions from the public hearings, the Board of Selectmen, the Planning Board, and the Capital Sub-Committee of the Advisory Committee are taken into consideration and factored into the formal CIP proposed as part of this Financial Plan. After publication, the full Advisory Committee holds public hearings on the CIP and makes its recommendations. The Planning Board's final recommendations are published in an annual CIP booklet that is prepared and distributed prior to the Annual Town Meeting. Town Meeting then takes action on the projects included in the first year of the CIP as part of its budget vote. (This process is also shown in the chart included in the Appendix.)

PROPOSED FY10 - FY15 CIP

The recommended FY10 - FY15 CIP calls for an investment of $148.3 million, for an average of approximately $24.7 million per year. This continues the Town's commitment to prevent the decline of its infrastructure. Over the last 10 years (FY00 - FY09), the Town has authorized expenditures of close to $180 million, for an average of $18 million per year. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have gone a long way toward addressing the backlog of capital projects and have dramatically improved the Town's physical assets and landscape.

As previously noted, part of the Town Administrator's plan to balance the FY10 budget is to reduce the 5.5% funding level to 5% for FY10, freeing-up $917,000 for the Operating Budget. Those funds are used to reduce the level of cuts in the Operating Budget. The impact to the CIP is somewhat blunted, however, by the recommendation to forego the deposit into the Affordable Housing Trust Fund ($353,000). The net reduction to the CIP, therefore, is $564,000 ($917,000 - $353,000). The proposal also allows for a phasing back-up to the full 5.5% level, hitting 5.25% in FY11 and 5.5% in FY12. It is critical to return to the 5.5% level, as the amount of projected debt service in the out-years requires that level of funding. Without it, the Devotion School project will not be affordable.

It was a challenge to develop a balanced CIP that addresses the priorities of the community while living within the funding guidelines. This year's was particularly challenging because many of the new requests that arose from the process were clearly priority needs. In addition, there were complexities involved with needing to fund these new requests that meet the criteria for CIP projects while at the same time having to fund $9.7M of additional liabilities associated with the landfill and budget for two large school renovation projects. However, the core of any CIP should be the maintenance / repair of and improvement to a community's infrastructure, and many of the new requests do just that. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for schools and an override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

In addition to the 5% - 5.5% financing, Free Cash, CDBG, and state/federal grants are the other key components of the overall financing strategy of the CIP. The Town's certified Free Cash for the fiscal year ending June 30, 2008 was $7.1 million, providing the CIP with $3.1 million of additional pay-as-you-go

capacity for FY10. For the out-years of the CIP, $3.75 million is estimated for Free Cash, which yields approximately $3 million per year for the CIP. CDBG funds add $2.25 million over the six-year CIP, a level of funding that reflects the Town's plans to utilize the CDBG Section 108 Loan Program. This program allows the Town to take a loan for the Village Square Project and pay it back with future CDBG funds. The "Other" funds category totals $4.2 million, the largest piece being an expected $3.25 million from the sale of the Town-owned Fisher Hill Reservoir that would be used to fund the construction of a playing field on the State-owned site across the street.

State/Federal grants are a major component of the CIP, totaling $38.2 million over the six-year period. Of this amount, $10.6 million represents the potential State share of the Runkle School Renovation Project and $22.1 million represents the potential State share of the Devotion School Renovation Project. This CIP assumes 40% funding by the Massachusetts School Building Authority (MSBA) for both the Runkle and Devotion School projects. In January, 2009, the Town and the MSBA announced that a firm had been selected to design the Runkle project. Since neither the total project cost nor the reimbursement rate are known at this time, potential changes to this project could very well be reflected in next year's CIP. As for the Devotion School, the Town must wait at least a couple of years to see if MSBA funding would be awarded. If the MSBA does not approve funding for the Devotion School, then the total project will be $33.2 million, not a $55.3 million project, unless additional funding was made available through a Debt Exclusion vote.

The Town has also submitted a number of projects to the State for possible funding from any economic stimulus package ultimately approved by President Obama and Congress.

Some of the major projects being proposed in the CIP include:

- Devotion School Rehab - $33.2 million of Town funding + possibility of $22.1 million of State funding in FY11-FY14 for feasibility, design, and construction
- Runkle School Rehab - $15.8 million of Town funding + possibility of $10.6 million of State funding in FY10-FY11 for design and construction
- Newton St. Landfill - $5.1 million (FY10) + $4.4 million (FY15)
- Fisher Hill Reservoir Re-Use - $3.25 million (FY11)
- Village Square - $3 million (FY11)
- Wastewater System - $3 million (FY14)
- Baldwin School - $2 million (FY14-FY15)
- UAB - $1.4 million (FY12-FY13)
- Brookline Reservoir Park - $1.4 million (FY15)
- Parking Meters - $1.3 million (FY10-FY14)
- Town Hall/Main Library Garages and Driveway - $1.2 million (FY10)

Continued major investments include:

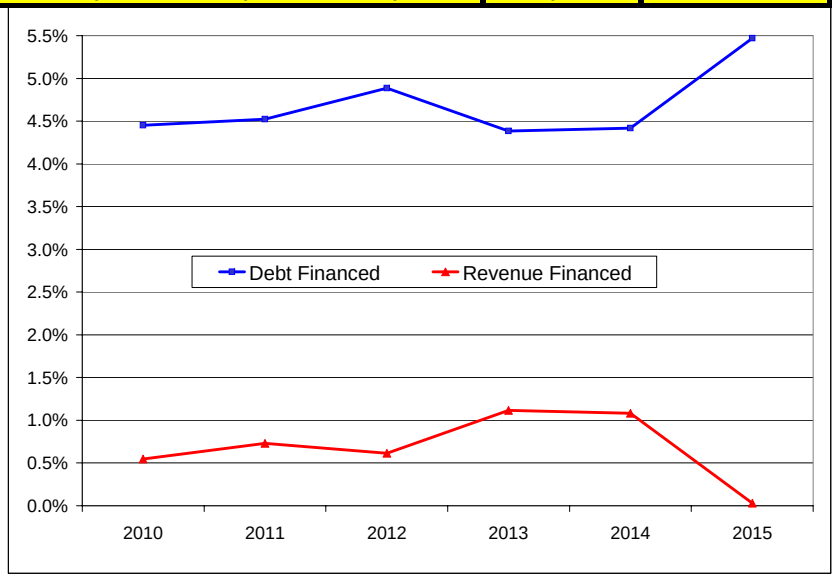
- Street and Sidewalk Rehab - $15.6 million
- Parks and Open Space - $11.9 million
- Water and Sewer Infrastructure - $5 million
- General Town/School Building Repairs - $4.3 million
- Town/School Roof Repairs/Replacement - $2.6 million
- Information Technology - $1.5 million
- Public Safety Equipment - $1.3 million
- Pierce School Auditorium - $825 thousand
- Branch Libraries - $585 thousand
- Classroom Capacity - $400 thousand

The table below details the funding source for each year of the Proposed CIP. As it shows, $66.4 million, or 45%, of the funding comes from General Fund bonds while $37.5 million, or 25%, comes from state/federal grants.

GRAND TOTAL BY SOURCE (in thousands)

	FY10	FY11	FY12	FY13	FY14	FY15	TOTAL	% OF TOTAL
Property Tax	1,774.2	2,122.1	1,964.2	2,869.0	3,015.0	992.2	**12,736.7**	**8.6%**
Free Cash	3,121.4	3,084.9	3,071.3	3,057.0	3,038.0	3,017.8	**18,390.4**	**12.4%**
Overlay Reserve Surplus	255.0	0.0	0.0	0.0	0.0	0.0	**255.0**	**0.2%**
General Fund Bond	21,315.0	0.0	0.0	5,900.0	31,600.0	7,580.0	**66,395.0**	**44.8%**
State / Federal Grants	11,259.4	819.4	1,299.4	2,699.4	20,699.4	699.4	**37,476.1**	**25.3%**
Utility Budget	0.0	0.0	500.0	270.0	255.0	0.0	**1,025.0**	**0.7%**
Utility Bond	0.0	0.0	1,000.0	0.0	3,000.0	0.0	**4,000.0**	**2.7%**
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0	**2,250.0**	**1.5%**
Other	0.0	4,000.0	100.0	0.0	0.0	0.0	**4,100.0**	**2.8%**
Re-Appropriation of Funds	1,680.0	0.0	0.0	0.0	0.0	0.0	**1,680.0**	**1.1%**
TOTAL	**39,404.9**	**12,276.4**	**7,934.9**	**14,795.4**	**61,607.4**	**12,289.4**	**148,308.2**	**100.0%**

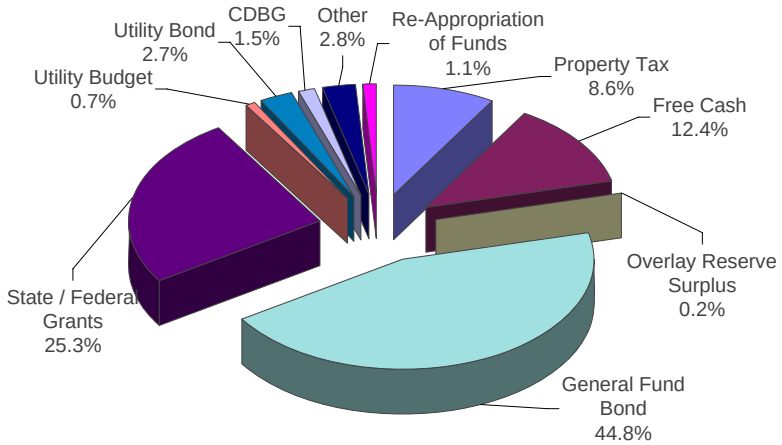
Given the reliance on $66.4 million of bonds supported by the General Fund, there is an impact on the Town's operating budget. However, because the CIP complies with the Town's CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 5.5% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed monies moves in the opposite direction. The graph to the right shows how the 5% - 5.5% is apportioned between debt-financed and pay-as-you-go for each of the six years of the proposed CIP.



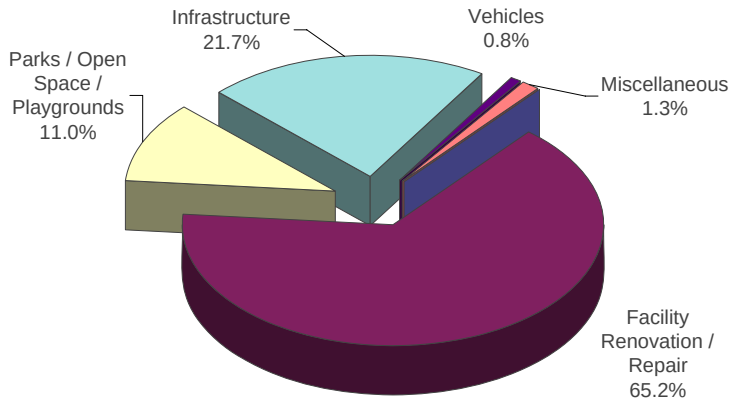
As the graph shows, the debt service associated with the projects included in the CIP results in an increase in FY12 of the portion being funded through debt, due to debt for the Runkle School project coming due. It then declines over the next two years, until FY15, when the debt from the Devotion School project comes on-line. Having virtually 100% of the 5.5% policy go toward debt is a situation the Town wants to avoid. Over the next couple CIP cycles, the Town will work to avoid this situation.

The three graphs on the following page summarize the FY10 - FY15 CIP by revenue source, by category (i.e., facility repair / renovation, infrastructure, parks/open spaces), and by allocation group (e.g., schools, engineering / highway). As shown in the left graph, 45% of the six-year CIP is funded from General Fund-supported bonds, 25% is funded by State / Federal Grants, and 21% is funded via property tax / free cash. The right graph breaks out the six-year CIP by category: 65% of the CIP goes toward facility renovations/repairs (e.g., Runkle School, Devotion School), 22% for infrastructure repairs (streets, sidewalks, water and sewer system), and 11% for Parks / Open Space / Playgrounds. The lower right graph breaks out the CIP by allocation group and shows that 64% is for Schools, 19% is for Engineering / Highway, and 8% is for Parks / Playgrounds / Conservation / Open Space.

CIP FUNDING BY SOURCE - 6 YR. TOTAL



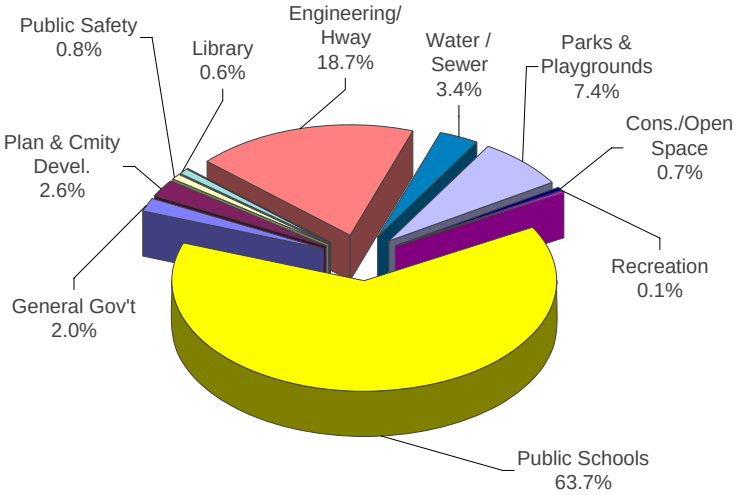
CIP BY CATEGORY - 6 YR. TOTAL



It is important to note that the recommendations contained in the CIP are based upon current best estimates of future revenues and future project costs. The amount of Free Cash available for the CIP can fluctuate drastically from year to year. Also, budget reductions at the federal and state levels could require significant cutbacks in the recommended program for future years. The CIP recommendations would have to be revisited should the actual amounts be less than anticipated and / or the project costs are greater than anticipated.

While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the large levels of expenditures for the CIP, there will inevitably be pressure to accelerate and / or add projects. Given the Town's debt load, it is crucial that we maintain fiscal discipline in this process. The fundamentally sound policies approved by the Board of Selectmen are only effective if followed. Continued challenges lie ahead. The FY10 - FY15 CIP is tightly balanced, but the fiscal prudence dictated by the CIP policies will help meet the challenge.

CIP BY ALLOCATION - 6 YR. TOTAL



DEBT & DEBT SERVICE

This portion of Section VII is dedicated to the role debt plays in the CIP and its relationship to the Operating Budget. For all entities, both public and private, debt financing is a primary method of financing large capital projects, as it enables these projects to be undertaken now with the costs spread out over a period of years. However, if used in an imprudent and / or poorly constructed manner, debt can have a disastrous impact on the Operating Budget and negatively impact the level and quality of services. This is why the Town's CIP Financing Policies are a vital component of the Town's overall Financial Planning guidelines. A well-planned and properly devised debt management plan is critical to maintaining the Town's positive financial condition and to maintaining the much-valued Aaa bond rating.

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) are utilized prior to the permanent issuance of bonds and are included as part of the Town's 5.5% funding policy. The Town's credit was most recently reviewed in February, 2008 by Moody's and the Town was able to maintain its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were "[G]iven the town's comprehensive and prudent approach to capital financing Moody's expects Brookline's debt position to remain affordable" and "Moody's expects Brookline's moderate 1.3% adjusted debt burden to remain affordable due to conservative debt policies, above-average rate of amortization (83.5% within 10 years), significant school construction assistance, and steady but manageable future borrowing plans."

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by the State as of 1/1/2008, is $15.56 billion. Therefore, the Town's debt limit is $778 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

Debt can further be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to do have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, two projects are funded with exempt debt: the High School Renovation ($43.8 million) and the New Lincoln School ($13 million).

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy funds no enterprise fund debt. The table below breaks out outstanding debt by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY08, this shows that the Town's total outstanding debt was $98.9 million, of which $42 million (42%) was owed by either the State ($26.1 million) or enterprise funds ($15.9 million), leaving $56.9 million of outstanding debt.

OUTSTANDING DEBT

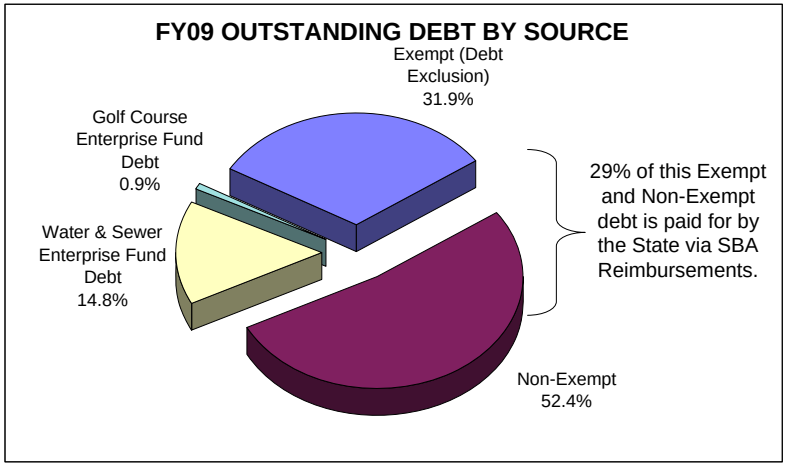
DESCRIPTION	FY03	FY04	FY05	FY06	FY07	FY08
Total General Fund Outstanding Debt (not incl Debt reimbursed by Enterprise Funds)	**81,814,000**	**81,517,732**	**85,508,601**	**85,262,645**	**79,792,568**	**82,984,105**
a.) Exempt (Debt Exclusion) [1]	46,383,507	44,155,268	41,859,857	39,492,216	37,054,223	34,553,585
b.) Non-Exempt	35,430,493	37,362,464	43,648,744	45,770,429	42,738,345	48,430,520
Minus State (SBA) Reimbursed Debt [2]	35,364,750	33,595,750	31,865,180	29,991,458	28,077,028	26,128,742
Net General Fund Outstanding Debt	46,449,250	47,921,982	53,643,421	55,271,187	51,715,540	56,855,363
Water & Sewer Enterprise Fund Outstanding Debt	18,046,518	17,536,416	15,573,545	18,233,854	16,526,895	14,892,054
Golf Course Enterprise Fund Outstanding Debt	1,480,000	1,326,287	1,167,202	1,012,262	1,008,710	1,032,428
Enterprise Fund Outstanding Debt	**19,526,518**	**18,862,703**	**16,740,747**	**19,246,116**	**17,535,605**	**15,924,482**
TOTAL Outstanding Debt	**101,340,518**	**100,380,435**	**102,249,348**	**104,508,761**	**97,328,173**	**98,908,587**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

[2] The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

The graph to the right depicts the FY09 figures. As it shows, 52% of the Town's debt is covered within the levy while 32% is covered outside the levy via Debt Exclusion Overrides. The remaining 16% is covered by enterprise fund revenues. The graph also notes how the State covers 29% ($24.1 million) of the General Fund debt.

The projected level of outstanding debt based upon the Proposed CIP is shown in the table below. Lastly, there is a graph at the end of this Section VII that shows both a history and a projection of outstanding debt.



OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Total General Fund Outstanding Debt (not incl Debt reimbursed by Enterprise Funds)	**84,429,973**	**82,906,047**	**88,665,548**	**79,558,809**	**76,708,676**	**99,637,588**	**97,341,794**
a.) Exempt (Debt Exclusion) [1]	31,966,160	29,284,685	26,506,963	23,706,500	20,835,000	18,315,000	18,315,001
b.) Non-Exempt	52,463,814	53,621,362	62,158,585	55,852,309	55,873,676	81,322,588	79,026,793
Minus State (SBA) Reimbursed Debt [2]	24,129,458	22,078,758	19,972,597	17,855,615	15,695,300	13,752,450	13,752,450
Net General Fund Outstanding Debt	60,300,516	60,827,289	68,692,950	61,703,194	61,013,376	85,885,138	83,589,344
Water & Sewer Enterprise Fund Outstanding Debt	14,835,027	13,807,953	12,689,702	12,710,191	11,844,074	10,770,477	10,270,114
Golf Course Enterprise Fund Outstanding Debt	905,000	780,000	655,000	560,000	465,000	375,000	270,000
Enterprise Fund Outstanding Debt	**15,740,027**	**14,587,953**	**13,344,702**	**13,270,191**	**12,309,074**	**11,145,477**	**10,540,114**
TOTAL Outstanding Debt	**100,170,000**	**97,494,000**	**102,010,250**	**92,829,000**	**89,017,750**	**110,783,065**	**107,881,908**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

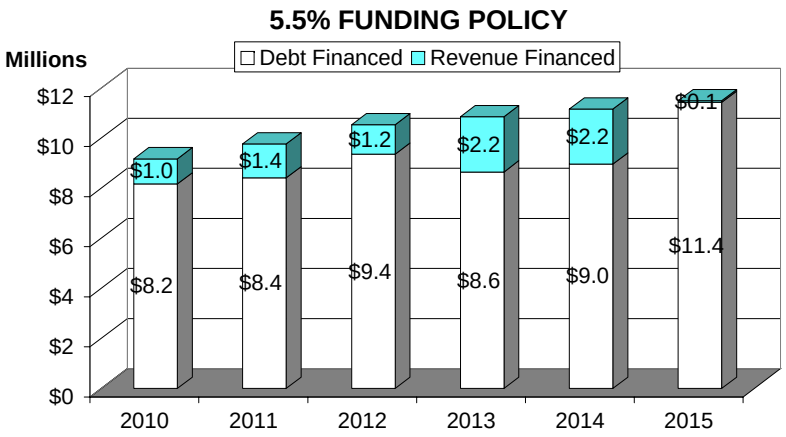
[2] The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

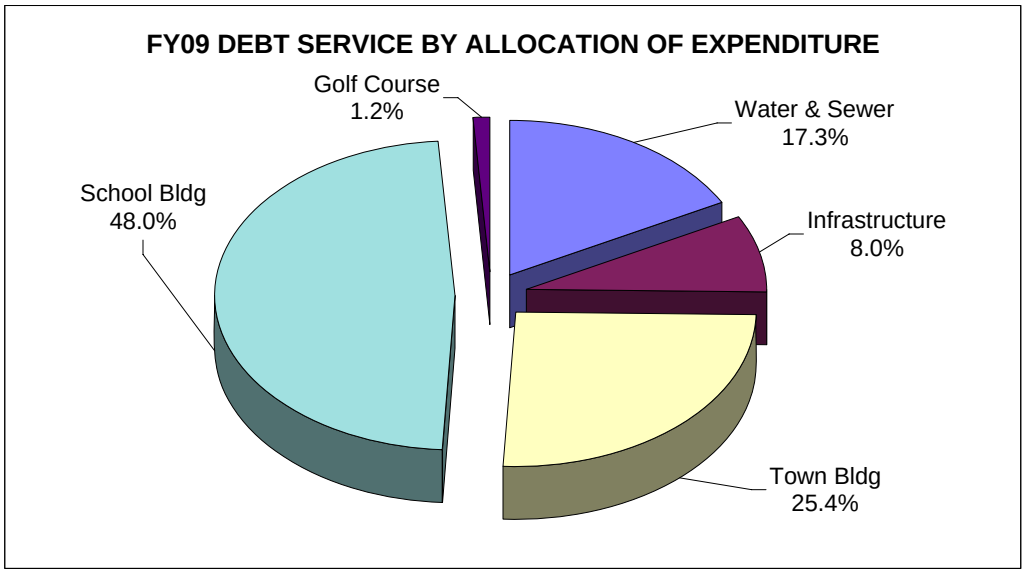
Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: debt service takes away funding that would otherwise be available for other areas of the Operating Budget. If decision makers are not made aware of the impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the entity.

In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 5.5% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.

The graph to the right illustrates how the Town's 5.5% policy works. In each year, the amount available for the CIP is 5.5% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY10, $9.2 million is dedicated to the CIP ($8.2 million for net debt service and $1 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go CIP and debt-financed CIP. As debt service increases, pay-as-you go capacity decreases, and vice versa.

The graph below breakouts existing debt service by allocation of expenditure (e.g., school buildings, water and sewer, etc.). As it shows, close to one-half of all debt service is for school buildings.





As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy funds no enterprise fund debt service. The table on the following page breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY09, it shows that the Town's total debt service was $14.6 million, of which $6 million was reimbursed by either the State ($3.3 million) or enterprise funds ($2.7 million), leaving $8.7 million of debt service.

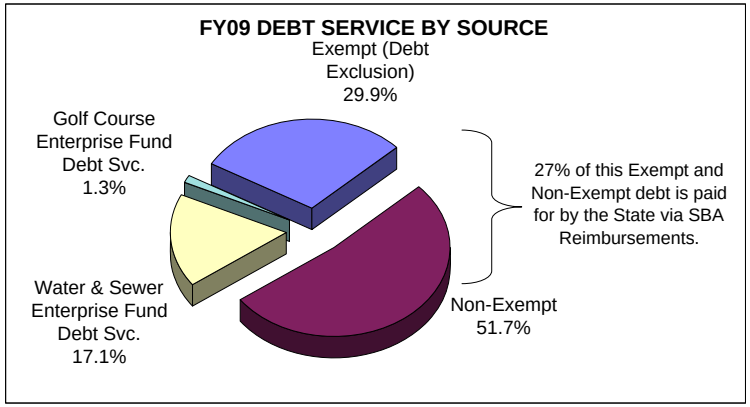
DEBT SERVICE

DESCRIPTION	FY04	FY05	FY06	FY07	FY08	FY09
Total General Fund Supported Debt Service (not incl Debt reimbursed by Enterprise Funds)	10,594,155	10,047,359	11,146,070	11,406,382	10,752,370	11,944,827
a.) Exempt (Debt Exclusion) [1]	4,536,146	4,507,187	4,479,537	4,445,657	4,399,750	4,372,943
b.) Non-Exempt	6,058,008	5,540,172	6,666,533	6,960,725	6,352,620	7,571,884
Minus State (SBA) Reimbursed Debt [2]	3,570,791	3,442,794	3,442,794	3,442,794	3,442,794	3,267,372
Net General Fund Debt Service	7,023,364	6,604,565	7,703,276	7,963,588	7,309,576	8,677,455
Water & Sewer Enterprise Fund Supported Debt Svc.	2,422,855	2,629,240	2,360,635	2,725,576	2,622,276	2,511,192
Golf Course Enterprise Fund Supported Debt Svc.	214,848	208,744	209,219	202,566	193,369	191,143
Enterprise Fund Debt Service	**2,637,703**	**2,837,984**	**2,569,855**	**2,928,142**	**2,815,645**	**2,702,335**
TOTAL Debt Service	**13,231,858**	**12,885,343**	**13,715,925**	**14,334,524**	**13,568,015**	**14,647,162**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.
[2] The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

The graph to the right depicts the FY09 figures. As it shows, 52% of the Town's debt service is covered within the levy while 30% is covered outside the levy via Debt Exclusion Overrides. The remaining 18% is covered by enterprise fund revenues. The graph also notes how the State reimburses 27%, or $3.3 million, of the General Fund debt service.

The projected level of debt service based upon the Proposed CIP is shown in the table below. Lastly, there is a graph at the end of this Section VII that shows both a history and a projection of debt service.



DEBT SERVICE (PROJECTED)

DESCRIPTION	FY10	FY11	FY12	FY13	FY14	FY15
Total General Fund Supported Debt Service (not incl Debt reimbursed by Enterprise Funds)	12,572,214	12,728,382	13,565,799	12,793,859	12,612,989	15,076,087
a.) Exempt (Debt Exclusion) [1]	4,347,320	4,317,532	4,212,313	4,149,289	3,651,456	3,646,556
b.) Non-Exempt	8,224,895	8,410,850	9,353,485	8,644,570	8,961,533	11,429,531
Minus State (SBA) Reimbursed Debt [2]	3,267,371	3,267,371	3,267,371	2,626,862	2,626,862	2,626,862
Net General Fund Debt Service	9,304,843	9,461,011	10,298,428	10,166,997	9,986,127	12,449,225
Water & Sewer Enterprise Fund Supported Debt Svc.	2,413,440	2,479,562	2,342,739	2,495,139	2,519,469	2,302,625
Golf Course Enterprise Fund Supported Debt Svc.	184,484	170,176	134,779	130,494	121,038	96,738
Enterprise Fund Debt Service	**2,597,923**	**2,649,738**	**2,477,518**	**2,625,632**	**2,640,507**	**2,399,363**
TOTAL Debt Service	**15,170,138**	**15,378,120**	**16,043,317**	**15,419,491**	**15,253,496**	**17,475,450**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.
[2] The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

Great care has gone into the crafting of the Debt Management Plan for the FY10 - FY15 CIP and is detailed in the table below. As mentioned at the beginning of this Section VII, this debt management plan results in the Town complying with all of its CIP Financing Policies, except for the fundamental policy of dedicating an amount equivalent to 5.5% of the prior year net revenue to the CIP. For FY10, the amount is reduced to 5% and in FY11 it is 5.25%. This is being recommended to help reduce operating budget cuts.

Project	Yrs	Authorization	2010	2011	2012	2013	2014	2015	2016
Landfill / Transfer Station (previously authorized) - borrow final $740K of the $2M	10	2,000,000	109,150	105,635	102,120	98,605	95,090	91,575	88,060
Town Hall (previously authorized) - borrow final $6.9M of the $13.8M	20	13,800,000	707,250	689,138	671,025	652,913	634,800	616,688	598,575
Fisher Hill (previously authorized)	10	1,350,000	199,125	192,713	186,300	179,888	173,475	167,063	160,650
Muddy River (previously authorized)	10	745,000	109,888	106,349	102,810	99,271	95,733	92,194	88,655
High School Roof/Pointing (previously authorized)	10	2,600,000	383,500	371,150	358,800	346,450	334,100	321,750	309,400
Runkle School Design - TOWN @ 60% (seeking authorization)	10	1,440,000		212,400	205,560	198,720	191,880	185,040	178,200
Garages/Driveway @ Town Hall/Main Libr. (seeking authorization)	10	1,200,000		177,000	171,300	165,600	159,900	154,200	148,500
Landfill Corrective Action (seeking authorization)	20	4,275,000		438,188	426,966	415,744	404,522	393,300	382,078
Runkle School - TOWN @ 60% (seeking authorization)	20	14,400,000			1,476,000	1,438,200	1,400,400	1,362,600	1,324,800
UAB Roof/Chimney/Gutters & Downspouts (seeking authorization)	10	1,275,000					188,063	182,006	175,950
Devotion School Design - TOWN @ 60%(seeking authorization)	10	3,000,000					442,500	428,250	414,000
Waldstein Playground + Warren Field (seeking authorization)	10	1,600,000					236,000	228,400	220,800
Roof Repairs / Replacements (seeking authorization)	10	1,600,000						236,000	228,400
Devotion School - TOWN @ 60%(seeking authorization)	20	30,000,000						3,075,000	2,996,250
Baldwin School (seeking authorization)	10	1,780,000							262,550
Rear Landfill (seeking authorization)	15	4,400,000							513,333
Brookline Reservoir Park (seeking authorization)	10	1,400,000							206,500
NEW GEN FUND DEBT SERVICE (cumulative)			**1,508,913**	**2,292,571**	**3,700,881**	**3,595,390**	**4,356,462**	**7,534,065**	**8,296,701**
Singletree Tank Interior Painting (previously authorized)	10	250,000	36,875	35,688	34,500	33,313	32,125	30,938	29,750
Wastewater (previously authorized) *	10	6,000,000	145,000	285,500	421,500	553,000	680,000	820,489	792,931
Wastewater (seeking authorization) *	10	3,000,000							217,500
Water Main Improvements (seeking authorization)	10	1,000,000				145,000	140,500	136,000	131,500
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)			**181,875**	**321,188**	**456,000**	**731,313**	**852,625**	**987,427**	**1,171,681**
TOTAL NEW DEBT SERVICE (cumulative)			**1,690,788**	**2,613,759**	**4,156,881**	**4,326,703**	**5,209,087**	**8,521,492**	**9,468,383**

* Borrowings phased over multiple years.

A common indicator used to measure debt service levels is measuring it against revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table on the following page shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY07 (Act.)	FY08 (Act.)	FY09 (Bud.)	FY10 (Bud.)	FY11 (Proj.)	FY12 (Proj.)	FY13 (Proj.)	FY14 (Proj.)	FY15 (Proj.)
Total General Fund Supported Debt Service	11,406,382	10,752,370	11,944,827	12,512,214	12,728,382	13,565,799	12,793,859	12,612,989	15,076,087
a.) Exempt (Debt Exclusion) [1]	4,445,657	4,399,750	4,372,943	4,347,320	4,317,532	4,212,313	4,149,289	3,651,456	3,646,556
b.) Non-Exempt	6,960,725	6,352,620	7,571,884	8,164,895	8,410,850	9,353,485	8,644,570	8,961,533	11,429,531
Minus SBA Reimbursements	3,442,794	3,442,794	3,267,372	3,267,371	3,267,371	3,267,371	2,626,862	2,626,862	2,626,862
Net General Fund Debt Service	7,963,588	7,309,576	8,677,455	9,244,843	9,461,011	10,298,428	10,166,997	9,986,127	12,449,225
Water & Sewer Enterprise Fund Supported Debt Svc.	2,725,576	2,622,276	2,511,192	2,413,440	2,479,562	2,342,739	2,495,139	2,519,469	2,302,625
Golf Course Enterprise Fund Supported Debt Svc.	202,566	193,369	191,143	184,484	170,176	134,779	130,494	121,038	96,738
TOTAL Debt Service	**14,334,524**	**13,568,015**	**14,647,162**	**15,110,138**	**15,378,120**	**16,043,317**	**15,419,491**	**15,253,496**	**17,475,450**
General Fund Revenue	184,511,814	189,738,706	199,313,718	205,213,534	204,371,464	210,166,613	216,641,305	222,373,899	228,786,255
General Fund Revenue Without SBA Reimbursement	181,069,020	186,295,912	196,046,346	201,946,163	201,104,093	206,899,242	214,014,443	219,747,037	226,159,393
Water & Sewer Enterprise Fund Revenue	22,548,740	22,537,785	23,427,651	26,524,839	27,560,666	28,551,563	29,889,913	30,920,167	31,978,480
Golf Course Enterprise Fund Revenue	1,189,978	1,253,066	1,246,200	1,266,200	1,261,200	1,271,200	1,281,200	1,291,200	1,301,200
TOTAL Revenue of Funds Supporting Debt Svc.	**208,250,532**	**213,529,557**	**223,987,569**	**233,004,573**	**233,193,330**	**239,989,376**	**247,812,417**	**254,585,266**	**262,065,935**
General Fund Debt Service as a % of General Fund Revenue	6.2%	5.7%	6.0%	6.1%	6.2%	6.5%	5.9%	5.7%	6.6%
Net General Fund Debt Service as a % of General Fund Revenue Without SBA Reimbursement	4.4%	3.9%	4.4%	4.6%	4.7%	5.0%	4.8%	4.5%	5.5%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	12.1%	11.6%	10.7%	9.1%	9.0%	8.2%	8.3%	8.1%	7.2%
Golf Course Enterprise Fund Debt Service as a% of Revenue	17.0%	15.4%	15.3%	14.6%	13.5%	10.6%	10.2%	9.4%	7.4%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	**6.9%**	**6.4%**	**6.5%**	**6.5%**	**6.6%**	**6.7%**	**6.2%**	**6.0%**	**6.7%**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

IMPACT ON OPERATING BUDGET

The "Debt and Debt Service" section above details the impact of debt service on the Operating Budget. Another potential impact of a CIP on a community's Operating Budget is an increase or decrease in operating expenses. For example, adding another facility in the community will add costs fo utilities and building maintenance. Conversely, undertaking energy conservation projects will help reduce costs in the Operating Budget. The proposed CIP contains a number of projects that will impact the Operating Budget, both positively and negatively. They are listed on the following page.

• Craftsmen Garage Construction / Parks Facility Improvements– if a new garage were to be constructed, there would be additional maintenance and utility expenses associated with the building. Depending on what the feasibility study's recommendations are for improvements to the park facility, there could be a reduction in operating budget expenses (the current facility is inefficient in terms of energy consumption) or there could be an increase (if additional space is recommended, that space would have maintenance and utility expenses). The feasibility study is certain to take these issues into account.
• Technology Applications – these projects undertaken by the Information Technology Department (ITD) are focused on improving efficiencies in numerous departments. While it is difficult to put a dollar figure on savings, past applications have proven to yield savings in the Operating Budget.
• Coolidge Corner Library Rear Windows – these nine large panels of glass windows in the rear of the building date from the original construction in 1970. The glass is not insulated and is loose in a number of areas. New widows are certain to help reduce energy consumption.
• Putterham Library HVAC / Windows – the windows are 42 years old and very inefficient. New widows are certain to help reduce energy consumption.
• Library RFID Conversion Project – this emerging technology holds great promise for efficiency gains in the Library, including allowing for a reduction in staff. At a minimum, it could well eliminate the need for additional staff in the future to keep up with circulation demands.
• Parking Meter System Replacement – this initiative holds great promise for operating budget relief, ranging from additional revenues to fewer resources required to manage and maintain the parking meter system.
• Fisher Hill Reservoir Acquisition / Conversion to Active and Passive Recreation – this project calls for the Town to purchase this property and develop it for park and recreation purposes with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. There will be a need for additional maintenance funds in the DPW budget to care for the new 10-acre recreation site.
• Town / School Energy Management Systems and Energy Conservation- these on-going items are meant to yield savings in the operating budget. With large increases in utility costs over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs would include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment.
• Town / School Emergency Generator Replacement, Elevator Replacement, Roof Replacement, and Masonry Repairs- these items represent an approach to systematically replace various core facility needs that only become more expensive to maintain if not replaced in a timely manner. In terms of Masonry Repairs, they will help eliminate the need for larger expenditures that might arise if the masonry on buildings is allowed to deteriorate.
• Baldwin School HVAC / Windows – the heating system at the Baldwin School is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and covert the system to forced hot water. This would allow for better control, more even temperatures, zoning, and energy savings. In addition, there will be less spent on fixing the system. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows.
• Devotion School Renovation – new electrical and HVAC systems and new windows will be more efficient. In addition, there will be less spent on fixing the system.
• Runkle School Renovation – with one scenario being the creation of three to five additional classrooms, energy and maintenance costs would increase.
• Classroom Capacity – if modular classrooms are used to help offset the continued enrollment growth at the Kindergarten level, there will be additional utility and maintenance costs.

RECOMMENDED PROJECTS
The following pages contain the FY10 - FY15 CIP as proposed by project. Commencing on page VII-21 is a project description for each project.

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2010 - FY2015

REVENUE CODES:

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J = Re-Approp. of Funds

CATEGORY CODES (CC):

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CC		Total	Prior Year (FY09)	2010		2011		2012		2013		2014		2015		Future Years	
	GENERAL GOVERNMENT																
2	Senior Ctr Recarpeting	90,000						90,000	A								
2	Parking Garage (Town Hall & Pierce Sch) Rep./ Town Hall & Main Libr Driveway Safety Improv.	1,275,000	75,000	**1,200,000**	**B**												
2	Craftsmen Garage Constr/Parks Facil Improv	40,000	40,000													NA	
6	Public Bldg Furnishings & Equipment	75,000						25,000	A	25,000	A					25,000	A
2	Reservior Buildings	110,000	10,000	**100,000**	**A**												
6	Technology Applications	2,039,000	275,000	**239,000**	**A**	250,000	A	250,000	A	250,000	A	250,000	A	250,000	A	275,000	A
	General Government Total	3,629,000	400,000	**1,539,000**		250,000		365,000		275,000		250,000		250,000		300,000	
	PLANNING & COMMUNITY DEVEL																
4	Village Square Circulation Improv. - CD	2,250,000				2,250,000	H										
4	Village Square Circulation Improv. - Other	750,000				750,000	I										
4	Gateway West (Chestnut Hill) District Plan	75,000						75,000	A								
4	Cypress Village Zoning Analysis	50,000								50,000	A						
4	Riverway Park Pedestrian/Bike Path - Fed	600,000						600,000	C								
4	Riverway Park Pedestrian/Bike Path - Town	80,000								80,000	A						
	Planning & Community Development Total	3,805,000	-	**-**		3,000,000		675,000		130,000		-		-		-	
	PUBLIC SAFETY																
5	Fire Apparatus Rehab	700,000		**350,000**	**A**			50,000	A	150,000	A	150,000	A				
5	New Engine/Rescue Truck	280,000 270,000		**280,000** **270,000**	**A** **J**												
2	Fire Station #7 Upgrade	-														NA	
2	Fire Station Study	50,000	50,000														
6	Fire Station Furnishings	35,000	35,000														
6	Bullet Proof Vest Replacement	90,000	90,000														
	Public Safety Total	1,425,000	175,000	**900,000**		-		50,000		150,000		150,000		-		-	

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CC		Total	Prior Year (FY09)	2010		2011		2012		2013		2014		2015		Future Years	
	LIBRARY																
2	Coolidge Corner - Elevator / Rear Windows	355,000								220,000	A			135,000	A		
2	Putterham Library Renovations	575,000	345,000			230,000	A										
		50,000	50,000														
2	Library Interior Painting / Facelift	200,000						100,000	A							100,000	A
6	RFID Conversion Project	675,000	465,000			70,000	A	70,000	A	70,000	A						
2	Main Library Front Entrance	110,000	110,000														
	Library Total	1,965,000	970,000	-		300,000		170,000		290,000		-		135,000		100,000	
	PUBLIC WORKS:																
	Transportation																
4	Dean / Chestnut Hill Ave Signal	310,000								35,000	A					275,000	A
4	Cypress / High Traffic Signal Study	30,000								30,000	A						
	Public Works - Transportation Sub-Total	340,000	-	-		-		-		65,000		-		-		275,000	
	Engineering/Highway																
4	Street Rehab - Town	12,910,000	1,580,000	**1,720,000**	**A**	1,740,000	A	1,750,000	A	1,470,000	A	1,510,000	A	1,550,000	A	1,590,000	A
4	Street Rehab - State	5,594,824	699,353	**699,353**	**C**	699,353	C	699,353	C	699,353	C	699,353	C	699,353	C	699,353	C
4	Traffic Calming / Safety Improvements	475,000	75,000	**100,000**	**A**	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Sidewalk Repair	2,183,000	250,000	**256,000**	**A**	262,000	A	269,000	A	276,000	A	283,000	A	290,000	A	297,000	A
4	Path Reconstruction	115,000								115,000	A						
4	Street Light Repair/Replacement Program	350,000	50,000			50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Parking Meter System Replacement	1,360,000		**60,000**	**J**	550,000	A			375,000	A	375,000	A				
4	Newton St. Steel Guardrail Repl.	35,000						35,000	A								
4	Parking Lot Rehab. - Babcock St., Webster St. Centre St. East, Fuller St., & School St.	430,000				120,000	A	40,000	A	80,000	A					190,000	A
4	Newton St. Landfill - Rear Landfill Closure	4,400,000												4,400,000	B		
4	Newton St. Landfill - Corrective Action	7,250,000	2,975,000	**4,275,000**	**B**												
				850,000	**J**												
2	Municipal Service Ctr Floor	100,000								100,000	A						
4	Lincoln School/Kennard House Parking Area Rep	245,000				245,000	A										
5	Sidewalk Snow Removal Tractor	120,000	120,000														
	Public Works - Engineering/Highway Sub-Total	36,417,824	5,749,353	**7,960,353**		3,716,353		2,893,353		3,215,353		2,967,353		7,039,353		2,876,353	
	Water / Sewer																
4	Singletree Tank Exterior Rehab.	270,000								270,000	F						
4	Water Dept. Garage - Roof Repl.	255,000										255,000	F				
4	Storm Drain Improvements	500,000						500,000	F								
4	Wastewater System Improvements	3,000,000										3,000,000	G				
4	Water Main Improvements	1,000,000						1,000,000	G								
	Public Works - Water / Sewer Sub-Total	5,025,000	-	-		-		1,500,000		270,000		3,255,000		-		-	

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CC		Total	Prior Year (FY09)	2010		2011		2012		2013		2014		2015		Future Years	
	Parks and Playgrounds																
3	Billy Ward Playground	660,000						60,000	A	600,000	A						
3	Brookline Ave Playground	835,000								60,000	A	775,000	A				
3	Brookline Reservoir Park	1,400,000												1,400,000	B		
3	Clark Playground	510,000										40,000	A			470,000	A
3	Corey Hill Playground	570,000										40,000	A			530,000	A
3	Fisher Hill - Acquisition, Design & Field	3,250,000				3,250,000	I										
3	Harry Downes Field & Playground	825,000														825,000	A
3	Larz Anderson Park	850,000						100,000	A							750,000	A
3	Riverway Park	425,000														425,000	A
3	Schick Playground	750,000														750,000	A
3	Soule Athletic Fields	560,000										60,000	A			500,000	A
3	Waldstein Playground	880,000						80,000	A	800,000	B						
3	Warren Field / Playground	860,000						60,000	A	800,000	B						
3	Winthrop Square / Minot Rose Garden	400,000	400,000														
3	Parks/Playgrounds Rehab/Upgrade	2,280,000	250,000	**260,000**	**A**	270,000	A	280,000	A	290,000	A	300,000	A	310,000	A	320,000	A
3	Town/School Ground Rehab.	960,000	120,000	**120,000**	**A**	120,000	A	120,000	A	120,000	A	120,000	A	120,000	A	120,000	A
3	Tennis Courts / Basketball Courts	350,000						100,000	A	150,000	A					100,000	A
2	Comfort Stations	150,000						50,000	A	50,000	A					50,000	A
	Public Works - Parks and Playground Sub-Total	16,515,000	770,000	**380,000**		3,640,000		850,000		2,870,000		1,335,000		1,830,000		4,840,000	
	Conservation/Open Space																
3	Tree Removal/Repl - Town	1,300,000	145,000	**150,000**	**A**	155,000	A	160,000	A	165,000	A	170,000	A	175,000	A	180,000	A
3	Old Burial Ground	300,000	100,000					100,000	I							100,000	I
	Public Works - Conser /Open Space Sub-Total	1,600,000	245,000	**150,000**		155,000		260,000		165,000		170,000		175,000		280,000	
	Public Works Total	59,837,824	6,764,353	**8,430,353**		7,511,353		5,503,353		6,585,353		7,727,353		9,044,353		8,271,353	
	RECREATION																
2	Waldstein Building	100,000								100,000	A						
2	Soule Rec Center - HVAC / Fire Escape / Gardener's Shed	70,000	70,000														
2	Swimming Pool - Shower Renov./Pool Repointing	550,000														550,000	
	Recreation Total	720,000	70,000	-		-		-		100,000		-		-		550,000	

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CC		Total	Prior Year (FY09)	2010		2011		2012		2013		2014		2015		Future Years	
	SCHOOL																
6	Furniture Upgrades	200,000	25,000	**25,000**	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A
2	Town/School Asbestos Removal	400,000	50,000	**50,000**	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
2	Town/School ADA Renovations	505,000	50,000	**50,000**	A	55,000	A	60,000	A	65,000	A	70,000	A	75,000	A	80,000	A
2	Town/School Bldg Masonry Repairs	1,750,000						250,000	A			500,000	A	500,000	A	500,000	A
2	Town/School Building Security / Life Safety	475,000	100,000			100,000	A	125,000	A	150,000	A						
2	Town/School Chimney Liners	250,000														250,000	A
2	Town/School Elevator Renov. Program	1,182,500								275,000	A	302,500	A	330,000	A	275,000	A
2	Town/School Emer Generator Repl	400,000						100,000	A	100,000	A	100,000	A	100,000	A		
2	Town/School Energy Conservation Projects	591,318	90,746	**100,572**	A	100,000	A	100,000	A	100,000	A					100,000	A
2	Town/School Energy Management System	300,000				100,000	A			200,000	A						
		2,130,000		**125,000**	A	405,000	A					1,600,000	B				
2	Town/School Roof Repair/Repl. Program	500,000		**500,000**	J												
2	High School - Roof Rep./Pointing/Tappan St. Gym Windows/Floors	2,600,000	2,600,000														
2	High School - Campus Ventilation (Cooling)	100,000						100,000	A								
2	High School - Stage & Dance Studio	80,000						80,000	A								
2	High School Quad	525,000						25,000	A			500,000	A				
2	High School Language Lab	150,000	150,000														
2	UAB - Roof&Chimney/Pointing/Gutters & Downs	1,430,000						130,000	A	1,300,000	B						
2	Baldwin-Boiler/HVAC/Elec./Elev./Windows/ADA	1,947,500										167,500	A	1,780,000	B		
2	Devotion Rehab. - Town Share (60%)	33,180,000				180,000	A			3,000,000	B	30,000,000	B				
2	Devotion Rehab. - State Share (40%)	22,120,000				120,000	C			2,000,000	C	20,000,000	C				
2	Runkle Rehab. - Town Share (60%)	16,200,000	360,000	**15,840,000**	B												
2	Runkle Rehab. - State Share (40%)	10,800,000	240,000	**10,560,000**	C												
2	Old Lincoln Rehab.	7,500,000														7,500,000	B
2	Old Lincoln Surface Structural Repairs	80,000				80,000	A	NA									
2	Old Lincoln - Dual Fuel Boiler	110,000						110,000	A								
2	Pierce - Renov. Aud./ Elec. Distrib. Upgrade	1,006,500		**825,000**	A			16,500	A			165,000	A				
2	Classroom Capacity	400,000		**400,000**	A												
	School Total	106,912,818	3,665,746	**28,475,572**		1,215,000		1,171,500		7,265,000		53,480,000		2,860,000		8,780,000	
	GRAND TOTAL	**178,354,642**	**12,045,099**	**39,404,925**		**12,276,353**		**7,934,853**		**14,795,353**		**61,607,353**		**12,289,353**		**18,001,353**	

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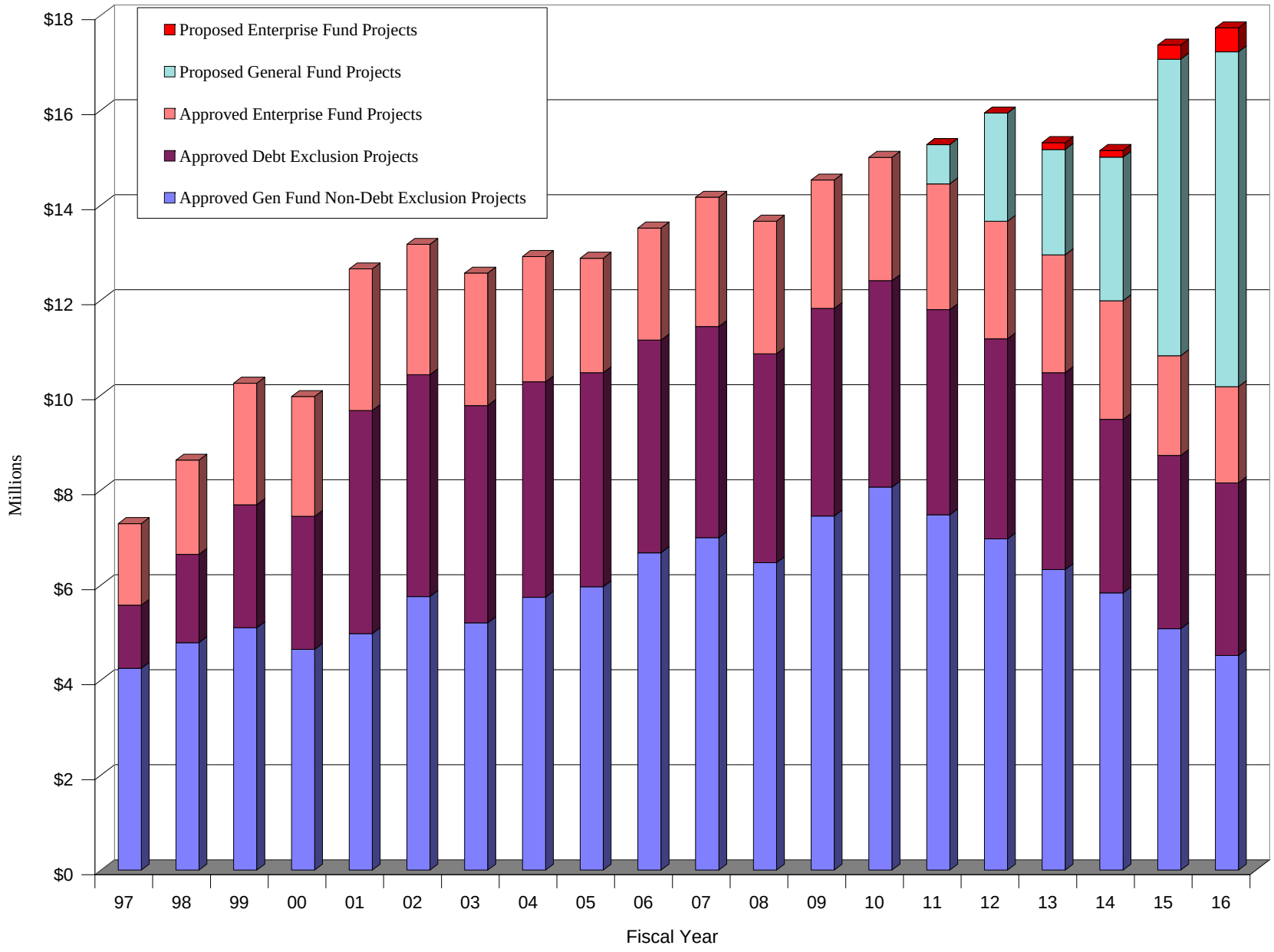
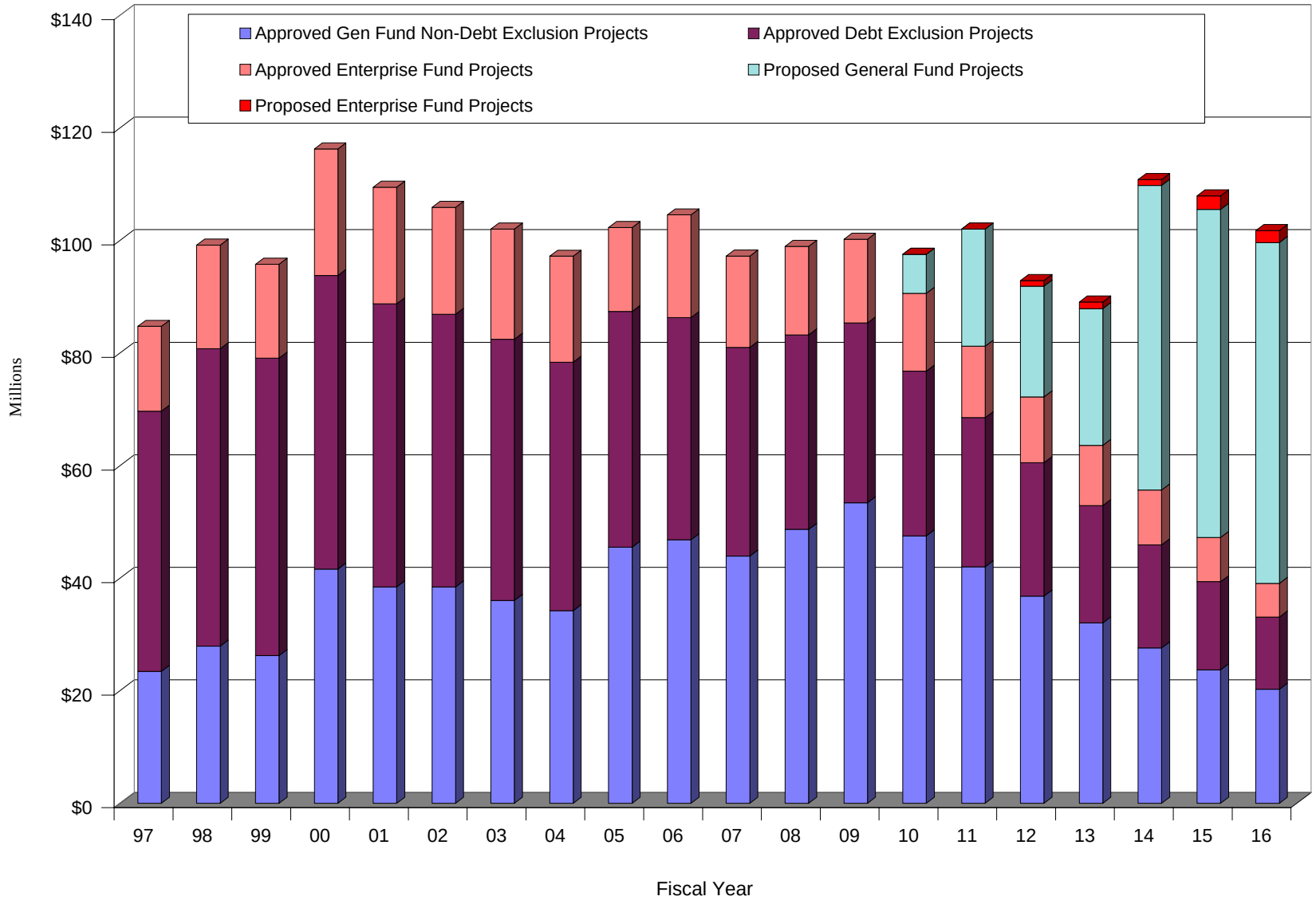
CC		Total	Prior Year (FY09)	2010		2011		2012		2013		2014		2015		Future Years	
	GRAND TOTAL BY SOURCE																
	A = Property Tax / Free Cash / Overlay Surplus	48,814,817	7,730,746	5,150,572	13%	5,207,000	42%	5,035,500	63%	5,926,000	40%	6,053,000	10%	4,010,000	7%	9,702,000	54%
	B = General Fund Bond	76,495,000	2,600,000	21,315,000	54%	-	0%	-	0%	5,900,000	40%	31,600,000	51%	7,580,000	12%	7,500,000	42%
	C = State / Federal Grants	38,874,824	699,353	11,259,353	29%	819,353	7%	1,299,353	16%	2,699,353	18%	20,699,353	34%	699,353	1%	699,353	4%
	D = Golf Budget	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	E = Golf Bond	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	F = Utility Budget	1,025,000	-	-	0%	-	0%	500,000	6%	270,000	2%	255,000	0%	-	0%	-	0%
	G = Utility Bond	4,000,000	-	-	0%	-	0%	1,000,000	13%	-	0%	3,000,000	5%	-	0%	-	0%
	H = CDBG	2,250,000	-	-	0%	2,250,000	18%	-	0%	-	0%	-	0%	-	0%	-	0%
	I = Other	4,370,000	170,000	-	0%	4,000,000	33%	100,000	1%	-	0%	-	0%	-	0%	100,000	1%
	J = Re-Approp. of Existing Funds	2,525,000	845,000	1,680,000	4%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	Grand Total	**178,354,642**	**12,045,099**	**39,404,925**		12,276,353		7,934,853		14,795,353		61,607,353		12,289,353		18,001,353	
	GRAND TOTAL BY ALLOCATION																
	General Government	3,629,000	400,000	1,539,000	4%	250,000	2%	365,000	5%	275,000	2%	250,000	0%	250,000	0%	300,000	2%
	Planning and Community Development	3,805,000	-	-	0%	3,000,000	24%	675,000	9%	130,000	1%	-	0%	-	0%	-	0%
	Public Safety	1,425,000	175,000	900,000	2%	-	0%	50,000	1%	150,000	1%	150,000	0%	-	0%	-	0%
	Library	1,965,000	970,000	-	0%	300,000	2%	170,000	2%	290,000	2%	-	0%	135,000	0%	100,000	1%
	DPW - Transportation	340,000	-	-	0%	-	0%	-	0%	65,000	0%	-	0%	-	0%	275,000	2%
	Engineering/Highway	36,417,824	5,749,353	7,960,353	20%	3,716,353	30%	2,893,353	36%	3,215,353	22%	2,967,353	5%	7,039,353	11%	2,876,353	16%
	Water / Sewer	5,025,000	-	-	0%	-	0%	1,500,000	19%	270,000	2%	3,255,000	5%	-	0%	-	0%
	Parks & Playgrounds	16,515,000	770,000	380,000	1%	3,640,000	30%	850,000	11%	2,870,000	19%	1,335,000	2%	1,830,000	3%	4,840,000	27%
	Conservation/Open Space	1,600,000	245,000	150,000	0%	155,000	1%	260,000	3%	165,000	1%	170,000	0%	175,000	0%	280,000	2%
	Recreation	720,000	70,000	-	0%	-	0%	-	0%	100,000	1%	-	0%	-	0%	550,000	3%
	Public Schools	106,912,818	3,665,746	28,475,572	72%	1,215,000	10%	1,171,500	15%	7,265,000	49%	53,480,000	87%	2,860,000	5%	8,780,000	49%
	Grand Total	**178,354,642**	**12,045,099**	**39,404,925**		**12,276,353**		**7,934,853**		**14,795,353**		**61,607,353**		**12,289,353**		**18,001,353**	
	GRAND TOTAL BY CATEGORY																
1	New Facility Construction	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2	Facility Renovation / Repair	110,537,818	4,390,746	29,750,572	75%	1,420,000	12%	1,386,500	17%	7,710,000	52%	53,455,000	87%	2,970,000	24%	9,455,000	53%
3	Parks / Open Space / Playgrounds	22,365,000	1,015,000	530,000	1%	3,795,000	31%	1,060,000	13%	2,985,000	20%	1,505,000	2%	6,405,000	52%	5,070,000	28%
4	Infrastructure	40,967,824	5,629,353	7,960,353	20%	6,716,353	55%	5,068,353	64%	3,580,353	24%	6,222,353	10%	2,639,353	21%	3,151,353	18%
5	Vehicles	1,370,000	120,000	900,000	2%	-	0%	50,000	1%	150,000	1%	150,000	0%	-	0%	-	0%
6	Miscellaneous	3,114,000	890,000	264,000	1%	345,000	3%	370,000	5%	370,000	3%	275,000	0%	275,000	2%	325,000	2%
	Grand Total	**178,354,642**	**12,045,099**	**39,404,925**		**12,276,353**		**7,934,853**		**14,795,353**		**61,607,353**		**12,289,353**		**18,001,353**	
	6-Year Total	**148,308,190**															

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY10 - FY15 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY10 - FY15 CIP



FY 2010-2015 CIP PROJECT DESCRIPTIONS

NOTE: The figures included in this report are based on the best available cost estimates at the time of the development of the CIP and are subject to change due to revised estimates and bids.

GENERAL GOVERNMENT

1. SENIOR CENTER - RECARPETING

The Senior Center is an 18,000 square foot building that opened in February, 2001. The high attendance at the Center has resulted in incredible wear and tear on the carpeting. It is heavily soiled and some of the seams are even coming apart. The rugs have been cleaned on a regular basis in order to maintain them as long as possible, but, in spite of best efforts, they are showing their age. The cost estimate is $90,000 for FY 2012.

Estimated Cost: $90,000

Time Schedule: FY 2012 -- $90,000 Property Tax / Free Cash

2. GARAGE REPAIRS / TOWN HALL & MAIN LIBRARY DRIVEWAY IMPROVEMENTS

The outside amphitheatre of the Pierce School is deteriorating and in need of repair. Its current condition causes water to leak into the garages under the Pierce School and Town Hall and into the Main Library Garage. A study is needed to determine if any structural damage has already occurred or might occur in the future because of the leaks. Water has also caused damage to parked vehicles. $75,000 was approved in FY09 for design. The $750,000 estimate in FY10 is for the repairs.

The other component of this project is the driveway leading to the parking underneath the Town Hall and Main Library, which poses a safety hazard to pedestrians who encounter cars entering or exiting the garages or heading towards the front doors of the library. This project is necessary to improve the flow of pedestrian and vehicular traffic, thus avoiding a serious accident. The cost of this piece of the project is estimated to be $450,000.

Estimated Cost: $1,275,000

Time Schedule: Prior Year -- $75,000
FY 2010 -- $1,200,000 General Fund Bond

3. MAINTENANCE CRAFTSMEN GARAGE/PARKS FACILITY IMPROVEMENTS - FEAS STUDY

The Building Department employs 10 Maintenance Craftsmen who are responsible for maintaining 76 town and school buildings that contain more than 2.5 million square feet of space. Presently, these workers use two small buildings at Larz Anderson Park, an office in the Unified Arts Building (UAB), storage areas in school boiler rooms and closets, and other miscellaneous spaces, making it difficult to secure equipment and to coordinate work. A garage is needed to store the vehicles, equipment, and materials.

The development of a plan for a safe, healthy, and efficient workplace for the Parks and Open Space Division of the Department of Public Works is also needed. The Division's offices, storage, fleet and maintenance garage for over 50 full- and part-time employees is located at a facility within Larz Anderson Park. The current facility includes approximately 28,000 square feet of outdoor space and two garages with a total of 11,530 square feet. The mechanics' area, office space, break room, and storage are all located within the same garage, are undersized, and are inadequate for the Division's operations.

Since both the Building Department's maintenance staff and the Park and Open Space Division's employees currently have facilities at Larz Anderson Park, it made sense to look at their needs together. A feasibility study was approved in FY09 to analyze the operational needs and siting opportunities for both and to consider renovation, expansion, or new construction at Larz Anderson Park and alternate locations.

Estimated Cost: $40,000

Time Schedule: Prior Year -- $40,000

4. PUBLIC BUILDINGS FURNISHINGS & EQUIPMENT

The Public Building Furnishings and Equipment capital purchase is an on-going program that began in FY99 to update and improve office furniture in Town offices. Since the majority of furniture at that time was 30+ years old, there were ergonomic, wear, and fire code issues that needed to be addressed. Brands were standardized and materials, office furniture, cabinets, chairs, and related furniture were purchased with a lifetime guarantee. A phased-in approach (two to three departments per fiscal year) allowed the Town to refit all offices in Town Hall, including the School Department on the 5th floor. Going forward, individual offices and workstations in buildings outside of Town Hall, such as Recreation, Public Works, and the Senior Center, will require replacement due to reconfiguration, personnel changes, or general wear and tear.

Estimated Cost: $75,000

Time Schedule: FY 2012 -- $25,000 Property Tax / Free Cash
FY 2013 -- $25,000 Property Tax / Free Cash
Future Years -- $25,000 Property Tax / Free Cash

5. RESERVOIR BUILDINGS

The Reservoir Gatehouse, located at the corner of Warren and Boylston Streets, is the original building for the old City of Boston water supply. Designed in 1847, it is listed in the National and State Registers of Historic Places. It was bought by the Town in the late-19th century and is part of Brookline's park and open space system. It is also an important visual landmark for the neighborhood, and in the past, has served as a site for recreational and club use. In recent years, it has stood empty and gutter failure as well as water seepage through mortar joints has led to the structure's deteriorating condition. In FY09, Town Meeting approved $10,000 for the Town's share of a $20,000 Massachusetts Historical Commission grant.

In addition to the Reservoir Gate House, there are two buildings on the grounds of the Brookline Reservoir on Warren Street:

1. The Transformer building, which functioned as a "cover" for a very large transformer that fed power to the pumps in the Pump House, houses a transformer that is very old, has not been used in many years, and needs to be removed. $25,000 is included to remove the building.

2. The pumphouse is a wooden structure that the Building Commissioner has ordered demolished due to safety concerns. $75,000 is included for this purpose.

Estimated Cost: $110,000

Time Schedule: Prior Year -- $10,000
FY 2010 -- $100,000 Property Tax / Free Cash

6. TECHNOLOGY APPLICATIONS

This annual appropriation is for funding the projects detailed in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and / or create efficiencies.

Estimated Cost: $2,039,000

Time Schedule: Prior Year -- $275,000
FY 2010 -- $239,000 Property Tax / Free Cash
FY 2011 -- $250,000 Property Tax / Free Cash

FY 2012 -- $250,000 Property Tax / Free Cash
FY 2013 -- $250,000 Property Tax / Free Cash
FY 2014 -- $250,000 Property Tax / Free Cash
FY 2015 -- $250,000 Property Tax / Free Cash
Future Years -- $275,000 Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

7. VILLAGE SQUARE CIRCULATION IMPROVEMENTS

This project involves reconfiguration of the existing circulation system at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle used to provide access to Washington Street from Route 9 eastbound would be removed and replaced with a new four-way intersection at Pearl Street. Signals would be relocated and upgraded and a new surface-level pedestrian crosswalk with walk signal would cross Route 9 just west of Pearl Street as part of a new four-way intersection, replacing the existing pedestrian bridge that crosses Route 9. This would be an ADA-compliant crossing. This solution was developed in response to Town Meeting opposition to repairing the existing pedestrian bridge, which would be removed as part of this project. In addition, lighting and landscaping improvements will be made in the area, improving the overall aesthetics of this portion of Route 9 and Brookline Village.

The funding for the project comes from two sources:

1. a $2.25 million Section 108 loan allowed for under the CDBG Program

2. $750,000 as part of the 1% of off-site improvements related to the re-development of the 2 Brookline Place site

Estimated Cost: $3,000,000

Time Schedule: FY 2011 -- $2,250,000 CDBG
FY 2011 -- $750,000 Other Funding (1% Off-Site Improvements from 2 Brookline Place)

8. GATEWAY WEST (CHESTNUT HILL) DISTRICT PLAN

The Brookline Comprehensive Plan recommended that the Town begin a series of district plans in Coolidge Corner, Brookline Village, and Chestnut Hill. It also recommended that the Town plan for growth and change along Route 9, particularly in the Village Square and Gateway West (Chestnut Hill) areas. Planning for the Village Square project is currently under way. This project would involve the development of transportation, land use, zoning, and housing plan for the Chestnut Hill district. This district planning process is also consistent with a vote of Town Meeting in 2002 to support such an effort.

Estimated Cost: $75,000

Time Schedule: FY 2012 -- $75,000 Property Tax / Free Cash

9. CYPRESS VILLAGE ZONING ANALYSIS

This project would involve a study of the land use and zoning on Route 9 from Cypress Street to Brookline Village. The purpose would be to evaluate the zoning of the area and whether it is adequate to implement the vision of the corridor outlined in the Town's Comprehensive Plan. The study would involve a public participation component, an economic feasibility component, and a legal component.

Estimated Cost: $50,000

Time Schedule: FY 2013 -- $50,000 Property Tax / Free Cash

10. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS

There has been interest for years in a safer crossing for pedestrians and bicycles at Route 9 and the Riverway. Since the DPW completed the construction of a bike/pedestrian path in Olmsted Park, there has been increased use of this park by pedestrians and bicyclists. The path ends at the intersection with Washington Street with no means of crossing Washington Street except at the Brookline Avenue intersection. The Department of Conservation and Recreation (DCR) commissioned a study to look at viable methods of crossing Washington Street, both in Brookline and Boston.

The Gateway East Public Realm plan developed a preferred solution for this crossing, involving a widening of the median, reconfiguring existing traffic lanes, and a marked crossing. In addition, the federal transportation bill earmarked $600,000 for construction of such an improvement. The $80,000 in town funding is to design the plan that the $600,000 in federal funds will support. This project would carry these improvements through design to construction.

Estimated Cost: $680,000

Time Schedule: FY 2012 -- $600,000 State / Federal Grant
FY 2013 -- $80,000 Property Tax / Free Cash

PUBLIC SAFETY

11. FIRE APPARATUS REHAB

The Town's policy is to replace all front line engines every 17 years and all front line ladder trucks every 20 years. While this replacement schedule serves the Town very well, funding needs to be appropriated every 10 years to rehab engines and every 12 years to rehab ladder trucks. The breakout of the proposed funding is as follows:

FY10: Quint (Engine #4) = $350,000
FY12: Engine #6 = $ 50,000
FY13: Engine #5 = $150,000
FY14: Engine #3 = $150,000

Estimated Cost: $700,000

Time Schedule: FY 2010 -- $350,000 Property Tax / Free Cash
FY 2012 -- $50,000 Property Tax / Free Cash
FY 2013 -- $150,000 Property Tax / Free Cash
FY 2014 -- $150,000 Property Tax / Free Cash

12. FIRE ENGINE/RESCUE

The Fire Department currently has two apparatus -- Rescue 1, a 1985 Mack, and Reserve Engine 5, a 1984 Mack -- that will either be at or reach their 25-year mark during FY10. The plan is to replace both of these vehicles with one combination Engine/Rescue that will be stationed at Station 1. Engine 1 (2006 E-One) will be transferred to Station 6 replacing Engine 6 (2002 Sutphen). Engine 6 will then become Reserve Engine 6 replacing Reserve Engine 5, which will be retired.

This plan will also have a future savings of approximately $100,000 in FY12. This is possible due to the fact that Engine 6 would not require the extensive refurbishment as a front line piece. The net overall cost would be $450,000:

Engine/Rescue	$550,000
Less: Refurb Savings	$100,000
Net Cost	$450,000

Estimated Cost: $550,000

Time Schedule: FY 2010 -- $280,000 Property Tax / Free Cash / Overlay Surplus
FY 2010 -- $270,000 Re-Appropriation of Existing Funds

13. FIRE STATION STUDY

Fire apparatus increases in size and overall weight each year, raising the question of whether the Town's fire stations, all of which are over 45 years old, will be able to accommodate new equipment in future years. This study will 1) identify any potential risks of structural (floors) failure in housing larger and heavier apparatus and 2) analyze the overall length, width, and height of the bay doors of all stations to identify available options to deal with larger trucks.

Estimated Cost: $50,000

Time Schedule: Prior Year -- $50,000

14. FIRE STATION FURNISHINGS

The furnishings at all fire stations, including bedding, are in need of replacement. To address this need, $35,000 was approved in FY09 to refurnish all five stations.

Estimated Cost: $35,000

Time Schedule: Prior Year -- $35,000

15. BULLET PROOF VEST REPLACEMENT

Bullet proof vests are a vital piece of equipment for police officers that are guaranteed for only five years and must be replaced at that time. $90,000 was approved in FY09 for approximately 72 vests.

Estimated Cost: $90,000

Time Schedule: Prior Year -- $90,000

LIBRARY

16. COOLIDGE CORNER LIBRARY - ELEVATOR (ADA) / REAR WINDOWS

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the library fully accessible, a lift is proposed to be installed at the rear of the library, which would allow access directly below. This situation has been under review for more than a year and there have been extensive architectural and structural reviews of proposed locations along with different types of lifts.

The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost $220,000. This option was chosen since it would have the least impact on shelving and storage areas. Although this is a more expensive option, it does not remove usable space from the library, and will limit the disruption to the library staff and its patrons. These funds are planned for FY13.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass will be replaced with operable windows that can be locked for security purposes. The $135,000 in FY15 is for plans and specs ($15,000) and the windows ($120,000).

Estimated Cost: $355,000

Time Schedule: FY 2013 -- $20,000 Property Tax / Free Cash (Elevator Design)
FY 2013 -- $200,000 Property Tax / Free Cash (Elevator)
FY 2015 -- $15,000 Property Tax / Free Cash (Windows Design)
FY 2015 -- $120,000 Property Tax / Free Cash (Windows)

17. PUTTERHAM LIBRARY RENOVATIONS

Renovations to the Putterham Library include HVAC, fire alarm system, windows, and roof. The work will be broken into two components: HVAC/Fire Alarm and Windows/Roof.

HVAC / Fire Alarm – Funds for this work were voted at the 2008 Annual Town Meeting.

Windows/Roof – the original windows of the building are now 42 years old and are not energy efficient. A large portion of the rear wall is glass and runs the length of the children's room, making that space difficult to keep warm on cold days. By replacing the windows with thermopane glass, the entire building will be more comfortable. Before proceeding with the windows, however, a heat/cooling load study

will be undertaken to justify the window replacement. In FY09, $3,000 was included for the study. $120,000 is included in FY11 for the actual windows, if the study determines that replacement would be cost-effective and therefore advisable necessary.

The 20+ year old flat roof also needs to be replaced. The Town has been awarded a grant to place solar PV panels on the roof, which would require a wind load calculation for the roof structure. $12,000 was included in FY09 for the wind load study and for plans and specs for the roof. In FY11, $110,000 is included for the roof.

Estimated Cost: $625,000

Time Schedule: Prior Year -- $395,000
FY 2011 -- $230,000 Property Tax / Free Cash

18. LIBRARY INTERIOR FACELIFT/PAINTING AND REPAIRS

This project will allow for repairs to the heavy traffic areas of all three libraries. It will provide for the painting of the interior of the libraries every 6-7 years; the replacement of carpeting and other flooring and ceiling tiles, as needed; and the ability to make minor electrical repairs and lighting upgrades. Each library would be done in sections to avoid having to close each facility.

Estimated Cost: $200,000

Time Schedule: FY 2012 -- $100,000 Property Tax / Free Cash
Future Years -- $100,000 Property Tax / Free Cash

19. RFID CONVERSION PROJECT

These funds will be used to convert all three libraries from the current "bar code" system to radio frequency identification (RFID) technology. This would allow for up to 10 books to be placed on the counter and all checked in or out simultaneously, without having to manually scan each individual item. Equipment is also available to allow patrons to check out materials by themselves and that will automatically check in and sort materials into separate categories for shelving.

Conversion will require the "tagging" of all 350,000 items in our collection. Tags that used to cost $1.00 each three years ago currently sell for about $0.40 each, and the literature suggests that the price will come down even further as the technology is more widely adopted. Costs have been adjusted to cover the fact that tags for library materials will cost more than single use targets used to track inventory from point of manufacture to point of sale. Most scanning devices and all security gates would also have to be replaced. This technology holds great promise for increased efficiencies at the libraries and will help manage the increased circulation the Library has seen over the past few years.

$465,000 was appropriated in FY2009 to begin the project. In cooperation with the Cambridge, Wellesley, and Sudbury Public Libraries, specifications are being prepared. The oversight committee, which was required in the Town Meeting vote, will assist with the final approval of the RFP and subsequent review of responses. Assuming the committee agrees to proceed, an RFP will be issued by January 1, 2009 and implementation will begin in the spring.

The CIP calls for $70,000 in each of FY's 11-13 for the purchase of additional RFID tags. Depending on the prices that result from the initial procurement, and what happens to the cost of tags over the next year, all of those funds might not be required.

Estimated Cost: $675,000

Time Schedule: Prior Year -- $465,000
FY 2011 -- $70,000 Property Tax / Free Cash
FY 2012 -- $70,000 Property Tax / Free Cash
FY 2013 -- $70,000 Property Tax / Free Cash

20. MAIN LIBRARY FRONT ENTRANCE

The front entrance of the Main Library was renovated and made accessible as part of the major renovation of the building four years ago. However, it is now leaking water into the lower part of the Main Library, especially during heavy rains or snow. This is causing damage to the walls and carpet and could eventually cause damage to books and other materials as well. On-going repairs have been done over the last few years with limited success. The plan is to remove the terrace area in front of the main entrance to the Library and install a new waterproof membrane/system and replace the stone. $110,000 was approved in FY09 for this project.

Estimated Cost: $110,000

Time Schedule: Prior Year -- $110,000

TRANSPORTATION

21. DEAN/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signal that needs to be upgraded. The $35,000 in FY13 is for design while the $275,000 in future years is for the signal.

Estimated Cost: $310,000

Time Schedule: FY 2013 -- $35,000 Property Tax / Free Cash
Future Years -- $275,000 Property Tax / Free Cash

22. CYPRESS/HIGH ST. TRAFFIC SIGNAL STUDY

The traffic signal at Cypress and High Street is a flashing yellow and red signal that is controlled by an electro mechanical controller. This funding will be used to determine if this intersection requires a complete traffic control signal and, if not, what improvements should be made to this existing signal.

Estimated Cost: $30,000

Time Schedule: FY 2013 -- $30,000 Property Tax / Free Cash

ENGINEERING / HIGHWAY

23. STREET REHABILITATION - TOWN

In 1992, the Department of Public Works (DPW) undertook a comprehensive study of its roads and implemented a pavement management system. The system was designed to bring Town-owned streets to a sufficient level of repair such that the roads could be maintained without undertaking costly full reconstruction. From 1992 to 1997, the Town made some progress in this regard, but funding was inconsistent. Starting in 1997, the Town began allocating $1 million per year to streets.

The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Its analysis showed that while funding for road construction activities remained level, construction costs increased approximately 35% between 1997 and 2007, reducing the amount of work that could be completed each year. Had the funding levels for roads been increased each year, the current level of funding would be $1.35 million.

The OSC's report also explained how the pavement management system included a strategy that each of the roads reconstructed beginning in 1992 should begin receiving maintenance expenditures by the beginning of the 7th year of the program. However, this maintenance (estimated to cost approximately $150,000 per year) was not performed. The result was that the prior road investments began to deteriorate in 1999 and were not revisited for 8 years. The OSC ecommended addressing this shortfall by investing an additional $1.2 million over a multi-year period for "catch-up" work.

Based on the recommendations of the OSC, the 2008 Override, which was ultimately approved by the voters, included $750,000 for streets and sidewalks. Of the FY09 amount, $580,000 was appropriated for streets, with $300,000 addressing the underfunding caused by level-funding and $280,000 for the "catch-up". In FY10, the base appropriation is recommended at $1.31 million (the original $1 million base, plus the $300,000 added in FY09 adjusted for a 2.5% increase). In addition, $410,000 is included for the "catch-up". By FY13, the "catch-up" funding goes away and the appropriation base is set at $1.47 million. It then continues to be increased annually by 2.5%.

Estimated Cost: $12,910,000

Time Schedule: Prior Year -- $1,580,000
FY 2010 -- $1,720,000 Property Tax / Free Cash
FY 2011 -- $1,740,000 Property Tax / Free Cash
FY 2012 -- $1,750,000 Property Tax / Free Cash
FY 2013 -- $1,470,000 Property Tax / Free Cash
FY 2014 -- $1,510,000 Property Tax / Free Cash
FY 2015 -- $1,550,000 Property Tax / Free Cash
Future Years -- $1,590,000 Property Tax / Free Cash

24. STREET REHABILITATION – STATE

The State provides monies under its Chapter 90 program for the maintenance of certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. The State approved a three-year $450 million Chapter 90 program as part of the 2008 Transportation Bond Bill. These funds will come to the Town in FY09 – FY11.

Estimated Cost: $5,594,824

Time Schedule: Prior Year -- $699,353
FY 2010 -- $699,353 State / Federal Grant
FY 2011 -- $699,353 State / Federal Grant
FY 2012 -- $699,353 State / Federal Grant
FY 2013 -- $699,353 State / Federal Grant
FY 2014 -- $699,353 State / Federal Grant
FY 2015 -- $699,353 State / Federal Grant
Future Years -- $699,353 State / Federal Grant

25. TRAFFIC CALMING / SAFETY IMPROVEMENTS

This funding will be used to implement approved traffic calming/safety improvement projects that have been evaluated and designed by the Transportation Division using the Traffic Calming Policy as a guide. Projects are approved by the Transportation Board before they are implemented. Anticipated projects, with estimates, for FY10 are as follows:

- Riverway / Netherlands (construction) - $75,000
- Stedman St. - Devotion School (construction) - $25,000

Estimated Cost: $475,000

Time Schedule: Prior Year -- $75,000
FY 2010 -- $100,000 Property Tax / Free Cash
FY 2011 -- $50,000 Property Tax / Free Cash
FY 2012 -- $50,000 Property Tax / Free Cash
FY 2013 -- $50,000 Property Tax / Free Cash
FY 2014 -- $50,000 Property Tax / Free Cash
FY 2015 -- $50,000 Property Tax / Free Cash
Future Years -- $50,000 Property Tax / Free Cash

26. SIDEWALK REPAIR

The Department of Public Works has prepared a sidewalk management program that prioritizes repairs. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Based on the recommendations of the OSC, the 2008 Override, which was ultimately approved by the voters, included $750,000 for streets and sidewalks. Of the FY09 amount, $50,000 was appropriated for sidewalks. In FY10, the base appropriation is recommended at $256,000 million (the original $250,000 base, plus the $50,000 added in FY09 adjusted for a 2.5% increase). It then continues to be increased annually by 2.5%.

Estimated Cost: $2,183,000

Time Schedule: Prior Year -- $250,000
FY 2010 -- $256,000 Property Tax / Free Cash
FY 2011 -- $262,000 Property Tax / Free Cash
FY 2012 -- $269,000 Property Tax / Free Cash
FY 2013 -- $276,000 Property Tax / Free Cash

FY 2014 -- $283,000 Property Tax / Free Cash
FY 2015 -- $290,000 Property Tax / Free Cash
Future Years -- $297,000 Property Tax / Free Cash

27. PATH RECONSTRUCTION

Summit Path is in need of repair, as the concrete steps are chipped and cracked. The DPW has done preventive maintenance, but it is now in a condition where maintenance alone is not adequate: approximately 30% of the steps need to be replaced/repaired or reset.

Estimated Cost: $115,000

Time Schedule: FY 2013 -- $115,000 Property Tax / Free Cash

28. STREET LIGHT REPAIR /REPLACEMENT PROGRAM

It is anticipated that this funding will be used to install new decorative poles and lights on Harvard Street from School Street to Webster Place. The lights were purchased as part of the Reconstruction of Harvard Street (from Beacon Street to School Street) three years ago. Existing conditions plans for this section of Harvard Street have been completed. Design for the both the installation of the lights as well as the reconstruction of the street will be completed this winter with bidding in the completed in time for a spring construction. In addition, poles that are structurally unstable or need new service feeds will be replaced.

Estimated Cost: $350,000

Time Schedule: Prior Year -- $50,000
FY 2011 -- $50,000 Property Tax / Free Cash
FY 2012 -- $50,000 Property Tax / Free Cash
FY 2013 -- $50,000 Property Tax / Free Cash
FY 2014 -- $50,000 Property Tax / Free Cash
FY 2015 -- $50,000 Property Tax / Free Cash
Future Years -- $50,000 Property Tax / Free Cash

29. PARKING METER SYSTEM REPLACEMENT

The Town currently owns approximately 2,600 parking meters that generate $2.5 million annually. DPW performs approximately 7,400 repairs annually to the parking meters, which were purchased between 1997 and 1999. When meters are out of service, not only is revenue generation sacrificed, but the intended purpose of parking meters (turnover of parking spaces) is diminished. Therefore, the goal of this project is to reduce meter down-time while introducing new, user-friendly meters.

Nearby cities such as Boston and Cambridge have introduced new types of meters that make it more convenient for users by allowing the use of dollar bills and credit cards. At the same time, those meters have proven to be more reliable and generate additional revenue. Multi-space Wi-Fi enabled meters are currently being evaluated in two Town-owned lots. We are hopeful that the pilot project will show that they improve convenience for users, reduce operating costs, increase revenue, and improve aesthetics. The proposed funding will allow the Town to fully implement the pilot project in FY10, and then outfit all of its lots with these meters in FY11. The $370,000 in FY13 and FY14 is for (a) replacement of existing single-head meters where multi-space meters are not feasible and (b) a potential further roll-out of multi-space meters along stretches of major roadways.

Estimated Cost: $1,300,000

Time Schedule: FY 2010 -- $60,000 Re-Appropriation of Existing Funds
FY 2011 -- $550,000 Property Tax / Free Cash
FY 2013 -- $375,000 Property Tax / Free Cash
FY 2014 -- $375,000 Property Tax / Free Cash

30. NEWTON STREET STEEL GUARDRAIL REPLACEMENT

The steel guardrail on Newton Street from Wolcott Road to the West Roxbury Parkway out lived its useful life and has is rusted to the point where it has become detached from its wooden supports. There is approximately 1,800 feet (the entire length) of guardrail that needs to be replaced along with 30 wooden posts.

Estimated Cost: $35,000

Time Schedule: FY 2012 -- $35,000 Property Tax / Free Cash

31. PARKING LOT REHABILITATION

This item is for the rehabilitation of five Town-owned parking lots: Babcock St. ($80,000 in FY11), School St. ($40,000 in FY11), Webster St. ($40,000 in FY12), Fuller Street ($80,000 in FY13), and Centre St. East ($190,000 in Future Years).

- The Babcock Street parking lot is need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The existing curb is in good condition for line and grade, as is the surrounding landscape.
- The School Street parking lot has received little attention in the past. It is need of new granite curbs, drainage improvements, repaving, pavement markings, and signage. In addition, the overgrown vegetation will be removed or cut back.

- The Webster Street parking lot pavement is in need of replacement, in addition, the granite curbing needs to be reset to bring it to proper alignment and grade. This lot has not had substantial maintenance in over 20 years. This parking lot is a pilot for the evaluation of multi-space pay-and-display parking meter system.
- The Fuller Street parking lot is in need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The other features of the lot are in good condition and do not need any work.
- Lastly, since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs done to date have been more reactive and of the "band-aid" type. The rehabilitation work will consist of removing and resetting curbing, repaving, new signage, pavement line painting, replacing sidewalks, landscaping, and street light modifications.

Estimated Cost: $430,000

Time Schedule: FY 2011 -- $120,000 Property Tax / Free Cash
FY 2012 -- $40,000 Property Tax / Free Cash
FY 2013 -- $80,000 Property Tax / Free Cash
Future Years -- $190,000 Property Tax / Free Cash

32. NEWTON STREET LANDFILL - REAR LANDFILL CLOSURE

The capping of the front landfill and the partial capping of the rear landfill is complete. $4.4 million is the estimated cost to complete the capping of the rear landfill as well as the construction of the DPW operations area. Grading of the rear landfill will be modified to accommodate acceptance of soil contaminated with ash from the Martha's Lane, Kensington Circle and Arlington Road neighborhood.

Estimated Cost: $4,400,000

Time Schedule: FY 2015 -- $4,400,000 General Fund Bond

33. NEWTON ST LANDFILL - CORRECTIVE ACTION

As part of the on-going effort to close and cap the Town's landfills and develop a recreational field, state-mandated assessment and corrective actions have been required on properties surrounding the landfill. These actions relate to the removal of historically deposited ash-laden soils. In FY04 and FY05, a total of $3 million was approved to undertake all actions required on certain properties along Newton St., Nelson Drive, and Hammond Pond Parkway. In FY07, $2 million was approved for, in part, similar actions on properties along the other side of the landfill. In FY09, $2.975 million was approved for expenses associated with the removal of certain soils and property restoration. All of these actions ensure on-going compliance with Department of Environmental Protection's Solid Waste Management regulations, 310 CMR 19.000, and Massachusetts Contingency Plan, 310 CMR 40.000, for properties along Martha's Lane, Kensington Circle, and Arlington Road. The $8.1 million for FY10 is necessary to complete the funding of the required removal and restoration.

The Town has worked very closely with its legislative delegation in the seeking of state assistance for this one-of-a-kind issue in the Commonwealth. Through the efforts of Chairman Smizik and Representative Rush, the Town has secured line-item funding in the Environmental Bond Bill. While this is a very positive first step, the Governor must approve actual expenditure of the funds. The Town is working with the executive branch with the hope being the State will release these funds. If the Town's advocacy efforts are successful, then this amount can be reduced by whatever amount the State provides the Town thereby restoring other projects that have had to be deferred because of this extraordinary obligation.

Estimated Cost: $8,100,000

Time Schedule: Prior Year -- $2,975,000
FY 2010 -- $4,275,000 General Fund Bond
FY 2010 -- $850,000 Re-Appropriation of Existing Funds

34. MUNICIPAL SERVICE CENTER FLOOR

The floor at the Municipal Service Center was repaired and sealed and has a warranty of seven years. The floor, due to its type of use and exposure to severe elements and chemicals (salt, fuels), must be resealed after a set number of years. This involves removal of the remaining sealants, shot blasting, floor prep, and reapplication of a new epoxy sealant. This work is required or the floor will fail prematurely and structural damage to the building would result.

Estimated Cost: $100,000

Time Schedule: FY 2013 -- $100,000 Property Tax / Free Cash

35. LINCOLN SCHOOL / KENNARD HOUSE PARKING AREA REPAIRS

The brick retaining wall at the pedestrian stairway to the Kennard House, which houses the Brookline Music School, is need of replacement along with the stairway itself. In addition, there remains 120 feet of the brick wall on Walnut Street that was not replaced as part of the last project.

Estimated Cost: $245,000

Time Schedule: FY 2011 -- $245,000 Property Tax / Free Cash

36. SIDEWALK SNOW REMOVAL TRACTOR

Over the past few years, there was substantial discussion and study of DPW's practices regarding snow removal from sidewalks, as reflected by two warrant articles (filed as Citizen Petitions) and the formation and subsequent report of a Moderator's Committee on Sidewalk Snow Removal. Currently, the Town plows and sands approximately 43 miles of sidewalks (5 feet or greater in width). There are another 43-47 miles of sidewalks that could be plowed on at least one side of each Town street. In an effort to facilitate expanded sidewalk snow removal, the Moderator's Committee recommended that, over the next three years, the Town replace the three Bombardier sidewalk snow tractors purchased in 1994 and that it budget $120,000 each year for these units. The $120,000 in FY09 (Override) funds was a first step towards implementing the Committee's recommendation.

Estimated Cost: $120,000

Time Schedule: Prior Year -- $120,000

WATER/SEWER

37. SINGLETREE TANK EXTERIOR REHAB

The water distribution system provides storage and operating reserves through the Singletree Hill water storage tank. Scheduled maintenance requires that the interior of the steel tank be reconditioned every 10 to 15 years and the exterior be painted every 10 years. The interior is scheduled for completion in the spring of 2008 while the exterior was last completed in 2003. These funds will provide for the complete rehabilitation of the exterior surfaces of the tank.

Estimated Cost: $270,000

Time Schedule: FY 2013 -- $20,000 Water and Sewer Enterprise Fund Budget
FY 2013 -- $250,000 Water and Sewer Enterprise Fund Budget

38. WATER DEPT. GARAGE - ROOF REPLACEMENT

In 2008, the Town conducted a study in order to develop a long-term roof repair and replacement schedule. The plan is complete and includes the Water Department facility on Netherlands Road in FY2014. The funds for this project will be raised in the water and sewer rates.

Estimated Cost: $255,000

Time Schedule: FY 2014 -- $255,000 Water and Sewer Enterprise Fund Budget

39. STORM DRAIN IMPROVEMENTS

Recent studies indicate that there is storm water entering the Town's sanitary sewer system through public connections (i.e., catch basins, site drains) and private connections (i.e., sump pumps, roof drains, yard drains, etc.). Recently, the Town completed two projects that separated combined sewers by installing a separate storm drain where there was none, and reconnecting the catch basins and other drain connections. Funding for this project will be used to further this type of work by investigating, identifying, designing, and constructing measures to correct the problem where drain pipes are connected to the sanitary sewer (inflow). This project will also provide funding for the investigation, remediation, and rehabilitation of storm drain systems to remove potential sanitary sewer connections and to improve system capacity and discharge water quality. This program will have three major benefits: 1.) increasing the capacity of the sanitary sewers and storm drains, 2.) decreasing the amount of storm water the Town is paying to have treated at the Deer Island treatment plant, and 3.) improving discharge water quality.

Estimated Cost: $500,000

Time Schedule: FY 2012 -- $500,000 Water and Sewer Enterprise Fund Budget

40. WASTEWATER SYSTEM IMPROVEMENTS

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer) based on the recommendations of the Wastewater Master Plan completed in 1999. Construction projects to correct sewer system deficiencies have been identified and categorized as: 1) structural improvements, 2) sewer and storm drain separation, 3) infiltration reduction, 4) hydraulic capacity restoration, and 5) cleaning and television inspection to identify areas for further investigation and/or maintenance. Projects are designed, grouped, and constructed with the overall goals of eliminating sewerage backups into homes and businesses, preventing costly system failures, lowering MWRA wholesale costs by reducing extraneous flows, and making more efficient use of annual operating funds.

Estimated Cost: $3,000,000

Time Schedule: FY 2014 -- $3,000,000 Water and Sewer Enterprise Fund Bond

41. WATER MAIN IMPROVEMENTS

In 2005, a comprehensive evaluation and hydraulic analysis of the water distribution system was completed to determine the effectiveness of the completed Water Main Cleaning & Lining Program. The report has recommended additional improvements to the system to reinforce capacity for fire flows. This project will provide for the design and construction of improvements to both the Low Service and High Service water systems.

Estimated Cost: $1,000,000

Time Schedule: FY 2012 -- $1,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

42. BILLY WARD PLAYGROUND

Billy Ward Playground is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, repairs to the existing retaining wall, the rehabilitation of pathways and stairs, landscape improvements to both the Brook Street and Aspinwall entrances, and the rehabilitation of the planted seating area. The $60,000 in FY12 is for design services to revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration work is planned for FY13 ($600,000).

Estimated Cost: $660,000

Time Schedule: FY 2012 -- $60,000 Property Tax / Free Cash (Design)
FY 2013 -- $600,000 Property Tax / Free Cash (Construction)

43. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, is in need of complete replacement in addition to new safety surfacing and accessibility improvements. This project also includes renovation of the athletic field that serves soccer, football, youth baseball, and softball. In FY13 $60,000 is scheduled for design while $775,000 is scheduled for construction in FY14.

Estimated Cost: $835,000

Time Schedule: FY 2013 -- $60,000 Property Tax / Free Cash (Design)
FY 2014 -- $775,000 Property Tax / Free Cash (Construction)

44. BROOKLINE RESERVOIR PARK

Brookline Reservoir Park has a jogging/walking track that circles the reservoir and is in need of repair, including expansion for both accessibility and safety by the gatehouse. In addition, a significant portion of the stone basin wall within the reservoir is in need of

repointing, regrouting, replacement of stones, and will preceed renovations that will include masonry, fencing, new path surfacing and ADA entry points, site furniture and planting.

Estimated Cost: $1,400,000

Time Schedule: FY 2015 -- $1,400,000 General Fund Bond

45. CLARK PLAYGROUND

Clark playground is multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The funding allocated for this capital project is intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and basketball court. The renovation will focus on compliance with safety and accessibility requirements. The $40,000 in FY14 is for design while the $470,000 in future years is for the work.

Estimated Cost: $510,000

Time Schedule: FY 2014 -- $40,000 Property Tax / Free Cash (Design)
Future Years -- $470,000 Property Tax / Free Cash (Construction)

46. COREY HILL PLAYGROUND

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of the city, lawn area, sundial, and seating. The playground is in need of complete replacement including site regrading and accessibility improvements. This project will replace all playstructures at the site and review the layout and design of the active playground portion of the park. Site masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. The $40,000 in FY14 is for design while the $530,000 in Future Years (FY16) is for construction.

Estimated Cost: $570,000

Time Schedule: FY 2014 -- $40,000 Property Tax / Free Cash (Design)
Future Years -- $530,000 Property Tax / Free Cash (Construction)

47. FISHER HILL ACQUISITION, DESIGN & CONSTRUCTION

The former MWRA Fisher Hill Reservoir is a 10-acre site that was declared surplus property by the State. The site consists of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. The property is presumed to be protected under Article 97 as parkland, recreational space, and open space. A Master Planning Committee established by

the Board of Selectmen made the recommendation that the Town purchase this property and develop it for park and recreation purposes, with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. A Design Review Committee was established to work on the conceptual design and budget for the park development project.

The first phase of development will enable the Town to purchase the site and to make it safe and accessible to the public. In May, 2007, Town Meeting authorized a $1.35 million bond for the first phase. The second phase will encompass the construction of a new athletic field and park. It is estimated to cost $3.25 million and will be funded by proceeds from the development of the Town-owned reservoir property directly across the street.

Estimated Cost: $3,250,000

Time Schedule: FY 2011 -- $3,250,000 Other Funding (Sale of Town-owned land)

48. HARRY DOWNES FIELD & PLAYGROUND

While the oval and track at Harry Downes Field were renovated in 2006, the play area, softball field and comfort station/storage space are in need of renovation. This budget item is intended for funds to create a design and plans for the replacement of play equipment, installation of a water play/spray pool amenity, renovation of the softball field, and construction of an improved comfort station/field house.

Estimated Cost: $825,000

Time Schedule: Future Years -- $825,000 Property Tax / Free Cash

49. LARZ ANDERSON PARK

Larz Anderson Park is in need of roadway resurfacing throughout the main portion of the park, lighting at the entrance to the park, and structural and historical renovation of the concrete walls along Avon Street and in the interior of the park. The FY11 request will complete this designated work by renovating the main roadway and installing support drainage structures. The Park and Recreation Commission and public are continuing the Master Planning process looking at the historic structures, buildings, and sections of the park still in need of preservation and restoration.

Estimated Cost: $850,000

Time Schedule: FY 2012 -- $100,000 Property Tax / Free Cash
Future Years -- $750,000 Property Tax / Free Cash

50. RIVERWAY PARK

This is a continuing project of the Olmsted Park/Riverway Improvements program. Prior appropriations included preparation of plans for Riverway Park. This appropriation is for the actual work, including reconstruction of the riverbanks that have eroded in some places by as much as 10 feet, replacement of failing or hazard trees, edge planting, lawn restoration, rebuilding the path system, and re-grading to prevent future erosion. The project was originally anticipated to be implemented in FY2003; however, with the Brookline/Boston/Commonwealth of Massachusetts/US Army Corps of Engineers joint restoration of the Muddy River, this phase of restoration will be coordinated with the overall flood mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost: $425,000

Time Schedule: Future Years -- $425,000 Property Tax / Free Cash

51. SCHICK PLAYGROUND

Schick Park is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, fencing, paving and site furniture.

Estimated Cost: $750,000

Time Schedule: Future Years -- $750,000 Property Tax / Free Cash

52. SOULE ATHLETIC FIELDS

Both athletic fields at the Soule Recreation Center are in need of complete renovation. Funds will provide for design and construction funds for increased capacity and improvements to parking areas, pathway connections, linkage between the Baldwin School and the Soule site, storm drainage improvements, and the construction of new athletic fields.

Estimated Cost: $560,000

Time Schedule: FY 2014 -- $60,000 Property Tax / Free Cash (Design)
Future Years - - $500,000 Property Tax / Free Cash (Construction)

53. WALDSTEIN PLAYGROUND RENOVATION

Waldstein Playground is located close to Beacon Street on Dean Road. It is a large community playground with tennis, basketball, playing field, and playground facilities and large perimeter shade trees. The park play equipment has wooden components that are in need of replacement. The project will replace all children's play equipment, two large banks of swings, and sandplay, in addition to renovation of the spray pool area, drinking fountains, field, and pathways. The $80,000 in FY12 is for design while the $800,000 in FY13 is for the work.

Estimated Cost: $880,000

Time Schedule: FY 2012 -- $80,000 Property Tax / Free Cash (Design)
FY 2013 -- $800,000 General Fund Bond (Construction)

54. WARREN FIELD / PLAYGROUND

Warren Field (Eliot Playground) includes nearly 11 acres of active recreational amenities such as baseball and little league fields, soccer fields, basketball and tennis courts, and numerous playground structures for a variety of age groups. This funding is intended to allow for the design and development of park improvements, new installation of playground equipment for toddlers and older children, signage, tree pruning, planting, field restoration, new backstop and players benches, trash receptacles, pathways, and lighting. The $60,000 in FY12 is for design while the $800,000 in FY13 is for construction.

Estimated Cost: $860,000

Time Schedule: FY 2012 -- $60,000 Property Tax / Free Cash (Design)
FY 2013 -- $800,000 General Fund Bond (Construction)

55. WINTHROP SQUARE/MINOT ROSE GARDEN

Winthrop Square, which includes the Minot Rose Garden, is a multi-faceted park that is heavily used and plays an important role in providing open space and active/passive recreational opportunities for the neighborhoods of North Brookline. The active recreation section of the park includes a small playing field, play equipment, pathways, and a spray pool. The passive section includes walkways, benches, landscaping, and a rose garden. The funding allocated for this capital project is intended to redesign the walkways, circulation, bench locations, park furniture, and landscaping. The project will also look at a major restoration of the existing wrought iron fence, replacement of water fountains, and facility upgrades including the toddler play equipment. The $40,000 in FY08 was for design while the $400,000 in FY09 was for construction.

Estimated Cost: $400,000

Time Schedule: Prior Year -- $400,000

56. PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Improvements include fence installations, backstops, masonry work, retaining walls, picnic furniture repairs, turf restoration, bench replacements, playstructures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: $2,280,000

Time Schedule: Prior Year -- $250,000
FY 2010 -- $260,000 Property Tax / Free Cash
FY 2011 -- $270,000 Property Tax / Free Cash
FY 2012 -- $280,000 Property Tax / Free Cash
FY 2013 -- $290,000 Property Tax / Free Cash
FY 2014 -- $300,000 Property Tax / Free Cash
FY 2015 -- $310,000 Property Tax / Free Cash
Future Years -- $320,000 Property Tax / Free Cash

57. TOWN/SCHOOL GROUNDS REHAB

Town and School grounds require on-going landscaping, structural improvements, and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installation, regrading, reseeding, tree work, new concrete or asphalt walkways, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads, railings, benches, or other exterior structures. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: $960,000

Time Schedule: Prior Year -- $120,000
FY 2010 -- $120,000 Property Tax / Free Cash
FY 2011 -- $120,000 Property Tax / Free Cash
FY 2012 -- $120,000 Property Tax / Free Cash
FY 2013 -- $120,000 Property Tax / Free Cash
FY 2014 -- $120,000 Property Tax / Free Cash
FY 2015 -- $120,000 Property Tax / Free Cash

Future Years -- $120,000 Property Tax / Free Cash

58. TENNIS COURTS/BASKETBALL COURTS

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts.

Estimated Cost: $350,000

Time Schedule: FY 2012 -- $100,000 Property Tax / Free Cash
FY 2013 -- $150,000 Property Tax / Free Cash
Future Years -- $100,000 Property Tax / Free Cash

59. COMFORT STATIONS

These funds are programmed for the renovation of the comfort stations that are located in various parks. The plans would include new roofs, doors, windows, painting, partitions, and possibly new fixtures.

Estimated Cost: $150,000

Time Schedule: FY 2012 -- $50,000 Property Tax / Free Cash
FY 2013 -- $50,000 Property Tax / Free Cash
Future Years -- $50,000 Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

60. TREE REMOVAL AND REPLACEMENT

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the summer, and improve the overall quality of life in Brookline. In addition, this line item includes funding for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary). Storm damage, disease, and old age continue to reduce tree canopies. The funds will be utilized to remove hazard

trees and provide structural, health, and safety pruning to prolong the life and viability of our significant trees that are located in conservation and sanctuary areas. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Estimated Cost: $1,300,000

Time Schedule: Prior Year -- $145,000
FY 2010 -- $150,000 Property Tax / Free Cash
FY 2011 -- $155,000 Property Tax / Free Cash
FY 2012 -- $160,000 Property Tax / Free Cash
FY 2013 -- $165,000 Property Tax / Free Cash
FY 2014 -- $170,000 Property Tax / Free Cash
FY 2015 -- $175,000 Property Tax / Free Cash
Future Years -- $180,000 Property Tax / Free Cash

61. OLD BURIAL GROUND

The Old Burying Ground, located on Walnut Street, is Brookline's first cemetery. Although the cemetery dates back to 1717, its appearance today reflects the ideals of the 19th century rural cemetery movement. The cemetery is listed as part of the Town Green National Register District and has been featured in a publication by the Massachusetts Department of Environmental Management entitled "Preservation Guidelines for Historic Burial Grounds and Cemeteries". Research completed by both landscape architects and specialists in monument conservation indicates that the Town has much work to do in restoring the perimeter walls, markers and footstones, tombs, and monuments, as well as landscape improvements. The first phase of improvements will focus on structural improvements to the wall and priority stones and include a conservation assessment of remaining items that need to be preserved.

Estimated Cost: $300,000

Time Schedule: Prior Year -- $100,000
FY 2012 -- $100,000 Other Funding (Cemetery trust funds)
Future Years -- $100,000 Other Funding (Cemetery trust funds)

RECREATION

62. WALDSTEIN BUILDING

This small building is located on the grounds of Waldstein Playground. It is used seasonally (spring, summer and fall) by the tennis players and our spring, summer and fall soccer camps, contains two toilet areas, a meeting room, a storage area for use by the Town's contracted

tennis pro, and a small utility room. Improvements are needed, including making the restrooms handicapped accessible, new windows, doors, light fixtures, roof, and plumbing fixtures. The ceiling height should be increased and ventilation of the air improved. New urinals, sinks, painting, floor sealant, hand dryers and baby changing station are all needed as part of this overall building renovation. In FY07, $12,000 was approved for design. The $100,000 in FY13 is for the renovations.

Estimated Cost: $100,000

Time Schedule: FY 2013 -- $100,000 Property Tax / Free Cash

63. SOULE RECREATION CENTER - GARDENER'S SHED

In FY09, $70,000 was approved by the Board of Selectmen for making the old “Gardener’s Shed” into a small building that has a public restroom and a classroom. This was done in response to the incredible increase of activity at Soule Recreation Center Park and Splash Pad. The park is used for camp, informal day use, after school programming, and lacrosse and soccer practice/games. As a result of the increased level of activity, the outdoor facilities at Soule were in need of public restrooms that are accessible to park users and athletic teams, thus eliminating the need to interrupt school or camp activities in the Soule Recreation Center, which is a secured building. In addition to public restrooms, the remaining open space in the gardener's shed was transformed into a year round classroom for Environmental Education and Camp. In the past, this program had to share space with other groups or temporarily “borrow” space from other users. Neither arrangement was appropriate for effective classroom activities and sometimes led to overcrowding.

Estimated Cost: $70,000

Time Schedule: Prior Year -- $70,000

64. SWIMMING POOL - SHOWER RENOVATION/POOL REPOINTING

The locker rooms at the Evelyn Kirrane Aquatics Center require new showers and tiles on both the men's and women's sides. The areas have heavy use throughout the year and require consistent maintenance and upkeep. The project will include replacement of showers and tiles and renovation of the surrounding areas. $200,000 is included in Future Years (for FY16).

The pool structure also needs to have the concrete repointed to prevent foundation cracks and leaks. The pool structure has needed increasing repair and maintenance in the past few years and the pool will need large-scale maintenance of this type to prevent structural issues in the future. $350,000 is included in Future Years (for FY16).

Estimated Cost: $550,000

Time Schedule: Future Years -- $550,000 Property Tax / Free Cash

SCHOOL

65. SCHOOL FURNITURE

This is a continuous program to upgrade furniture in all schools. The furniture in classrooms absorbs significant wear and tear annually. This replacement program, which will be on-going for several years, will replace the most outdated and worn items.

Estimated Cost: $200,000

Time Schedule: Prior Year -- $25,000
FY 2010 -- $25,000 Property Tax / Free Cash
FY 2011 -- $25,000 Property Tax / Free Cash
FY 2012 -- $25,000 Property Tax / Free Cash
FY 2013 -- $25,000 Property Tax / Free Cash
FY 2014 -- $25,000 Property Tax / Free Cash
FY 2015 -- $25,000 Property Tax / Free Cash
Future Years -- $25,000 Property Tax / Free Cash

66. TOWN/SCHOOL BUILDING - ASBESTOS REMOVAL

This appropriation, which is requested every year, will allow for the removal of asbestos whenever it is discovered in a Town/School facility. Many times when mechanical system repairs are in progress, expensive asbestos abatement has been required. These funds will allow for the proper abatement of asbestos.

Estimated Cost: $400,000

Time Schedule: Prior Year -- $50,000
FY 2010 -- $50,000 Property Tax / Free Cash
FY 2011 -- $50,000 Property Tax / Free Cash
FY 2012 -- $50,000 Property Tax / Free Cash
FY 2013 -- $50,000 Property Tax / Free Cash
FY 2014 -- $50,000 Property Tax / Free Cash
FY 2015 -- $50,000 Property Tax / Free Cash
Future Years -- $50,000 Property Tax / Free Cash

67. TOWN/SCHOOL BUILDING - ADA RENOVATIONS

This annual program of ADA improvements is requested in order to bring Town/School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all. These funds will be used on buildings that are not part of currently planned major renovations.

Estimated Cost: $505,000

Time Schedule: Prior Year -- $50,000
FY 2010 -- $50,000 Property Tax / Free Cash
FY 2011 -- $55,000 Property Tax / Free Cash
FY 2012 -- $60,000 Property Tax / Free Cash
FY 2013 -- $65,000 Property Tax / Free Cash
FY 2014 -- $70,000 Property Tax / Free Cash
FY 2015 -- $75,000 Property Tax / Free Cash
Future Years -- $80,000 Property Tax / Free Cash

68. TOWN/SCHOOL BUILDING - MASONRY REPAIR

These monies would be used to develop a long-term plan to repair the outside envelope of all Town and School Buildings. This would include all masonry - bricks and mortar, flashing, dental work, coping stones, metal shelves, and wooden structures and tower work. Some buildings are over 100 years old and have never had exterior work done to them.

Estimated Cost: $1,750,000

Time Schedule: FY 2012 -- $250,000 Property Tax / Free Cash
FY 2014 -- $500,000 Property Tax / Free Cash
FY 2015 -- $500,000 Property Tax / Free Cash
Future Years -- $500,000 Property Tax / Free Cash

69. TOWN/SCHOOL BUILDING - SECURITY/LIFE SAFETY

Over the last few years, there have been several large capital projects that have improved the security situation of Town/School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all the doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the

front door a speaker and doorbell will be added to interconnect to the buildings' existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building. It is not the intent to install a large scale monitoring system due to complexity, monitoring issues, and costs.

The School buildings would be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can, and should, be improved. These funds will be used at various locations, including Baldwin School, Baker School, Devotion School, High School, Runkle School, Fire Stations, Soule Recreation Center, and Eliot Recreation Center. These funds would also be used to continue the on-going process of replacement and installation of new fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: $475,000

Time Schedule: Prior Year -- $100,000
FY 2011 -- $100,000 Property Tax / Free Cash
FY 2012 -- $125,000 Property Tax / Free Cash
FY 2013 -- $150,000 Property Tax / Free Cash

70. TOWN/SCHOOL BUILDING - CHIMNEY LINERS

As part of the Town's conversion project (converting heating systems to be able to burn both oil and natural gas), new liners are required to be installed in those buildings with the dual-fuel burners. This is due to gas code requirements. Chimneys will be inspected and repaired if appropriate; if not, a new metal liner will be installed to connect to the gas burning equipment in the building. This funding is for 13 buildings.

Estimated Cost: $250,000

Time Schedule: Future Years -- $250,000 Property Tax / Free Cash

71. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

When a building has been renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). The buildings that have not been renovated have elevators that are close to 40 years old. Maintenance is an issue and parts are becoming more difficult to find. This project would upgrade those cars and lifts with new equipment.

Estimated Cost: $1,182,500

Time Schedule: FY 2013 -- $275,000 Property Tax / Free Cash
FY 2014 -- $302,500 Property Tax / Free Cash
FY 2015 -- $330,000 Property Tax / Free Cash
Future Years -- $275,000 Property Tax / Free Cash

72. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT

Buildings are required by the Massachusetts Building Code to provide for emergency egress lighting in case of a power failure. This is done by either emergency lights on batteries or through the use of a generator. This project would fund the costs of replacing the Town's 15 generators (7 in the schools and 8 in the town buildings).

Estimated Cost: $400,000

Time Schedule: FY 2012 -- $100,000 Property Tax / Free Cash
FY 2013 -- $100,000 Property Tax / Free Cash
FY 2014 -- $100,000 Property Tax / Free Cash
FY 2015 -- $100,000 Property Tax / Free Cash

73. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

With large increases in utility costs over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment to save money.

Estimated Cost: $591,318

Time Schedule: Prior Year -- $90,746
FY 2010 -- $100,572 Property Tax / Free Cash
FY 2011 -- $100,000 Property Tax / Free Cash
FY 2012 -- $100,000 Property Tax / Free Cash
FY 2013 -- $100,000 Property Tax / Free Cash
Future Years -- $100,000 Property Tax / Free Cash

74. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM

This project is to upgrade the energy management systems in town and school buildings. Most of the larger buildings have older (25 years) energy management systems that have gone beyond their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. The Building Department will work in conjunction with the Information Technology Department on this project.

Present plans are to replace the front end hardware and software at the following sites:

Old Lincoln School All Fire Stations Putterham Golf Larz Anderson Rink

Software Upgrades are needed at:

Baker School	High School	New Lincoln School
Water Department	Senior Center	Municipal Garage

This list presumes that the HVAC systems are replaced as part of renovations at Devotion School and Runkle School.

Estimated Cost: $300,000

Time Schedule: FY 2011 -- $100,000 Property Tax / Free Cash
FY 2013 -- $200,000 Property Tax / Free Cash

75. TOWN/SCHOOL BUILDING - ROOF REPAIR/REPLACEMENT PROGRAM

In FY07, $275,000 was appropriated for a town-wide roof study. Along with Building Department staff, a consultant was hired to review existing conditions, determine the continued life expectancy of the roofs, and develop a master plan for repair and replacement of all roofs. The consultant has completed the master plan and a priority list and schedule was established to repair and/or replace roofs on the 74 buildings in the Town. The plan calls for $29.3 million over a 20-year period, with $2.63 million required within the six-year period of this FY10 – FY15 CIP -- $625,000 in FY10, $405,000 in FY11, and $1.6 million in FY14.

Estimated Cost: $2,630,000

Time Schedule: FY 2010 -- $125,000 Property Tax / Free Cash
FY 2010 -- $500,000 Re-Appropriation of Existing Funds

FY 2011 -- $405,000 Property Tax / Free Cash
FY 2014 -- $1,600,000 General Fund Bond

76. HIGH SCHOOL - ROOF REPAIR/POINTING/TAPPAN ST. GYM WINDOWS/FLOORS

In FY09, $2.6 million was approved to undertake a number of projects at the High School, including the replacement of the roof , pointing of the brick exterior, repair or replacement of window lintels, floor work, and installation of new upper windows at the Tappan St. Gym.

Estimated Cost: $2,600,000

Time Schedule: Prior Year -- $2,600,000

77. HIGH SCHOOL CAMPUS VENTILATION - COOLING

The original plan for the High School renovation was to air condition the entire building. These options were valued engineered out of the original project except for the Administrative Wing. There is a need to ventilate/cool certain parts of the building that have experienced excessive heat gain during hot weather. This project would install window film on certain rooms, install ceiling fans, and install limited air conditioning in certain rooms where needed.

Estimated Cost: $100,000

Time Schedule: FY 2012 -- $100,000 Property Tax / Free Cash

78. HIGH SCHOOL STAGE AND DANCE STUDIO

The floors of the Dance Studio at the Phys Ed Building and the main stage at the High school are original to the building. While they have been refurbished and refinished over the years, the heavy use they endure make further refurbishment no longer an option. This funding request is to allow for the removal of the existing wood surfaces and structures.

Estimated Cost: $80,000

Time Schedule: FY 2012 -- $80,000 Property Tax / Free Cash

79. HIGH SCHOOL QUAD

This funding is planned to rebuild the brick/concrete high school quad, reset drainage basins, and repair the stairs to meet safety and accessibility requirements. The front of the high school grounds will be regraded and planted to address drainage problems. Landscaping

will follow the hardscape improvements. The estimate for this project is based upon the Quad construction costs in 1986 plus the cost of inflation.

Estimated Cost: $525,000

Time Schedule: FY 2012 -- $25,000 Property Tax / Free Cash (Design)
FY 2014 -- $500,000 Property Tax / Free Cash (Construction)

80. LANGUAGE LAB - HIGH SCHOOL

In FY09, $150,000 was approved to upgrade the High School's World Language Department's Sony LLC-9000 analog lab to a digital language lab. The analog system was acquired in 1994 and is now obsolete. Switching to a computer-based language lab is an exciting prospect for students and teachers and it will add to students' real-life technology skills for success now and in college and the workplace.

Estimated Cost: $150,000

Time Schedule: Prior Year -- $150,000

81. UAB - ROOF/CHIMNEY/ POINTING/GUTTERS & DOWNSPOUTS

This project consists of repairs to the existing chimney for the heating and lighting plant plus repairs to the roof and gutters. The existing slate roof is close to 100 years old and patchwork has been done on some valleys and overhangs. This project would replace those other missing or damaged tiles, redo all of the copper in the valleys, and replace all damaged downspouts and gutters that have failed over the years. The chimney is in need of re-lining and repointing due to its age. The $130,000 in FY12 is for plans and specs while the $1.3 million in FY13 is for the work.

Estimated Cost: $1,430,000

Time Schedule: FY 2012 -- $130,000 Property Tax / Free Cash (Design)
FY 2013 -- $1,300,000 General Fund Bond (Construction)

82. BALDWIN SCHOOL - HVAC/ELECTRICAL/ELEVATOR/WINDOWS/ADA/ROOF

The heating system at the Baldwin School is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and covert the system to forced hot water. This would allow for better control, more even temperatures, zoning, and energy savings. The electrical system is also in need of upgrade.

The School, built in the 1930's as a library, is not fully accessible. This project would install an elevator that would connect the top and bottom floors. Work would also be done on the front entrance to make it accessible. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows. The slate roof also needs repairs as well as the gutters.

The breakout of the $1,947,500 is as follows:

- plans and specs for HVAC = $37,500 (FY14)
- plans and specs for electrical, elevators, ADA, and windows = $130,000 (FY14)
- HVAC = $450,000 (FY15)
- electrical = $250,000 (FY15)
- elevators = $350,000 (FY15)
- ADA = $480,000 (FY15)
- windows = $250,000 (FY15)

Estimated Cost: $1,947,500

Time Schedule: FY 2014 -- $167,500 Property Tax / Free Cash (Design)
FY 2015 -- $1,780,000 General Fund Bond (Construction)

83. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, which was originally built in 1924 with renovations/additions in 1952 and 1974, requires significant renovation/upgrading. The plan would include new electrical and HVAC systems, new roofs, plumbing upgrades, new windows, and ADA work. The library and auditorium would be pulled apart with the possibility of a new library addition being built. This CIP assumes a major renovation, as evidenced by the $5 million in FY2013 for design and $50 million for construction in FY2014. The Town is assuming that 40% of both design and construction will be funded by the Massachusetts School Building Authority (MSBA); however, if that funding does not materialize, the project will be a $25 million construction project, unless it is funded via a Debt Exclusion.

Estimated Cost: $55,300,000

Time Schedule: FY 2011 -- $180,000 Property Tax / Free Cash (Feasibility)
FY 2011 -- $120,000 State / Federal Grant (Feasibility)
FY 2013 -- $3,000,000 General Fund Bond (Design)
FY 2013 -- $2,000,000 State / Federal Grant (Design)
FY 2014 -- $30,000,000 General Fund Bond (Construction)
FY 2014 -- $20,000,000 State / Federal Grant (Construction)

84. RUNKLE SCHOOL RENOVATION

The CIP has included the John D. Runkle School renovation / addition project for a number of years. The Runkle project is critical in terms of the School Department's overall plan to address the enrollment issue they face. As stated in the Statement of Interest (SOI) submitted to the MSBA, there is severe overcrowding in the school. The building is currently facing overcrowding and cannot accommodate either the size of the expected enrollments (3 sections per class) or the total number of classes, with support spaces, if it were needed to be a 3 section school from Grade K through Grade 8. Runkle currently has 3 sections at 6 of the 9 Grades. The structure was built for Grades K-8 in a building with two sections per Grade. Further pressure on space is coming from the expansion of pre-school programs in Brookline. The School's desire is to continue a pre-school program at every K- 8 including Runkle. It is expected that this population size increases in numbers in coming years.

Additionally, many of the specialized programs have been located in closed spaces that were originally designed as closets. These spaces have no windows and are inferior to spaces built or designed for program purposes. The need to squeeze program functions into smaller spaces has left no conference rooms or team meeting space. Finally, the Cafeteria is used for 5 lunch periods because all the students cannot be accommodated in 4 periods.

Live birth data from the 2005-2007 period shows that births are up 7.7% for this recent period in Brookline compared to a three-year average of the 1999-2001 period. Since the school system is already seeing a dramatic upswing in enrollment, not predicted by birth data alone, it appears as though a double push of births and move-ins will continue to push up our incoming enrollment, yielding continued growth in our incoming class, similar to that experienced during the past four years. Actual K-8 enrollment in Brookline has risen 404 students, or, 10.3% during the past 4 years (FY06-FY09) and it is projected to grow another 465 students, or another 9.2%, during the next 5 years (FY10-FY14). The growth of incoming students during the past 4 years has resulted in a total K-3 student population of 2,160 for FY09 compared to a corresponding 1,683 student total for Grades 5-8. These numbers mean that Brookline has 477 more students (28% more) in our 4 lowest K-8 grades than in our 4 highest K-8 grades. As these large grade counts move up through the grades, accompanied by large incoming Kindergarten cohorts, the schools will continue to be squeezed for classroom space.

The School Department is taking steps in the short-term to ensure that they are able to manage the population growth while the renovation projects that will allow for additional permanent capacity are planned for. Additionally, the Superintendent is working closely with the School Committee to review current buffer zones and rules affecting the student assignment process, to allow for more flexibility in this process.

In addition, the building is outdated. It is a three floor structure that is out of compliance with ADA requirements. Particularly egregious is that a wheelchair-bound person cannot access the third floor whatsoever. To move from the basement to the first floor, this same person would have to travel outside the building and around the block on sidewalks and access paths. Additionally, there are no handicapped accessible bathrooms at the School.

The goal of maintaining inclusive classrooms, where students with identified special needs can be supported and welcomed, is compromised. The expansion of certain identifiable student populations on the Autism Spectrum has resulted in program expansion to serve these populations within Brookline, particularly at Runkle. Unfortunately many of the spaces are not the most appropriate for the target population.

The School Department has remained flexible in the creation and assignment of students from special populations to the school. Rather than assign and/or expand students with physical handicaps to this building, the program focus has been to build a district wide program to serve students on the Autism Spectrum. Because this program has expanded exponentially, it has resulted in cramped quarters at the Runkle School. Additionally, the space utilized by most of the program was originally designed for other purposes and results in inadequate classrooms.

The Town is fortunate that this project is one of the few on the Massachusetts School Building Authority's (MSBA) "Targeted Feasibility Study" list. After having in-house staff approved as the Owner's Project Manager (OPM) for the project, an action that will save the Town hundreds of thousands of dollars, the Town and MSBA are now at a point where funding for the schematic design portion of the project is required. $600,000 was approved at the 2008 Fall Town Meeting, of which 40% will be reimbursed by the MSBA.

Per MSBA processes, once the feasibility study / schematic design phase is complete, the Town will seek funding for all remaining costs (completion of design, construction costs, and soft costs). This current plan calls for these funds being sought at a Special Town Meeting in late-CY09 / early-CY10, after a Budget and Scope Agreement is approved by both the Town and the MSBA.

Estimated Cost: $27,000,000

Time Schedule: Prior Year -- $600,000 Re-Appropriation of Existing Funds (Feasibility/Schematic Design)
FY 2010 -- $1,440,000 General Fund Bond (Design Completion)
FY 2010 -- $14,400,000 General Fund Bond (Construction)
FY 2010 -- $10,560,000 State / Federal Grant (Construction)

85. OLD LINCOLN SCHOOL – REHAB

The Old Lincoln School was built in 1932. Since the 1990's, it has served as the temporary location for a number of facilities while those buildings were being renovated, including the Heath School, High School, Police and Fire Headquarters, Baker School, the Lawrence School, the Health Center, and Town Hall. The plan is for the building to temporarily house the Runkle School and Devotion School during their renovations.

This plan results in the building being in use through 2015. Once the Devotion School project is complete, the facility will be used for another purpose. That decision will dictate the type of work required and cost associated with that work. The $7.5 million estimate

assumes use of the building for a public purpose and would fund upgrades to improve life/safety aspects and to bring the building up to current industry standards with respect to energy efficiency, indoor air quality, and code related issues.

Estimated Cost: $7,500,000

Time Schedule: Future Years -- $7,500,000 General Fund Bond

86. OLD LINCOLN SCHOOL SURFACE STRUCTURAL REPAIRS

The outside areas of the Old Lincoln School are deteriorating. During construction of the new elevator, large voids were discovered at the sides of the buildings. Due to leaking in the asphalt above, erosion, and other conditions, there is a concern that a sink hole may develop. It is anticipated that the area above the garages and the areas along front of the building will need to be replaced. The $80,000 in FY11 is for an engineering conditions analysis that will help determine the need and the solution. No estimate is included for FY13, but it will become available once the engineering study is complete.

Estimated Cost: $80,000

Time Schedule: FY 2011 -- $80,000 Property Tax / Free Cash

87. OLD LINCOLN SCHOOL - DUAL FUEL

There are two boilers at the Old Lincoln School, one of which is dual fuel. This request is to replace the other one with a dual fuel boiler, upgrade the gas line, and install a chimney liner.

Estimated Cost: $110,000

Time Schedule: FY 2012 -- $110,000 Property Tax / Free Cash

88. PIERCE SCHOOL – RENOVATE AUDITORIUM/ELECTRIC DISTRIBUTION UPGRADE

A proposal to renovate the Pierce School Auditorium was originally carried in the FY01-FY06 CIP as a project to be funded in FY06 at a cost of $300,000. Due to the need to delay the original schedule of the HVAC project and the need to schedule window replacement/modifications with this initiative, the school community supported switching the scheduled funding for the auditorium renovation for the window upgrade. The scope of the project will be to enhance the existing Pierce School Auditorium within the existing walls by improving on the sight lines, stage, seating, sound, lighting, egress, etc, to provide a more programmatically appropriate space for school performances. This auditorium project is estimated at $825,000 for FY2010.

Estimated Cost: $1,006,500

Time Schedule: FY 2010 -- $825,000 Property Tax / Free Cash (Auditorium)
FY 2012 -- $16,500 Property Tax / Free Cash (Elec Distribution Upgrade Design)
FY 2014 -- $165,000 Property Tax / Free Cash (Elec Distribution Upgrade Construction)

89. CLASSROOM CAPACITY

Based upon the significant increase in Kindergarten enrollment for school years 2006 through 2007, the School Department initially requested funding to allow for the installation of modular classrooms in time for the opening of school in September, 2008. Continued enrollment growth at the Kindergarten level in school years 2008 and 2009 have caused the School Department to request an increase to this appropriation. The $400,000 approved in FY08 was intended to support the lease of four modular units, each approximately 36' by 60'. A bid to procure modulars for installation at the Runkle School in the summer of 2008 was canceled due to price and insufficient bidder interest. Instead the School Department chose to divide the Runkle School Multi-Purpose room into two classrooms to achieve the needed classroom space, at the expense of performance and group space. As enrollments continue to grow at the elementary level similar space choices will need to

The Facilities Master Plan that will be completed in January 2009 will inform the School Department of options for facility needs, going forward for the next decade, but the short-term actions necessary to accommodate large incoming Kindergartens will need to be addressed by other more immediate actions. These may include modular classroom installation, or they may include internal renovation/reconfiguration within existing buildings and/or the identification of lease space. The additional funds requested for this appropriation are to allow for sufficient funds to implement the short-term steps necessary for the School Department to accommodate the additional enrollment anticipated during the next few years.

Estimated Cost: $400,000

Time Schedule: FY 2010 -- $400,000 Property Tax / Free Cash

TOWN OF BROOKLINE, MASSACHUSETTS

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

Settled: 1638
Incorporated: 1705

Total Area: 6.82 square miles
Land Area: 6.79 square miles

Demographics *(2000 U.S. Census)*
Population: 57,107

Median Age (years): 34.5

Male: 45.2%
Female: 54.8%

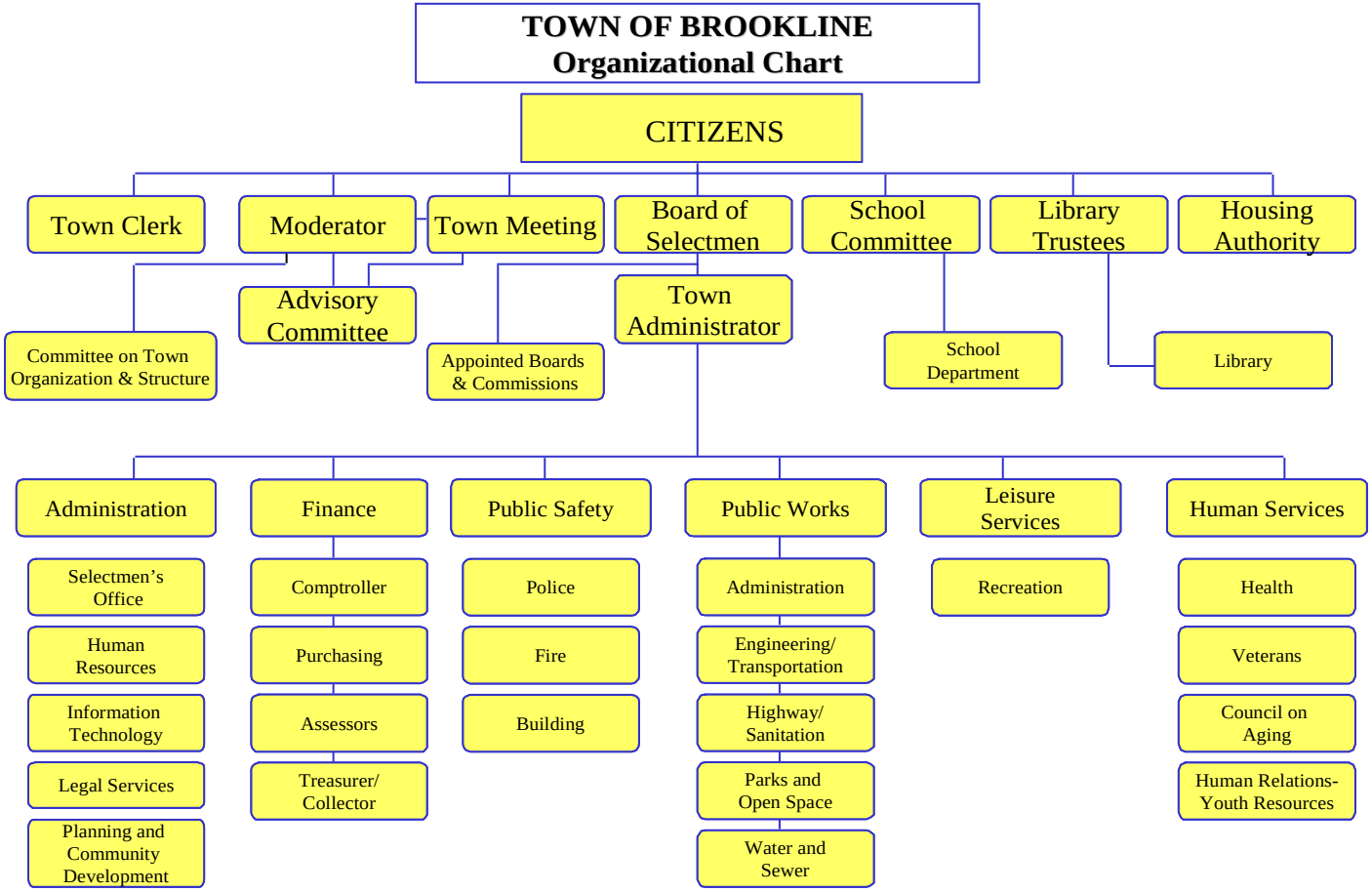
White: 81.1%
Asian: 12.8%
Black or African American: 2.7%
American Indian or Alaskan Native: 0.1%
Other: 3.3%

Form of Government: Representative Town Meeting (240 Elected Town Meeting Members and eight At Large) with five-member Board of Selectmen and Town Administrator.

Bond Rating: Aaa

FY2009 Assessed Valuation: $14,709,311,180

FY2009 Tax Rate:
Residential $10.69
Commercial $17.32
Residential Exemption $162,923


TOWN OF BROOKLINE
Organizational Chart
CITIZENS
Town Clerk
Moderator
Town Meeting
Board of Selectmen
School Committee
Library Trustees
Housing Authority
Committee on Town Organization & Structure
Advisory Committee
Appointed Boards & Commissions
Town Administrator
School Department
Library
Administration
Finance
Public Safety
Public Works
Leisure Services
Human Services
Selectmen's Office
Human Resources
Information Technology
Legal Services
Planning and Community Development
Comptroller
Purchasing
Assessors
Treasurer/ Collector
Police
Fire
Building
Administration
Engineering/ Transportation
Highway/ Sanitation
Parks and Open Space
Water and Sewer
Recreation
Health
Veterans
Council on Aging
Human Relations- Youth Resources

TOWN OF BROOKLINE
FY2010 PROGRAM BUDGET

THE BUDGET PROCESS

The budget process begins each year in the fall when Town Administration staff work with departments on developing "maintenance budgets". Department Heads also prepare expansion requests that are reviewed and prioritized for use if revenue is available. If the department has a board or commission, it reviews the budget requests before they are submitted to the Town Administrator. Eventually Departmental budget targets are set based on revenue availability as defined in the most recent Long-Range Financial Forecast.

The Town Administrator then develops the Financial Plan, which encompasses the recommended municipal budget, with costs, goals, and objectives for every department, the proposed Capital Improvements Program (CIP), and comments on all other fiscal matters for the ensuing fiscal year. The Financial Plan also includes estimates of state and county assessments, collective bargaining objectives, and the property tax abatement reserve (Overlay).

In February*, the Town Administrator submits the recommended Financial Plan to the Board of Selectmen and Advisory Committee for review and consideration. The Town Administrator, budget staff, and Department Heads regularly appear at meetings of these bodies to explain and defend the proposals contained in the Plan.

The budget is presented to Town Meeting upon the motion of the Advisory Committee and is contained in the Advisory Committee's report in the Combined Reports to Town Meeting. Also included in the Combined Reports are the Selectmen's separate comments and recommendations.

Town Meeting must approve most budget items by a majority vote, with the exception of bond authorizations and deposits into or withdrawals from the Stabilization Fund, all of which require a two-thirds vote. Individual items within the proposed budget may be increased, decreased, or stricken so long as expenditures do not exceed available revenues. Only Town Meeting can amend the budget after adoption. If necessary, this is done at a subsequent Town Meeting.

The Town of Brookline prepares its basic financial statements on the basis of "generally accepted accounting principles" (GAAP). Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting.

(Continued on next page)

BUDGET PROCESS

CIP BUDGET	DATES	OPERATING BUDGET
Fiscal Year Begins	July 1	Fiscal Year Begins
Request Forms distributed	July	
Board/Commission Public Hearings Building Commission review in Sept	Aug / Sept	
Request Forms due	September	Budget Forms distributed
CIP Committee reviews requests	Sept / Oct	- Boards/Commissions review budget requests - Department Heads prepare budget requests
CIP Committee reviews preliminary recommendations	October	Budget Requests due
Selectmen hold Public Hearing on the CIP Long-Range Financial Forecast is presented	Nov / Dec	- Selectmen hold Public Hearing on the Budget - Long-Range Financial Forecast is presented - Town Administrator and staff meet with Department Heads to ascertain the need for cutbacks and/or expansion based on projected revenue
- CIP Committee submits final recommendations to Town Administrator - Town Administrator submits recommendations to Selectmen	December	Town Administrator develops Budget Guidelines
Planning Board and Advisory Committee's Capital Subcommittee review the proposed CIP	Dec / Jan	Selectmen adopt Budget Guidelines
Town Administrator submits Financial Plan to Selectmen and Advisory Committee	February 15* (or next Town business day)	Town Administrator submits Financial Plan to Selectmen and Advisory Committee
- Selectmen review and vote CIP - Advisory Committee reviews and makes recommendations to Town Meeting	Feb / Apr	- Selectmen review and vote Budget - Advisory Committee reviews and makes recommendations to Town Meeting
Town Meeting votes CIP	May / June	Town Meeting votes Budget
Fiscal Year ends	June 30	Fiscal Year ends

THE BUDGET PROCESS (con't.)

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting in the following ways:

• Real and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).

• Encumbrances are recorded as the equivalent of expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).

• The Retirement Board has been included as a component in the reporting entity, because of the significance of its operational and/or financial relationship (GAAP).

A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30,2008 is presented below:

Adjustments Between Budgetary Basis and GAAP Basis of Accounting in FY08

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis	$ 1,675,781
Basis of accounting differences:	
Recognition of expenditures on modified accrual basis	(130,142)
Net change in recording 60-day receipts accrual	(69,004)
Net change in recording transfers	118,179
Tax refunds payable	(664,000)
Excess of revenues and other financing sources (uses) over expenditures - GAAP basis	$ 930,814

*The Town Administrator shall submit the Financial Plan by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later.

TOWN OF BROOKLINE FISCAL POLICIES

As approved by the Board of Selectmen on April 27, 2004
(amended June 17, 2008)

RESERVE POLICIES

The Town shall maintain the following general, special, and strategic reserve funds:

• **Budget Reserve** – to respond to extraordinary and unforeseen financial obligations, an annual budget reserve shall be established under the provisions of MGL Chapter 40, Section 6. The funding level shall be an amount equivalent to 1% of the prior year's net revenue, maintained in the manner set out below. Any unexpended balance at the end of the fiscal year must go toward the calculation of free cash; no fund balance is maintained.

- o Funding from Property Tax Levy – an amount equivalent to .75% of the prior year's net revenue shall be allocated from the Property Tax levy to the Appropriated Budget Reserve.
- o Funding from Free Cash – an amount equivalent to 0.25% of the prior year's net revenue shall be allocated from Free Cash, per the Town's Free Cash Policies, to the Appropriated Budget Reserve.

• **Stabilization Fund** – a Stabilization Fund shall be maintained, under the provisions of MGL Chapter 40, Section 5B.

1. The target funding level for the Fund shall be an amount equivalent to 3% of the Town's prior year's net revenue, as defined in the CIP policies. The Fund shall be funded only with Free Cash or one-time revenues.

2. The Stabilization Fund may only be used under the following circumstances:
   a. to fund capital projects, on a pay-as-you-go basis, when available Free Cash drops below $2 million in any year; and/or
   b. to support the operating budget when Net Revenue, as defined in the CIP policies, increases less than 3% from the prior fiscal year.

3. The level of use of the Stabilization Fund shall be limited to the following:
   a. when funding capital projects, on a pay-as-you-go basis under #2a. above, no more than $1 million may be drawn down from the fund in any fiscal year. The maximum draw down over any three year period shall not exceed $2.5 million.
   b. when supporting the operating budget under #2b. above, the amount drawn down from the fund shall be equal to the amount necessary to bring the year-over-year increase in the Town's prior year net revenue to 3%, or $1 million, whichever is less. The maximum draw down over any three year period shall not exceed $2.5 million.

4. In order to replenish the Stabilization Fund if used in the year immediately following any draw down, an amount at least equivalent to the draw down shall be deposited into the fund. Said funding shall come from Free Cash.

RESERVE POLICIES (con't.)

Liability / Catastrophe Fund – established by Chapter 66 of the Acts of 1998, and amended by Chapter 137 of the Acts of 2001, this fund shall be maintained in order to protect the community against major facility disaster and/or a substantial negative financial impact of litigation. The uses of, and the procedures for accessing, the fund are prescribed in the above referenced special act. The target fund balance is 1% of the prior year's net revenue and funding shall come from available Free Cash and other one-time revenues.

Post-Retirement Benefits Trust Fund – established by Chapter 472 of the Acts of 1998, this fund shall be maintained to offset the anticipated costs of post-retirement benefits of retired employees. The uses of and procedures for accessing the fund are prescribed in the above referenced special act.

The balance in the Fund shall be maintained, but future funding shall be suspended until a comprehensive statewide municipal approach is adopted. When funding is re-activated, funding may come from continued decreases in other fringe benefit line-items; from continued year-end surpluses in appropriations for employee health insurance; from continued assessments on the non-General Funds that support benefit-eligible employees; and Free Cash and other one-time revenues.

Overlay Reserve – established per the requirements of MGL Chapter 59, Section 25, the Overlay is used as a reserve, under the direction of the Board of Assessors, to fund property tax exemptions and abatements resulting from adjustments in valuation. The Board of Selectmen shall, at the conclusion of each fiscal year, require the Board of Assessors to submit an update of the Overlay reserve for each fiscal year, including, but not limited to, the current balances, amounts of potential abatements, and any transfers between accounts. If the balance of any fiscal year overlay exceeds the amount of potential abatements, the Board of Selectmen may request the Board of Assessors to declare those balances a surplus, for use in the Town's Capital Improvement Plan (CIP) or for any other one-time expense.

FREE CASH POLICIES

After funding the Town's reserves, as detailed in the Town's Reserve Policies and summarized below, available Free Cash shall be used exclusively to supplement the Capital Improvements Program (CIP).

Free Cash for Reserves

Appropriated Budget Reserve – an amount equivalent to 0.25% of the prior year's net revenue shall be appropriated as part of the Town's 1% Appropriated Budget Reserve Fund, as allowed for under MGL Chapter 40, Section 6.

Stabilization Fund – Free Cash shall be used to fund the Stabilization Fund at a level equivalent to 3% of the prior year's net revenue, as prescribed in the Town's Reserve Policies. If the Fund were drawn down in the immediate prior fiscal year, then an allocation shall be made to the Fund in an amount at least equivalent to the draw down of the immediate prior fiscal year.

Liability / Catastrophe Fund – to the extent necessary, Free Cash shall be used to reach the funding target of the Town's Liability / Catastrophe Fund, as outlined in the Town's Reserve Policies.

Affordable Housing Trust Fund – in order to support the Town's efforts toward creating and maintaining affordable housing, Free Cash shall be appropriated into the Affordable Housing Trust Fund according to the following schedule:

- when Free Cash exceeds $6 million, 5% shall be allocated to the Affordable Housing Trust Fund.
- when Free Cash exceeds $7.5 million, 7.5% shall be allocated to the Affordable Housing Trust Fund.
- when Free Cash exceeds $10 million, 10% shall be allocated to the Affordable Housing Trust Fund.

Special Use – Free Cash may be used to augment the trust funds related to fringe benefits and unfunded liabilities related to employee benefits.

Free Cash for Capital

After providing for the reserves and the Affordable Housing Trust Fund as stated above, 100% of any remaining Free Cash balance shall be dedicated to the Capital Improvement Program (CIP).

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

Definition of a CIP Project

A capital improvement project is any project that improves or adds to the Town's infrastructure, has a substantial useful life, and costs $25,000 or more, regardless of the funding source. Examples of capital projects include the following:

- Construction of new buildings
- Major renovation of or additions to existing buildings
- Land acquisition or major land improvements
- Street reconstruction and resurfacing
- Sanitary sewer and storm drain construction and rehabilitation
- Water system construction and rehabilitation
- Major equipment acquisition and refurbishment
- Planning, feasibility studies, and design for potential capital projects

Evaluation of CIP Projects

The Capital Improvement Program shall include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the available financial resources.

Only those projects that have gone through the CIP review process shall be included in the CIP. The CIP shall be developed in concert with the operating budget and shall be in conformance with the Board's CIP financing policy. No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy.

Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects that preserve the essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the distributional effects of a project and the qualitative impact on services, as well as the level of disruption and inconvenience.

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)

The evaluation criteria shall include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values
- Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

CIP Financing Policies

An important commitment is providing the funds necessary to fully address the Town's capital improvement needs in a fiscally prudent manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible.

For the purposes of these policies, the following definitions apply:

- Net Operating Revenue - Gross revenues, less net debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers from other non-recurring non-general funds, and non-appropriated costs.
- Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.
- Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers, and non-recurring special revenue funds.
- 2008 Override Funds - the $750,000 included in the CY2008 Override.

The Capital Improvements Program shall be prepared and financed in accordance with the following policies:

OUTSIDE FUNDING
State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.

ENTERPRISE OPERATIONS - SELF SUPPORTING
Capital projects for enterprise operations shall be financed from enterprise revenues solely.

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)

CIP BUDGET ALLOCATIONS - 5.5% OF NET REVENUES

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 5.5% of prior year net operating revenues, plus the funds provided for in the CY2008 Override. The original $750,000 shall be increased annually by the 2.5% allowable growth in the tax levy.

- TAX FINANCED ALLOCATION - 1.25% OF NET REVENUES
  Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.25% of prior year net operating revenues.

- DEBT-FINANCED ALLOCATION - 4.25% OF NET REVENUES
  Net direct debt service shall be maintained at a target equivalent to 4.25% of prior year net operating revenues.

- CY2008 OVERRIDE FUNDS
  Beginning on July 1, 2008, an additional $750,000 shall be included per the Override. This amount shall be increased annually by the 2.5% allowable growth in the tax levy starting on July 1, 2009.

DEBT MANAGEMENT POLICIES

Debt financing of capital projects shall be utilized in accordance with the following policies:

- Debt financing shall be reserved for capital projects and expenditures which either cost in excess of $100,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more.

- Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.

- Bond maturities shall be maintained so that at least 60% of the outstanding net direct debt (principal) shall mature within 10 years.

- Total outstanding general obligation debt shall not exceed 2.5% of the total assessed value of the property.

- Total outstanding general obligation debt per capita shall not exceed $2,000. Beginning on July 1, 2004, the $2,000 per capita shall be adjusted annually by the consumer price index (CPI) for all urban consumers (northeast region all items).

- Total outstanding general obligation debt per capita shall not exceed 6% of per capita income, as defined by the Census Bureau of the U.S. Department of Commerce.

FREE CASH

After using free cash in accordance with the Town's free cash policy, available free cash shall be used exclusively to supplement the Capital Improvements Program.

GLOSSARY OF TERMS

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Appropriation - An authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

Assessed Valuation - A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors.

Balanced Budget - A budget in which estimated expenditures equal actual and estimated revenues.

Bond - A means to raise money through the issuance of debt.

Bond Anticipation Note (BAN) - Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. BANs are typically issued for a term of less than one year.

Budgetary Fund Balance - See "Free Cash"

Capital Improvement Program (CIP) - An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. The CIP is comprised of an annual capital budget and a five-year capital program.

Cash Basis - A basis of accounting under which transactions are recognized only when cash is increased or decreased.

Chapter 70 - The school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet.

Chapter 90 - The formula by which state highway funds are distributed to communities. The formula is comprised of three variables: local road mileage, local employment level, and population estimates.

Cherry Sheet - Named for the cherry-colored paper on which the were originally printed, the Cherry Sheet is the official notification to municipalities of the next fiscal year's state aid and assessments (to cover the cost of certain state and county programs).

Cherry Sheet Offset Items - Local aid that may be spent without appropriation in the budget, but which must be spent for specific programs (e.g., METCO, School Lunch Program).

Conditions of Appropriation - Conditions set forth in the budget vote which define how a particular appropriation is to be spent, whether and how transfers of funds from one category to another can be made, or any other conditions which Town Meeting may make on the appropriation.

Debt Burden - The amount of debt carried by an issuer.

GLOSSARY OF TERMS (con't.)

Debt Exclusion - An action taken by a community through a referendum to vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½.

Debt Limit - The maximum amount of debt that a municipality may authorize for qualified purposes under state law.

Deficit - The excess of expenditures over revenues.

Enterprise Fund - Authorized by MGL Ch. 44, section 53F½, this fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services.

Equalized Valuation (EQV) - The full and fair cash value of property within a municipality.

Excess Levy Capacity - The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.

Expendable Trust Fund - An expendable Trust is created to account for money and other property that is receivable to be held in trust and is to be used in accordance with the terms of a trust agreement. All assets of an expendable trust fund may be used, and thus expended, to carry out the objectives of the trust agreement, which generally restricts the purpose for which assets of the expendable fund may be used.

Fiscal Year - Since 1974, Massachusetts municipalities have operated on a cycle that begins July 1 and ends June 30.

Fixed Costs - Costs that are legally or contractually mandated, such as retirement, insurance, debt service, or interest on loans.

Free Cash (Also "Budgetary Fund Balance") - Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as Free Cash. The calculation of Free Cash is based on the balance sheet as of June 30, which is submitted by the community's comptroller. Free Cash is not available for appropriation until certified by the Commonwealth Director of Accounts.

Fund - An accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on identified activities.

Fund Accounting - Organizing the financial records of a municipality into multiple, segregated locations for money.

Fund Balance - The difference between assets and liabilities reported in a governmental fund.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization.

GLOSSARY OF TERMS (con't.)

General Fund - The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

Levy - The amount a community raises through the property tax.

Levy Ceiling - One of two types of levy restrictions imposed by Proposition 2½. It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property.

Levy Limit - One of two types of levy restrictions imposed by Proposition 2½. It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions.

Local Aid - Revenue allocated by the state to municipalities. Estimates of local aid are transmitted annually by the "Cherry Sheets."

Local Receipts - Locally generated revenues, other than real and personal property taxes. Examples include fees, fines, and rentals.

Maintenance Budget - A "no-growth" budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

Modified Accrual Basis: - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

New Growth - The additional tax revenue generated by new construction, renovations, and other increase in the property tax base during a calendar year.

Non-Expendable Trust Fund - A non-expendable trust fund is created to account for money and/or property received, the principal amount of which is to be retained intact, the income of which is restricted by a trust agreement.

Operating Budget - A plan of proposed expenditures for personnel, supplies, services, and other expenses for the fiscal year.

Other Post Employment Benefits (OPEBs) - Retirement benefits other than conventional pension benefits, including medical, dental, life insurance and long term care benefits.

Overlay - An account established annually to fund anticipated property tax abatements, exemptions, and uncollected taxes in that year.

Overlay Surplus - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Overlay surplus may be appropriated for any lawful purpose.

GLOSSARY OF TERMS (con't.)

Override - A vote by a community at an election to permanently increase the levy limit.

Payments in Lieu of Taxes (PILOT) - An agreement between a municipality and an entity not subject to taxation, such as charitable or education organizations, in which the payer agrees to make a voluntary payment to the municipality.

Proposition 2½ - A tax limitation measure adopted by state-wide referendum in 1980 (MGL Ch. 59, section 21C) which limits the ability of the Town to increase its budget from year to year. The principle provision outlines the Levy Ceiling and Levy Limit of a community. To override these tax limitations requires a Town-wide referendum.

Reserve Fund - An amount set aside annually within the budget of a town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures.

Residential Exemption - An option that allows a community to grant an exemption to owner-occupied residential properties of up to 20 percent of the properties assessed value.

Revenue Anticipation Note - A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revolving Fund - Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

School Building Assistance Program (SBA) - Established in 1948 and frequently revised by statutory amendments, this state program reimburses municipalities varying percentages of their school construction costs depending on the wealth of the community and the category of reimbursement.

Special Revenue Fund - A fund, established by statute only, that contains revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include revolving funds, grants, and gifts.

Stabilization Fund - A fund designed to accumulate amounts for future spending purposes, although it may be appropriated for any lawful purpose. A two-thirds vote of Town Meeting is required to appropriate money from the stabilization fund.

State Aid Anticipatory Note (SAAN) - A short-term loan issued in anticipation of a state grant or aid.

Tax Anticipation Note - A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax Rate Recapitulation Sheet ("Recap") - A document submitted by a municipality to the state Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate.

Underrride - A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

GLOSSARY OF TERMS (con't.)

Undesignated Fund Balance - Monies in the various government funds as of June 30 which are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash.

Unfunded Pension Liability - The difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is re-determined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future cost of living increases to pensioners.

Selected Acronym Table

ADA	Americans with Disabilities Act
CAC	Climate Action Committee
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CERT	Civilian Emergency Response Team
CIP	Capital Improvements Program
COA	Council on Aging
COLA	Cost-Of-Living-Allowances
CORI	Criminal Offender Record Information
CPA	Community Preservation Act
BAT	Brookline Access Television
B-CASA	Brookline Coalition Against Substance Abuse
BEEP	Brookline Early Education Program
BPD	Brookline Police Department
BPL	Brookline Public Library
BPS	Brookline Public Schools
DAS	Distributed Antenna System
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
EAP	Employee Assistance Program
EFT	Electronic Funds Transfer
EIC	Efficiency Initiative Committee
EMT	Emergency Medical Treatment/Technician
EOC	Emergency Operations Center
ERI	Early Retirement Incentive
FEMA	Federal Emergency Management Association
FTE	Full-time equivalent
FPAC	Financial Planning Advisory Committee
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GIS	Geographic Information System
GIC	Group Insurance Commission
GPS	Global Positioning System
GREAT	Gang Resistance Education and Training
HMO	Health Maintenance Organization
HUD	Federal Department of Housing and Urban Development
IOD	Injured on Duty
ITAC	Information Technology Advisory Committee
IT	Information Technology
ITD	Information Technology Department
KwH	Kilowatt Hour
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
MBTA	Massachusetts Bay Transportation Authority
MCAS	Massachusetts Comprehensive Assessment System
MGL	Massachusetts General Laws
MLC	Municipal Lien Certificate
MWPAT	Massachusetts Water Pollution Abatement Trust
MWRA	Massachusetts Water Resources Authority
NCLB	No Child Left Behind
NEA	National Endowment for the Arts
OPEB	Other Post Employment Benefits
OSC	Override Study Committee
OSHA	Occupational Safety and Health Administration
OT	Overtime
PERAC	Public Employee Retirement Administration Commission
PILOT	Payments In-Lieu-Of Tax
RMV	Registry of Motor Vehicles
SADD	Students Against Destructive Decisions
SBA	School Building Assistance
SOPs	Standard Operating Procedures
SWAC	Solid Waste Advisory Committee
VA	U.S. Department of Veterans Affairs
VFW	Veterans of Foreign Wars
VOIP	Voice Over Internet Protocol
ZBA	Zoning Board of Appeals