

Section 5

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**FY2021-FY2022 Select Board Goals  
Adopted: December 22, 2020**

**Temporary Goal – Manage the Town’s Response to the Covid-19 Pandemic, including:**

- Collaborating with the Needham Public Schools to open and keep the schools open if it is safe to do so, with a particular emphasis on the importance of supporting building maintenance and HVAC efforts and resources.
- Reviewing options for public meetings to be held in-person and in-person/Zoom hybrid models when safe to do so.
- In collaboration with the Town Moderator, review options for holding the 2021 Annual Town Meeting.
- In collaboration with the Council on Aging, Department of Health & Human Services and the Library Trustees, support the phased re-opening of those facilities when it is safe to do so.
- Prepare for re-opening of other Town facilities at the appropriate time.
- Provide support for local businesses and reimagine use of parking lots and public spaces for this purpose.
- Monitor the impact of the pandemic on the Town budget.
- Ensure adequate staffing for the Town’s pandemic response and protection of residents, with a particular focus on our most vulnerable populations.
- Prepare for community-wide Covid-19 vaccine distribution.

**Foster a productive dialogue about racism in Needham and produce actionable strategies to ensure Needham is a welcoming and inclusive community, and that all residents of Needham are safe and free from racism, discrimination and hate.**

- Establish the Needham Unite Against Racism Initiative Working Group, ensuring that the work is informed by Black, Indigenous, and people of color (BIPOC), and others who have been marginalized due to their race or ethnicity.
- Review Town policies, programs, and practices and identify changes to address any that contribute to systemic racism, including specifically policing, housing, & education.
- Reschedule Over Zero Needham Response/Resiliency Network Workshop.
- Collect data on the experiences of those who live and work in Needham to inform future actions.
- Consider establishing a discrimination complaint process.
- Promote website pages that summarizes all Board, Commission, and Committee vacancies and how to apply.
- Act to diversify the candidate pool for Boards, Commissions and Committees.
- Work with the Human Rights Committee to review the charge, roles, and responsibilities of the Committee.

**Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.**

Continuing Strategies Tier 1

- Determine the future use or disposition of Ridge Hill buildings.
- Evaluate options for funding a DPW facility on Dedham Avenue.

Continuing Strategies Tier 2

- Conduct an environmental assessment to facilitate discussion about the future use of Ridge Hill/Nike.

Monitoring & Oversight

- Monitor Progress of Public Safety Building and Fire Station #2.

**Ensure appropriate Regulation and Assessment of, and Investment in Infrastructure.**

Continuing Strategies Tier 2

- Evaluate the feasibility of creating a shared use path from Needham Heights to Wexford Street.
- Develop options for refreshing landscaping at public facilities.
- In conjunction with the Transportation Committee, review bus routes in Needham Crossing.
- In conjunction with the MBTA, explore options for increasing commuter parking.
- Develop a plan for NPDES compliance including Stormwater Regulations and a Stormwater Stabilization Fund.

New Initiatives

- Work with utility companies to improve coordination of Town construction and utility improvements and expansion.

Monitoring & Oversight

- In conjunction with the City of Newton and MassDOT, monitor progress toward the renovation of Highland Avenue from Webster Street to the Charles River.

**Maintain and improve the vitality and economic success of the Town.**

Continuing Strategies Tier 1

- In conjunction with the Planning Board, evaluate options for the redevelopment of the Industrial Zones along Route 128.
- Work with the CEA to develop priorities for economic development.

Continuing Strategies Tier 2

- In conjunction with the Planning Board, evaluate options for the redevelopment of Chestnut Street.

New Initiatives

- Work to keep local businesses open and attract new businesses considering the pandemic.

**Expand energy efficient and environmentally sound operations for the Town and its residents and businesses.**

Continuing Initiatives Tier 2

- Develop a report of the Town's climate resiliency efforts and discuss next steps.
- Evaluate options for solar installation in parking lots.

New Initiatives

- Explore the option of implementing an organics recycling program for the community

**Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.**

Continuing Strategies Tier 1

- In conjunction with stakeholders develop an overall strategy for review of housing projects that are proposed.
- Consider the merits of a tree preservation by-law.

Continuing Strategies Tier 2

- Evaluate ways to improve parking at the Needham Center Post Office, on Hillside Avenue, and at other locations.
- Work with the Park & Recreation Commission to create recreational opportunities in the downtown.
- Establish fishing areas at ponds and on the Charles River.
- Explore opportunities for increasing the amount and diversity of public art.
- In conjunction with the Park & Recreation Commission, evaluate options for creating a park ranger program.
- In conjunction with the Park & Recreation Commission, explore options for improving access to the Rosemary Camp property.
- Explore the possibility of sponsoring a summer beer garden event.

Monitoring & Oversight

- Discuss multi-modal transportation on the greenway between Newton and Needham.

**Maintain and enhance the Town's Financial Sustainability.**

Continuing Strategies Tier 1

- Discuss the impact of annual tax levy increases.
- Evaluate local option means-tested senior property tax relief programs.

## **Evaluate Town Operations and Administration.**

### Continuing Strategies Tier 1

- Develop and implement a policy guiding the use of banners.
- The Board will establish a schedule of meeting with appointed and elected boards on a regular basis.

### Continuing Strategies Tier 2

- Consider criteria for reviewing proposed zoning changes.
- The Board will meet regularly with community stakeholders.
- Review liquor license regulations with respect to compliance issues.

### New Initiatives

- Discuss oversight and reports needed from public safety
- Review the composition, structure and charge of two to three committees.
- Review operations and long-term service delivery model at the RTS.

In developing its statement of goals for the coming fiscal years, the Board identified both initiatives that may be addressed in future years, and general guiding principles that guide the goal setting process. This list will continue to be updated and refined:

### **Future Initiatives**

- Work with the Planning Board to consider a street naming policy.
- Consider a plan for snow removal in the business districts.
- Evaluate the concept of constructing a hockey rink in a public/private partnership.
- Evaluate options for locating alternative transportation options (e.g. ZipCar and bike share services) in Needham.
- Evaluate options for locating information kiosks in Needham Center.

### **Guiding Principles**

- Targeted options for property acquisition will be explored.
- The Town will work to develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor.
- Appropriate coordination of all the major road projects affecting the Town is a priority.
- Town policies and regulations will be reviewed and updated on a periodic basis.
- The Town will prioritize the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. The construction of new sidewalks will be offset by the removal of old, under-used sidewalks.
- Opportunities to install community art will be explored.
- The Town should be an age friendly community.
- The number of pedestrian accidents is concerning and should be addressed.
- The Town will conduct a Capital Facility Summit on a regular biennial basis.
- Emergency preparation and planning is a high priority.
- Opportunities for departmental consolidation and efficiency improvement will be identified and implemented.

- Opportunities to enhance communication with the public will always be considered.
- Opportunities to collaborate on additional programs and services that will benefit Needham's veterans will be explored and implemented.
- Opportunities for streamlining the permitting process will be explored and implemented.
- Opportunities to expand the distribution of notices of public hearing will be explored and implemented.
- Opportunities to address trash concerns Town-wide will be explored and implemented.
- The Town will work to keep the pools at Rosemary Recreation Complex open for the longest period possible between Memorial Day and Labor Day.
- The Board will continue to review the policy implication of the allocation of liquor licenses.

## **CAPITAL IMPROVEMENT POLICIES**

### **A. General Provisions**

1. Capital items for the purpose of this Capital Improvement Plan shall be defined as follows:
  - Items requiring an expenditure of at least \$25,000 and having a useful life of more than five years.
  - Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of and existing capital item, as distinguished from a normal operating expenditure.
  - Items obtained under a long-term lease.
2. Town departments will submit spending requests that provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.
3. All assets will be maintained at a level that protects capital investment and minimizes maintenance and replacement costs.
4. All equipment replacement needs for the coming five years will be projected and the projection will be updated each year.
5. Future operating and maintenance costs for all new capital facilities will be fully costed out.

### **B. Capital Improvement Fund (CIF)**

1. In accordance with the provisions of M.G.L. c. 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003 and Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a General Fund Cash Capital Equipment and Facility Improvement Fund hereinafter referred to as the Capital Improvement Fund or CIF (Article 58/2004 ATM). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital.
2. Appropriations from the CIF are restricted to the following items for which the Town may borrow for a period of five years or more: the acquisition of new equipment; the replacement of existing equipment; and building and facility improvements which cost less than \$250,000.
3. Only General Fund capital items that have been identified in the CIP for a period of three (3) years or more, and that have been recommended in the Capital Improvement Plan for the current year, are eligible for funding from the CIF.
4. The CIF may be used to pay for recurring equipment replacement needs that have been identified in the CIP and funded in at least three (3) of the five (5) immediately preceding fiscal years.
5. Appropriations into the CIF and interest earnings on the Fund become part of the Fund.



**C. Capital Facility Fund (CFF)**

1. In accordance with the provisions of M.G.L. c. 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a Capital Facility Fund (Article 10/2007 ATM). The purpose of this Fund is to allow the Town, from time to time, by appropriation, to reserve funds for the design, maintenance, renovation, or reconstruction relating to the structural integrity, building envelope, or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities.
2. For the purpose of the Fund, the term "capital facility" shall refer to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager.
3. The term "building or structure " shall include, but not be limited to, any Town-owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town
4. Appropriations into the CFF and interest earnings on the Fund become part of the Fund.

**D. Athletic Facility Improvement Fund (AFIF)**

1. In accordance with the provisions of M.G.L. c. 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established an Athletic Facility Improvement Fund under Article 39 of the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town, from time to time, by appropriation, to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities.
2. For the purpose of the fund, the term "athletic facility" shall refer to any Town-owned building, structure, pool, synthetic and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults and public school teams.

**E. Debt Service Stabilization Fund**

1. In accordance with the provisions of M.G.L. c. 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a Debt Service Stabilization Fund to allow the Town, from time to time, by appropriation, to reserve funds to pay the debt service for engineering and design, renovation, reconstruction or construction of Town facilities.

*Approved May 1991; Revised December 20, 2005; Revised May 11, 2010; Revised October 8, 2013; Revised December 20, 2016.*

## **DEBT MANAGEMENT POLICIES**

1. Proceeds from long-term debt will not be used for current, ongoing operations.
2. The Town will strive to limit total debt service, including debt exclusions and self-supporting debt, to ten percent (10%) of gross revenues.
3. The Town will allocate or reserve three percent (3%) of projected General Fund revenue (e.g. property taxes less debt exclusions, state aid, and local receipts) for debt service.
4. The Town will limit annual increases in debt service to a level that will not materially jeopardize the Town's credit rating.
5. For those previously authorized bonded projects with residual balances, the Town Manager shall propose the reallocation of these balances for other capital projects in conformance with MGL Chapter 44, Section 20.
6. For those previously authorized projects funded with available revenue (tax levy or reserves), that have residual balances in excess of \$5,000, the Town Manager shall propose the reallocation of these balances for other future capital projects in conformance with MGL Chapter 44, Section 33B. This practice will avoid abnormally inflating general fund surplus with one-time receipts.
7. For those previously authorized projects funded with available revenue (tax levy or reserves), with residual balances of less than \$5,000, the Assistant Town Manager/Finance Director may authorize the Town Accountant to close these balances to the appropriate fund surplus.
8. The Town will attempt to limit bond sales in any calendar year to \$10,000,000 in order to maintain bank qualifications and thereby receive lower interest rates on bonded debt.
9. Long-term borrowing will be confined to capital improvements too expensive to be financed from current revenues. In general, the Town will attempt to finance purchases costing less than \$100,000 with operating revenues.
10. Bonds will be paid back within a period not to exceed the expected useful life of the capital project.
11. To the extent practicable, user fees will be set to cover the capital costs of enterprise type services or activities - whether purchased on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.
12. Ongoing communications with bond rating agencies will be maintained, and a policy of full disclosure on every financial report and bond prospectus will be followed.

Approved May 1991; Revised December 1998, April 7, 2009

## **RETAINED EARNINGS POLICY FOR WATER AND SEWER ENTERPRISE FUNDS**

It shall be the policy of the Board of Selectmen to maintain a level of unreserved retained earnings sufficient to address the financing of: working capital; revenue shortfalls; unanticipated increases in MWRA wastewater assessments; and unanticipated and emergency expenditures.

Unreserved retained earnings are cumulative surplus funds, as certified by the Massachusetts Department of Revenue, that are available for appropriation by Town Meeting to support any capital expense of the enterprise or to reduce user charges.

The rationale for, and the calculation of, unreserved retained earnings to be maintained by the Town are described below and are referred to as the "Liquidity Method" and the "Credit Quality Method." Retained earnings targets shall be calculated using both methods, and shall be set using the method which represents the higher number in any given year. Under the Liquidity Method, the total amount of retained earnings to be maintained shall be equal to 80 percent of the sum of the following individual calculations. The factor of 80 percent is based on the assumption that the likelihood of all factors occurring in one fiscal year is small; therefore there is no need to maintain one hundred percent of the calculated level of retained earnings. Under the Credit Quality Method, the total amount of retained earnings should not be less than fifteen percent of the operating revenue of the most recent audited fiscal year.

### **Liquidity Method**

Working Capital: For those periods where monthly expenses exceed available cash, the water and sewer enterprises must have access to working capital to finance operations. In the absence of retained earnings, operations would require the use of General Fund cash which would reduce General Fund cash available for investment, and consequently reduce General Fund Revenue. To avoid the use of General Fund cash as working capital for the water or sewer operations, retained earnings shall be maintained at a level to provide sufficient working capital to finance the operations of these enterprise funds. The amount retained for this purpose shall be equal to the average of the largest monthly operating deficit of the prior three years.

Consumption Contingency: Annual water and sewer revenue is a function of the amount of water purchased by customers. If, in any year, purchases are less than projected, a revenue shortfall will occur. Retained earnings shall be maintained at a level sufficient to offset any loss in revenue due to unanticipated decreases in purchases. That level shall be equal to the difference of the consumption used for rate making purposes versus the lowest level of consumption for the prior six fiscal years, multiplied by the current sewer rates and water rates shown as Step 3 of the Town's step rate structure. Step 3 is selected as it generally represents the point at which discretionary purchases of water begin. The scenario envisioned here is a wet year in which customers will not need to make discretionary purchases of water.

MWRA Assessment Mitigation: The Town's MWRA wastewater assessment is levied on a fiscal year basis, yet it is a function of the volume of effluent discharged into the MWRA system in the prior calendar year. The Town's wastewater system is subject to high levels of infiltration and inflow (I/I) given its age. Infiltration and inflow can substantially increase the volume of effluent discharged into the MWRA system. Following a year in which high levels of I/I occur, the Town's MWRA assessment will increase at a rate that substantially exceeds the average increase for all MWRA members. An increase of this magnitude can

adversely affect rates charged to Town customers. Consequently, retained earnings shall be maintained at a level sufficient to mitigate rate increases needed to fund large increases in the Town's assessment. That level shall be equal to the largest annual amount - for the prior six year period – by which the average rate of increase in assessments for all MWRA members exceeds the rate of increase in the Town's assessment, multiplied by the most current MWRA assessment.

Unanticipated Budgetary Fluctuation: Retained earnings shall be maintained at a level sufficient to fund unanticipated or emergency capital or operating expenditures. It shall be a goal to maintain an amount equal to 6% of the annual sewer operating budget and 10% of the annual water-operating budget.

Restoration of Depleted Retained Earnings: If, in any year, retained earnings fall below the targets established by this policy, it shall be the policy of the Board of Selectmen to set future rates to restore retained earnings to the target level over the following three year period.

*Adopted by the Needham Board of Selectmen on April 20, 1999; revised June 6, 2003, revised January 12, 2010*

## GLOSSARY

Provided below are some of the commonly used terms in budget and capital planning and fiscal and debt management.

**Account** - A classification of appropriation by type of expenditure.

**Accounting Period** – A period of time (e.g., one month, one year) where the Town determines its financial position and results of operations.

**Accrual Basis** - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Actuarial** - A person or methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

**ADA** - Americans with Disabilities Act

**Athletic Facility Improvement Fund** - This fund was created at the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for the renovation and reconstruction of the Town's athletic facilities, with particular emphasis on the turf fields installed at the Memorial Park and DeFazio Field.

**American Reinvestment and Recovery Act** - The American Recovery and Reinvestment Act of 2009, abbreviated ARRA or Federal Stimulus, is an economic stimulus package enacted by Congress in February 2009. The Act includes federal tax cuts, expansion of unemployment benefits and other social welfare provisions, and domestic spending in education, health care, and infrastructure, including the energy sector.

**Appropriation** – A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

**ARRA** - See American Reinvestment and Recovery Act

**Assessment** – The official valuation of property for purposes of taxation.

**Available Funds** – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, and retained earnings.

**Balanced Budget** – A budget is balanced when planned funds or total revenues equal planned expenditures, that is, total outlays or disbursements, for a fiscal year.

**Betterment (Special Assessment)** – Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years.

**Bond** – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date),

together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

**Bond Anticipation Note (BAN)** – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. Notes are retired from proceeds from the bond issue to which they are related and/or from a cash payment and/or Town appropriation.

**Capital Budget** - A plan for capital expenditures for projects to be included during the first year of the capital improvement plan.

**Capital Exclusion** – A *temporary* increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require 2/3 vote of the entire Select Board and a majority vote in a town-wide election. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

**Capital Facility Stabilization Fund** - This fund was created at the 2007 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town.

**Capital Improvement Fund** – This fund was created at the 2004 Annual Town Meeting. The purpose of this Fund is to allow the Town to reserve funds for the acquisition of new equipment and/or the replacement of existing equipment (for which the Town may borrow money for a period of five years or more), and/or for building/facility improvements with a cost of less than \$250,000 (for which the Town may borrow money for a period of five years or more). Only general fund capital that has been recommended in the Capital Improvement Plan (CIP) is eligible for funding in this manner.

**Capital Improvement Plan (CIP)** – A financial planning and management tool that identifies public facility and equipment requirements and schedules them for funding and implementation.

**Capital Project** – Major, non-recurring expenditure involving one or more of the following: acquisition of land for a public purpose; construction of or addition to a facility such as a public building, water or sewer lines, play field, etc.; rehabilitation or repair of a building, facility, or equipment, provided the cost is \$25,000 or more and the improvement will have a useful life of five years or more; purchase of equipment costing \$25,000 or more, with a useful life of five years or more; and any planning, engineering, or design study related to an individual capital project.

**Cash Basis** - A basis of accounting under which transactions are recognized only when cash changes hands.

**Chapter 90** – Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities, through the Transportation Bond Issue, for highway construction, preservation and improvement projects that create or extend the life of capital facilities; routine maintenance operations such as pothole filling and snow and

ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 reimbursement only for pre-approved projects.

**Cherry Sheet** - Originally printed on a cherry-colored form, this document reflects all Commonwealth charges, distributions and reimbursements to a city or town as certified by the state Director of the Bureau of Accounts.

**Collective Bargaining** - The process of negotiations between the Town and bargaining units (unions) regarding the salary and fringe benefits of town employees.

**Community Preservation Act (CPA)** - Enacted as Massachusetts General Laws Chapter 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. The local program is funded by a local surcharge up to 3 percent on real property tax bills and funds from the state generated from registry of deeds fees. The voters of Needham approved a 2 percent surcharge effective July 1, 2005.

**Community Preservation Fund** - A special revenue fund established pursuant to Massachusetts General Laws Chapter 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

**Conservation Fund** - The Town may appropriate money to a conservation fund. This money may be expended by the Conservation Commission for lawful conservation purposes as described in Massachusetts General Laws Chapter 40 Section 8C. The money may also be expended by the Conservation Commission for damages arising from an eminent domain taking provided that the taking was approved by two-thirds vote of Town Meeting.

**Contingent Appropriation** - An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under Massachusetts General Laws Chapter 59 Section 21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual Town Meeting, voter approval of the contingent appropriation must occur by certain date after the Town Meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void.

**Debt Exclusion** - A *temporary* increase in the Town's levy limit (and possibly the levy ceiling) to exclude the payment of debt from the limits of Proposition 2½. The debt service is added to the levy limit for the life of the debt only. To place a debt exclusion question on the ballot requires a 2/3 vote of the entire Board of Selectmen. The debt exclusion question requires a majority vote by voters for passage.

**Debt Exclusion Offset** - Other funds that are used to reduce the amount of the debt paid by the tax levy. An example is a bond premium which is the difference between the market

price of a bond and its face value. A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

**Debt Limit** – The maximum amount of gross or net debt that is legally permitted under State Law.

**Debt Policy** – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. The Town of Needham has debt policies that have been developed in consultation with the Finance Committee and reviewed and approved by the Board of Selectmen.

**Debt Service** – The amount paid annually to cover the cost of both principal and interest on a debt issuance until its retirement.

**Debt Service Stabilization Fund** - This fund was created at the November 2015 Special Town Meeting. The purpose of this fund is to allow the Town, from time to time, by appropriation to set aside funds to be available if necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund provides added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected.

**Department** - A service providing entity of the town government.

**Division** - A budgeted sub-unit of a department.

**Encumbrance** – The setting aside of funds to meet known obligations.

**Enterprise Fund** – A municipal fund established for the operation of a municipal utility, health care, recreational, or transportation facility whereby the operations are fully funded by the fees associated with that enterprise rather than by the tax levy. The "surplus" or retained earnings generated by the operation of the enterprise remain with the fund to offset future capital improvements, extraordinary maintenance expenses, or to reduce future fees and charges of the fund.

**Expenditure Account Code** - An expenditure classification according to the type of item purchased or service obtained, for example, regular compensation, energy expense, communications, educational supplies, and vehicle equipment.

**Fiscal Year** - The twelve-month financial period used by the Town beginning July 1 and ending June 30 of the following calendar year. The Town's fiscal year is numbered according to the year in which it ends.

**Fixed Assets** – Assets of a long-term character, which are intended to continue to be held or used, such as land, building, and improvements other than buildings, machinery, and equipment.



**Formula Grant** – Federal funding for which the allocation methodology is strictly determined in federal statute or regulation, and for which a government agency prepares a single application and receives subsequent years’ allocation without re-application.

**Free Cash** – Free cash is the amount of the General Fund unassigned fund balance that may be used as a source to fund appropriations. The Massachusetts Department of Revenue certifies the amount of “free cash” resulting from closing the financial books as of June 30, the end of the fiscal year. Free cash may only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2012 certified amount may be used to fund supplemental appropriations voted during fiscal year 2013, or applied as a revenue source to support the fiscal 2014 appropriations that may be voted in the spring of 2013.

**Fringe Benefits** – Employee-related costs other than salary, e.g., insurance and retirement costs.

**Full Faith and Credit** – A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

**Full-time Equivalent Position (FTE)** - A concept used to group together part-time positions into full-time units.

**Fund** - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources with all related liabilities, obligations, reserves, and equities that are segregated for specific activities or objectives. Among the fund types used by the Town are General, Special Revenue, Capital Projects, Trust, and Enterprise.

**FY** - Fiscal Year

**GASB** – This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued Statements, Interpretations, Technical Bulletins, and Concept Statements defining GAAP for state and local governments since 1984.

**GASB 34** –GASB Statement Number 34 set GAAP requirements for reporting major capital assets, including infrastructure such as roads, bridges, water and sewer facilities, and dams. The Town of Needham has implemented the Governmental Accounting Standards Board’s (GASB) Statement Number 34, Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments, financial reporting model. This standard changed the entire reporting process for local governments, requiring new entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

**GASB 45** – The Town of Needham’s financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement Number 45 for other post employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees. This new standard addresses how local governments should account for and report their costs related to post employment health care and other non-pension benefits, such as the Town’s retiree health benefit. Historically, the Town’s cost was funded on a pay-as-you-go basis. GASB 45 requires that the Town accrue the cost of

the retiree health insurance and other post employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post employment benefits and the financial impact on the Town. This funding methodology mirrors the funding approach used for pension/retirement benefits. The Town has established Fund and annually appropriates the required contribution based on updated reports. The Fund will allow the Town to capture long-term investment returns and make progress towards reducing the unfunded liability.

**Generally Accepted Accounting Principles (GAAP)** - The basic principles of accounting and reporting applicable to state and local governments, including the use of the modified accrual or accrual basis of accounting, as appropriate, for measuring financial position and operating results. These principles must be observed to provide a basis of comparison for governmental units.

**General Fund** - The fund into which the general (non-earmarked) revenues of the municipality are deposited and from which money is appropriated to pay the general expenses of the municipality.

**General Obligation Bonds** - Bonds for the payment of which the full faith and credit of the issuing government are pledged.

**Infrastructure** - The underlying foundation or basic framework of an organization or system, e.g., roads, bridges, buildings, land, and natural resources.

**Lease-Purchase Agreements** - Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

**Levy Limit** - Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2½.

**Mandate** - A requirement from a higher level of government that a lower level government perform a task in a particular way or in conformance with a particular standard.

**Massachusetts Water Pollution Abatement Trust (MWPAT)** - A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act.

**Massachusetts Water Resources Authority (MWRA)** - The Massachusetts Water Resources Authority is a Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people in 61 metropolitan Boston communities. The Town of Needham disposes all wastewater through the MWRA system and purchases drinking water as needed from the MWRA during the year.

**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 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.

**Note Payable** – In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the person designated therein.

**Official Statement** - The municipal equivalent of a bond prospectus.

**Operating Budget** - A budget making appropriations for the ordinary maintenance or administration of activities for the fiscal year.

**Operating Equipment** - Equipment that has a life expectancy of more than one year and a value of less than \$25,000 dollars. Equipment with a useful life of five or more years and a value greater than \$25,000 dollars is capital equipment.

**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. At the end of each fiscal year, unused overlay surplus is “closed” out to fund balance, in other words, it becomes a part of Free Cash (see Undesignated Fund Balance).

**Override** - A permanent increase of the Town's levy limit (but not the levy ceiling) when a majority of voters in an election approve such an override. The override amount becomes part of the levy base when setting the next year's levy limit. To place an Override question on the ballot requires a majority vote of the Board of Selectmen.

**Pay-As-You-Go** – A term used to describe the financial policy of a government which finances all of its capital outlay from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

**Pay-As-You-Use** – A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

**Performance Measure** - An indicator of progress toward a goal or strategy. Measures can be defined for identifying output, work or service quality, efficiency, effectiveness, and productivity.

**Proposition 2½** - That measure which limits municipal property taxes to 2½ percent of the community's full and fair cash value (levy ceiling), and which limits the amount of revenue a municipality can raise through property taxes (levy limit) to 2½ percent each year, plus a factor for new growth. A municipality may exceed its levy limit in two ways: override or debt exclusion.

**Provisional Capital** – A capital request that is submitted by a department to identify a future need or obligation, but the department is not in the position to provide the necessary details so that the request can be evaluated.

**Reserve Fund** - An amount set aside annually by a vote of Town Meeting to provide a funding source for extraordinary or unforeseen expenditures. Only the Finance Committee can authorize transfers from the reserve fund. Any balance remaining in the reserve fund at the end of the fiscal year is “closed” out to fund balance and ceases to be available.

**Special Revenue Fund** - Used to account for the proceeds of specific revenue sources

(other than special assessments, expendable trusts, or sources for major capital projects) that are legally restricted to expenditures for specific purposes. A special revenue fund is accounted for in the same manner as a General Fund.

**Stabilization Fund** – Massachusetts General Laws Chapter 40, Section 5B allows a municipality to appropriate annually to such fund an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The Treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. The Stabilization Fund may be appropriated by Town Meeting. The appropriation may be used for any lawful purpose.

**Technology Infrastructure** - The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and system-wide devices.

**Town Meeting** - Town Meeting is both an event and a governmental body. As an event, it is a gathering of a Town's representative Town Meeting Members (TMM), and is referred to as "the Town Meeting." As a governmental body, it is the legislative body for the Town of Needham, and is referred to simply as "Town Meeting."

**Trust Funds** - Funds held by the Town in a fiduciary role, to be expended for the purposes specified by the donor.

**Uniform Procurement Act** – Enacted in 1990, Massachusetts General Laws Chapter 30B establishes uniform procedures for local government to use when contracting for supplies, equipment, services and real estate. The act is implemented through the Office of the Inspector General.

**Warrant** - The warrant lists a Town Meeting's time, place, and agenda. A warrant is also known as a warning. A Town Meeting's action is not valid unless the subject was listed on the warrant.

## **Town Manager Budget Guidelines**

### **Budget Process**

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This booklet includes instructions, forms, and key dates for submitting budget requests for fiscal year 2022.

The annual budget cycle begins soon after the start of the current fiscal year. Preliminary budget requests from all municipal departments are submitted in the fall, and each department manager is scheduled to meet with the budget review team to review their operating budget submissions. As in past years, I will invite the Finance Committee liaisons to participate in these preliminary budget reviews. All departmental spending requests are then submitted together to the Finance Committee by the second Wednesday in December.

During the months of December, January and February, the Finance Committee holds hearings with departments. At the same time, the budget review team will be working to balance spending requests with available revenue. The Town Manager's balanced budget proposal is then forwarded to the Finance Committee by January 31<sup>st</sup>.

### **Spending Requests**

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There are two levels of spending requests – base requests and performance improvement requests.

**Base Budget Requests** – Also referred to as level-service requests, the base budget request assumes that the same level of service will be provided by the department in fiscal year 2022 as was planned for fiscal year 2021. Base budget requests should include:

1. The total fiscal year 2021 appropriation (adjusted for changes in staff, contract pricing, etc.);
2. Statutory and regulatory mandates;
3. Salary and wage increases provided for by collective bargaining agreement or personnel policy, as provided on the PRD1 forms; and
4. Other items considered necessary and approved by the Town Manager.

**Performance Improvement Requests** – While opportunities for Performance Improvement funding are always limited, department managers are invited to submit such requests on the DSR4 form. This category of spending requests includes items such as:

1. Funding to meet significant inflationary pressure or target population increases; and
2. Funding for contractual or personnel services that will improve service delivery, result in future cost-savings (such as through reduced legacy costs), or are deemed necessary to meet goals and objectives set by the Town and its policy-making boards.

**Performance Improvement requests for additional headcount must include a detailed analysis of the condition giving rise to the request, and a description of other alternatives for providing the service that were explored by the department.**

## Operating Budget Submission Requirements

Please comply with the following submission requirements:

1. Review the all text and make sure it is fresh and up-to-date.
2. Provide short and concise narratives.
3. Include relevant charts and tables to support the budget request.
4. Include a chart in the Budget Statement section of the DSR1 form that clearly identifies requested line item changes by category. A sample is included in the budget guidelines.
5. Proofread the text for spelling and grammar.
6. Round to whole dollar amounts.
7. Check the math, then recheck the math, and last recheck your math.
8. When referring to a fiscal year, use the format: **"FY2022"**.
9. Follow the required margins and font instructions.
10. Eliminate any dead space.
11. Do not include pictures in the narrative. Pictures should be reserved for Town Meeting presentations and the Annual Town Report.
12. Do not attach any supplemental material that is not embedded in the DSR1.
13. Print and review the document before filing to make sure it fits properly on the page.
14. Ask an employee in another department to read the document for tone, spelling, spacing, clarity, etc. Members of the budget review team are sure to ask who reviewed your document!
15. If you are uncertain whether an item should be filed as a DSR4 or as a special financial warrant article (DSR5), please ask. Note that requests for studies should be submitted on the DSR5 unless they are leading to a construction project, in which case they should have been submitted during the capital planning process.

Many individuals have devoted considerable time and effort to developing the budget forms, calculating the PRD1 data, and preparing for the budget process. This allows department managers greater opportunity to analyze historical spending patterns, make necessary adjustments, evaluate the operations of your departments, identify areas for improved efficiency and service delivery, and translate those ideas into understandable and persuasive spending requests. As you will be presenting and defending information provided to you by others, it is critically important that you understand all of the material. If you have any questions or need additional information, please contact the Finance and Human Resources Departments as necessary.

Every budget cycle provides its challenges, and the coming year is expected to be particularly difficult. I appreciate your commitment to the Town and our constituents – be they businesses, residents, or other departments. More than ever, the Town will rely on the thoughtful and professional participation of all of you in order to meet the challenges ahead.

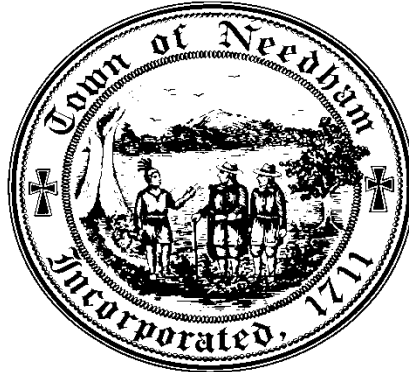
Thank you,

*Kate Fitzpatrick*

Town Manager  
October 6, 2020

**TOWN OF NEEDHAM**

**Fiscal Year 2022  
Budget Guidelines**



**Kate Fitzpatrick  
Town Manager**

**Tuesday, October 6, 2020**

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**PREPARATION HINTS**

Please do not change any **margin settings** [All are set at 1"] or the **font styles or sizes** [the primary font is VERDANA 10]. They have been predetermined so that the Town Manager’s Budget will have a uniform look throughout and can be more easily bound so that text will not be hidden. If you need or want to bring attention to a particular word, phrase, or sentence you may **bold** or underline as appropriate. You may also use **highlighting** or *italics*, but please be aware that they don’t photocopy as well.

**Personnel:** In accordance with the State’s accounting rules for operating budgets, payment of salary and wages are to be charged to the fiscal year in which the related time falls. This means that in the first or last week of any fiscal year, and more often than not both, the accounting for the payment wages is split between two fiscal years. Budgeting for salary and wages should be based on 52.2 weeks (or 52 weeks plus one extra working day). The estimated dollar impact of the additional day is shown on its own line near the bottom of the PRD1 schedule as “Budgetary Adjustment”. **All individual positions are calculated based on 52 weeks.**

***Calculating Overtime: The amount for budgeting general overtime should not be more than overall wage growth, unless you document in your budget submission the reason for a higher amount and the calculation used for the submitted amount. Generally, increases in the overtime budget should not be more than 3.00%.***

**Energy Prices:** Please note that the way which the Town budgets for Electricity and Natural is now consolidated (except for enterprise funds) under one budget – Needham Electric, Light and Gas Program. This has been done to manage the Town’s solar program, to improve the transparency of energy use and to help expedite movement towards the Town’s “Green” goals. Heating oil, gasoline, and diesel fuel will continue to be budgeted and managed in individual operating budgets. In lieu of specific documentation, the following prices per unit (see below) may be used in developing your department spending request for Fiscal Year 2022. Departments must provide the actual consumption data for 2020, 2019, and 2018 in their budget submission if the budget includes funding requests for the items below. In order to calculate your requested budget amount for the supplies below, you may use the higher of the three year average or the FY2020 actual, multiplied by the rates below. You should also include in the budget request any flat dollar charges (including the monthly service fees) paid for the service. These are the fees that will be paid during the period of July 1, 2021 through June 30, 2022.

Gasoline 87 Octane	\$2.45/gal
Diesel Low Sulfur	\$2.88/gal
Heating Oil #2	\$3.15/gal
Electric	\$0.225/kwh
Natural Gas	\$1.34/therm

**Expenses:** There are no automatic across-the-board percent changes for any expense; calculations must be based on the best information that is available to you at the time of submission, and you must be able to document how you came to the requested amount.

**Governmental Charges** must be itemized on the DSR2 form. **Vehicle Supplies and Parts** has been broken out separately from **Fuel** on the DSR2 form.

**\*\*\* It is very helpful for you to first complete the Excel budget worksheet (EBW1) before completing the Department Spending Request forms. \*\*\***

### **BUDGET SUBMISSION CHECKLIST**

1. Read the Budget Guidelines.
2. Attend the Budget Submission Overview Session Presented over ZOOM.
3. Complete all required forms. Most forms will be found on the Common Drive (K) in the **\_FY2022 Budget File** folder. The Excel Budget Worksheet (EBW1) will be sent to you directly by the Assistant Town Manager/Director of Finance after you attend the Budget Training Session. If you cannot access the file, please contact the Assistant Town Manager/Director of Finance to make other arrangements.
4. Most technology requests should come through the Finance Department. Any request for technology hardware or software is to be submitted to Director of Management Information Systems by **Friday, October 9, 2020**. Your request will be evaluated by the Information Technology Center prior to any submission to the Town Manager. ***Effective for FY2022 software applications and subscriptions that are specific to your department are to be budgeted in your department's operating budget. The Finance Department will notify the Department as to the cost of the application/subscription that is required.***
5. Building related budget requests that do not constitute capital improvement are budgeted in the Department of Public Works, Building Maintenance Division. Illustrative examples of such requests include, but are not limited to, additional custodial staff, painting of offices, new rugs, blinds, and portable air conditioners. Your request is to be submitted to Director of Building Maintenance by **Friday, October 9, 2020**. Your request will be evaluated by the Department of Public Works prior to any submission to the Town Manager.
6. Review and verify the Position Register Detail worksheet (PRD1). If you need information regarding pay classification or collective bargaining agreements contact the Director of Human Resources. Any change to the PRD1 must be sent to Assistant Town Manager/Director of Finance who will determine whether a change is necessary.
7. Review your narrative to ensure it is written for the layperson.
8. Re-check all dollar amounts – round to the nearest dollar. Do not include cents on any of the forms. Re-check all totals to make certain they total correctly.
9. Fully complete the Schedule of Fees, Fines, and Charges form and return to [ddavison@needhamma.gov](mailto:ddavison@needhamma.gov) the Assistant Town Manager/Director of Finance **by Thursday, October 22, 2020**.
10. Submit all spending request forms electronically by saving the forms under your Department's designated budget submission folder found on the Common Drive (K) in the **\_FY2022 Budget File** folder. **Requests are due Monday, October 26, 2020.**
11. Prepare for your appointment to discuss your Department's requests.

**KEY DATES FOR THE FY2022 BUDGET PROCESS**  
(REVISED)

Date	Activity
August 10, 2020	Vehicle Request Forms and Instructions Released
August 21, 2020	Vehicle Request Forms Submission Due by 12:00 P.M.
August 21, 2020	Deadline to Notify Building Maintenance and Information Technology Center of a Related Capital or Operating Request
September 1, 2020	Capital Improvement Budget Guidelines Released
September 2, 2020	Capital Submission Overview Session, 3:00 P.M. to 5:00 P.M. (ZOOM)
September 8, 2020	Select Board Closes Special Town Meeting Warrant
September 8, 2020	Town Manager Budget Consultation with the Select Board
September 9, 2020	Town Manager Budget Consultation with the Finance Committee
September 22, 2020	Town Manager Budget Consultation with the Select Board
October 4, 2020	Special Town Meeting (rain date October 11, 2020)
October 6, 2020	FY2022 Operating Budget Guidelines Released
October 7, 2020	FY2022 Operating Budget Submission Overview Session I 10:00 A.M. to 12:00 P.M.; Session II 2:00 P.M. to 4:00 P.M. (ZOOM)
October 22, 2020	Final Capital Requests Due Thursday by 12:00 P.M.
October 22, 2020	Schedule of Fees and Charges Due Thursday by 4:00 P.M.
October 26, 2020	Department Spending Requests Due Monday by 4:00 P.M.
November 2, 2020	Town Manager Budget and Capital Meetings with Departments Begin
November 10, 2020	Town Manager Budget Consultation with Select Board
December 9, 2020	Department Spending Requests are due to Finance Committee from the Town Manager and School Superintendent
December 22, 2020	Select Board votes CIP Recommendation
January 5, 2021	Town Manager Budget Consultation with the School Committee
January 12, 2021	FY2022 – FY2026 Capital Improvement Plan Release
January 29, 2021	Town Manager’s Balanced Budget Due to the Finance Committee
February 1, 2021	Warrant Articles for 2021 Annual Town Meeting Due to the Select Board
February 22, 2021	Finance Committee FY2022 Draft Budget Due to the Town Manager
March 15, 2021	Finance Committee Budget Recommendations are Due for Inclusion in the Annual Town Meeting Warrant
April 13, 2021	Town Election
May 3, 2021	Annual Town Meeting
July 1, 2021	Start of Fiscal Year 2022

## **AN OVERVIEW TO THE DEPARTMENT SPENDING REQUEST FORMS**

### Spending Request Forms

The spending request forms are to be used at the department-wide level and may be used at the division levels of the organization. Department managers should not prepare forms for programs, but if the department manager needs or wants to identify a particular program or the costs associated with it, this can be explained under operational considerations on the Department Information (DSR1) form. At a minimum, most department managers will complete the Department Information form and the Department Expenditure Detail (DSR2) form which consists of three parts: personnel, expenses, and operating budget capital, and the Excel Budget Worksheet (EBW1). Department managers wanting to submit requests for additional hours for existing positions, for additional new staff positions, or for new services must use the Performance Improvement Funding Request (DSR4) form. How this information is to be entered on the EBW1 form will be explained at the budget submission training. A department seeking funding that would not be part of the operating budget or qualifies as capital, or seeks approval of a financial related item that may require separate Town Meeting action, or would only be considered if an alternative source of funds is secured, should be submitted on Special Warrant Article Request (DSR5) form.

EBW1: Excel Budget Worksheet – you should complete the worksheet **before you begin to fill out the DSR forms**. The purpose of this worksheet is to have departments enter their spending request amounts by the account numbers that the expenditures are tracked in the Town's accounting system. This information will be uploaded into Infinite Visions (IV). After Town Meeting has acted on the budget, and any changes that may have been made by Town Meeting have been reflected in the spending request, the budget data will then be transferred into the General Ledger. This will allow departments to begin preparation for the new fiscal year sooner. The worksheet that you will complete shows the Department's current budget as it was posted into IV prior to the start of the fiscal year. There are columns to enter your DSR2 and DSR4 spending request amounts. The worksheet will total, show the dollar change from the current year for each account number and will show the percent change the requested total is to the current year total budget.

DSR1: Department Information – the purpose of this form is for the department to provide a narrative about the department, including financial and services demands. The form focuses on factors affecting the cost of services, and explains programs that are operated through revolving funds, grants, or donations. This form should include information relative to the department's accomplishments over the past year, goals for the coming year, and should identify efforts undertaken in the area of performance measurement (benchmarking, program evaluation, and/or customer satisfaction). The department's spending request is to be summarized at the bottom of the form.

DSR2: Department Expenditure Detail – the purpose of this form is to provide budgetary information about personnel and non-

personnel costs. The form is broken into subsections for personnel salary and wage costs, and a line by line expense detail.

The DSR2A section provides the reader with an overview of the staffing levels broken out by the major salary and wage items for the department. If applicable, information for line one of the form (Salary and Wage Permanent Positions) has been provided to you on the Position Register Detail (PRD1) worksheet. You have been provided specific details of compensation by position on the PRD1 worksheet. The PRD1 worksheet lists the permanent full-time and part-time positions; it does not list seasonal, temporary, substitute, or other non-permanent positions. The department manager should determine what amounts, if any, are necessary to fund these services. If the amount changes from the current year you must explain the basis for the change. This information is to be requested under line 2 of the form. If there is scheduled overtime or other compensation that is not incorporated in the PRD1 worksheet, those should be shown in the respective lines, e.g., payment in lieu of vacation, stipends not inherent to a permanent position, seasonal labor, etc.

The DSR2 form is also broken out between expenses (DSR2B) and operating budget capital (DSR2C). This section provides a line by line expense detail of services, supplies and other costs. You must provide a short description of the major items which make up the total object code request. There are examples of the type of expenses that may fall under the different object codes provided in **Appendix A**.

DSR3: Department Personnel Supplement - the purpose of this form is to allow departments to provide additional information about positions that are not detailed on the PRD1 schedule, or wage expenses that are not easily discernable from the information provided under sub sections 2, 3, and 4 of the DSR2 form.

DSR4: Performance Improvement Funding Request - the purpose of this form is to allow departments to identify specific funding requests above the Base Request that would, if funded, provide the resources to allow the department to improve, expand, and/or address unmet needs. Requests for additional hours, additional positions, or new positions must be included on the DSR4 form, and not embedded in the Department Expenditure Detail (DSR2) form. **The details for additional personnel resources must be shown on the DSR4S (supplemental form for personnel requests) form. Each position requested and each request for an increase in hours must be submitted on its own DSR4S form. No personnel-related request will be considered if the DSR4S form is not completed and submitted.**

DSR5: Special Financial Warrant Article Request - the purpose of this form is to allow departments to submit other types of financial

requests that may not necessarily be part of the operating budget or qualify as a capital expenditure. This form **must** be used if a request requires a Town Meeting appropriation (e.g., senior corps program), or seeks alternative funding such as CPA. **This form will be provided to the Finance Committee and Select Board at the same time the department spending requests are provided.**

PRD1: Position Register Detail - this worksheet was prepared by the Finance and Human Resources departments. This information provided most if not all of the figures that have been prepared and for you to report on DSR2. This register shows the positions that are **currently funded for FY2021** in the department's budget and projected compensation for each position based on the incumbent (as of October 1, 2020). If a position has been filled within the last year, we budget FY2022 at the new hire's estimated step for FY2022 or the middle of the compensation range for the position, whichever is higher. We ask that you review the PRD1 for accuracy. **Although we make every effort to be accurate, we rely on the department manager to ensure that the PRD1 is reflective of all existing personnel and the pay rates are correct.** The schedule **does not** include overtime or other non-definitive salary and wage items such as payment in lieu of paid time off, tuition reimbursement, seasonal labor, etc. The department manager should be in a much better position to determine the amounts, if any, are necessary to funds those costs. The schedule **does not** include any additional positions or any increase in hours for existing positions. This information is to be requested and itemized in the DSR4 form. Please note any changes proposed to the PRD1 form must be approved by the Assistant Town Manager/Director of Finance.

Schedule Fees and Charges – this is an internal document to be prepared by the department and submitted to the Finance Department to disclose all the non-tax and non-state aid revenue collected by the department. The information is important in order to ensure that the Town is conducting regular reviews of the various revenues collected and that rates are current. The Town will produce a comprehensive schedule of fees which will be for public inspection.

**Department Information  
DSR1 Form  
Instructions**

DSR1 – Department Information

This form serves as a cover letter to explain the spending request for next year. The form focuses on factors affecting the cost of services, and explains programs that are operated through revolving funds, grants, or donations. This section should include information relative to the department’s accomplishments over the past year, goals for the coming year, and should identify efforts undertaken in the area of performance measurement (benchmarking, program evaluation, and/or customer satisfaction). The department’s spending request is to be summarized at the bottom of the form.

1. **Department:** Fill in the name of the department.
2. **Department Mission:** This section is to provide a description of the Department, including the primary business centers. Explain the primary functions the department provides to the Town. For most departments a single paragraph should be sufficient to provide an overview.
3. **On the Horizon:** This section is to provide information regarding any internal and external pressures that are affecting the department and are driving cost increases. The narrative must include an overview of the impact COVID-19 has had on the operation of the department, explain how the department was able to continue to provide the services the department is responsible to deliver. Explain the challenges the department had to overcome in order to continue to be of service to the public. Discuss projects and activities that the department is or will be undertaking within the next two to four years. Explain what resources will be required to address these issues.
4. **Budget Statement:** Explain the dollar changes to your department’s FY2022 request from the current appropriated budget for FY2021. *Changes to the budget that are due primarily to COVID-19 must be called out. You must clearly identify and explain any increase or decrease from the current budget.* Here is an example of the format that was utilized by DPW which is the preferred style.

Line	Div.	Description	Change from FY21	Comments	Net Change
Energy	Build Maint	Oil	(\$656)	Remove Ridge Hill from oil, based on 3 year average of remaining facilities	(\$656)
Repairs & Maintenance Services	Build Maint	Alarm and Sprinkler Servicing	(\$9,348)	Based on current contract pricing	\$34,261
	Build Maint	Building Repairs	(\$12,290)	Based on actual spending in FY2017	
	Build Maint	Door Access Systems	\$426	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Door Repairs	\$1,377	Based on current contract pricing	

Fiscal Year 2022 Proposed Budget

Line	Div.	Description	Change from FY21	Comments	Net Change
	Build Maint	Electrical Repair	(\$16,476)	Based on actual spending in FY2017	
	Build Maint	Elevator Maintenance	\$28,377	Based on current contract pricing	
	P & F	Equipment Repair	\$5,000	Based on actual spending in FY2017	
	Build Maint	Equipment Repair	\$4,000	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Generator Repair	\$10,232	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Hardware Maint. Agree	\$14,568	Based on 3 year average spending	
	Build Maint	Masonry Repair	(\$18,632)	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Mech. Electric. Plumb.	\$11,000	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Plumbing Repairs	\$14,456	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Roof Repairs	\$3,876	Based on actual spending in FY2017, and current contract pricing	
	Highway	Specialty Signs	(\$2,305)	Moved to Public Works Supplies	
	Build Maint	Vehicle Repair	(\$12,000)	Moved to Fleet	
	Fleet	Vehicle Repair	\$12,000	Moved from Building Maintenance	

You should identify changes in **personnel** levels which have occurred over time and whether the department may be seeking additional hours for existing positions, or additional positions. However, if you are seeking such an increase the request must be made through the **DSR4 form** and not embedded in the Base Request. You should also disclose any increased costs in **expenses** which have impacted the department's ability to provide the expected level of service for the current year budget, and/or any increase in the **expense** dollar request over the current fiscal year budget. Indicate whether the cost is fixed and/or non-discretionary, or whether it is discretionary based on numbers served. Indicate which expenses are covered by related program/service generated revenue which is credited to the general fund, as opposed to a reserve or revolving fund, (e.g., each additional parking permit tag sold generates more income, but also requires an appropriation to pay for the physical tag to be increased as well).

The department should also identify programs that are supported or administered by the Department which are funded in part or fully by a **revolving fund, grant, or donation**. Also identify activities that are supported by



volunteers. However, do not include in the budget request any amounts that will be paid by a revolving fund, grant, or donation. We again ask that departments disclose in their narratives any Federal and/or State grants that they have relied upon to support ongoing programs or that make available resources which allow the Department to perform its primary responsibilities. You should also answer the question on the DSR2 form whether there are grants.

This section should also include details of any significant changes that would affect the revenue estimate for the fiscal year, (e.g., change to the fee structure, change in level of demand for a service, creation, or elimination of a program or service). Any adjustment to a charge or fee for next year that is pending action by a Board, Committee, or Town Meeting must be disclosed with a justification as to why you expect the change to be approved and included in the revenue estimate.

5. **Accomplishments and Activities:** Discuss recent accomplishments and goals met in the past year, provide information on workload and performance related activities, ideally three or more years of results is preferred.
6. **Spending Request Recap:** This section is to summarize the spending requests identified under DSR2 and DSR4 Forms, and any additional amounts which are appropriated under separate budget lines at Town Meeting. The DSR2 totals are to be shown under the Base Request column; DSR4 requests are totaled and shown in their own column. If your Department's spending request includes a different appropriation line description (e.g., Snow and Ice), type in the title under the description column and enter the amount(s) under the respective columns.

Department Information DSR1			
Department		(see instruction #1)	
Department Mission (see instruction #2)			
On the Horizon (see instruction #3)			
Budget Statement (see instruction #4)			
Accomplishments and Activities (see instruction #5)			
Spending Request Recap (see instruction #6)			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)			
V2022			

## Department Expenditure Detail DSR2 Form Instructions

### DSR2 – Department Expenditure Detail

The purpose of this form is to provide budgetary information about personnel and non-personnel costs. The form is broken out by subsections for personnel salary and wage costs, and a line by line expense detail.

### DSR2A Section - Personnel

The purpose of this section is to provide the personnel budget data for the department. Information for line 1 has been provided to you on the PRD1 worksheet. The forecast assumes an annualized salary level based on the rate of pay on the last day of the fiscal year (06/30/21) for a period of **52** weeks. You are more familiar with individual situations, and we will rely on you to review the information carefully. You have been provided specific details of compensation by position on the PRD1 worksheet. The PRD1 worksheet lists the permanent full-time and part-time positions; it does not list seasonal, temporary, or non-permanent positions (positions which rates of pay are found in Schedule C). If there is scheduled overtime or other compensation that is not calculated in the PRD1 worksheet, these should be shown in the respective lines. **Requests for new positions must be included on the DSR4 form, and not embedded in the DSR2A.** Please remember to disclose any significant changes from the prior year and identify the reasons under the **Operational Considerations** section of the DSR1 form.

1. **Department:** Fill in the name of the department and if desired, the division.
2. **Permanent Personnel:** Enter the head count for the number of full time positions under the **FT Head Count** column, the number of “permanent part time” benefit-eligible positions under the **PT Head Count** column, and the appropriate calculation of the two columns as **Full Time Equivalent (FTE)** under that column (this information has been provided to you on the PRD1 form). You should enter the number that was funded in the prior fiscal year, the current fiscal year, and the expected number of positions that will be funded within the **Base Request** for next fiscal year. Please note that the FTE count should NOT include the portion of the position that is grant and/or revolving fund supported, or temporary, seasonal, and other **Schedule C (Schedule L for library staff)** positions regardless of the funding source. The FTE total for FY2022 must equal the total shown on the PRD1 report. Please contact the Assistant Town Manager/Director of Finance if you have questions.
3. **Personnel Non-Budget:** Identify whether the department will rely on any positions funded by a grant and/or revolving fund to provide services next year (FY2022). Indicate the number of full-time and part-time positions that are funded by these sources. Do not double count positions – these positions should not be duplicative of the figures entered in the lines above (item 2) that are funded by the operating budget.
4. **Union Positions:** Identify the number of funded positions by union that are part of the department operating budget. If there are no union positions in the department, mark “NA”

5. **Salary and Wage Permanent Positions (line 1):** Fill in the total salary and wage amount to fund the full time positions and “permanent part time” positions (these are usually positions working an average of 20 hours or more per week, but may be less than 20 hours provided the work is on a regular basis and the position is held by a specific individual – **a position that is filled in by more than one individual or a rotating or as needed basis is considered temporary help – see #6**) in the Base Request. This information is obtained from PRD1 worksheets. Although we make every effort to be accurate, we rely on the department manager to ensure that the PRD1 is correct. The amount shown on the PRD1 worksheet are to be sub totaled by the amount that is classified in the General Ledger as regular personnel expense and the amount that is classified as other personnel expense. Other personnel expenses are salary and wage items that are coded within the 519x series (i.e., education pay, uniform pay, etc.) If there is other compensation that was not included in the PRD1 form but is paid to full time or permanent part time employees, you will need to add and itemize this information under the “Other Salary and Wage Expenses” section (see instruction #7). Some examples of other salary and wages would be payment in lieu of accrued leave, tuition reimbursement, training, and stipends not specific to the position or part of a collective bargaining agreement. Calculate the total of the lines (a – i) and enter the amount to the right of **Sub Total 1**. *This total must agree with the PRD1 sheet.*
  
6. **Salary and Wage Seasonal and Temporary Positions (line 2):** Fill in title or general description of the positions or work that would be funded. You should also include temporary part-time, intermittent and substitute workers, and seasonal help under this section; many of these positions are listed on Schedule C, but not all positions are listed under Schedule C. Provide an explanation of how the total was determined, e.g., number of hours; number of dates, events, etc. Calculate the total of the seasonal and temporary positions and enter the amount to the right of **Sub Total 2**.
  
7. **Salary and Wage Overtime (line 3):** Fill in the total overtime budget request. Provide an explanation for the overtime. Calculate the total of the overtime and enter the amount to the right of **Sub Total 3**.
  
8. **Other Salary and Wage Expenses (line 4):** Itemize other salary and wage expenses which are not included in line one, two, or three e.g., payment in lieu of vacation, tuition reimbursement, stipends, etc. Then calculate the total of the individual entries, if any, shown on lines a, b, c, d, e, and f. Calculate the total of the other salary and wage expenses enter the amount to the right of **Sub Total 4**.
  
9. **Total Salaries and Wages (line 5):** Combine the totals of 1, 2, 3, and 4 and enter the amount to the right of **Total Salaries and Wages**.

*If you have difficulty determining the amount for any position, please contact the Human Resources office.*

#### DSR2B & DSR2C Sections – Expenses and Capital.

This section provides a line by line expense detail of services, supplies, materials, tools, equipment, and operating budget capital requested by the department. You must provide a short description of the major expenses that make up the total for each object code. Some

examples of the type of expenses which would be included under the respective object codes are shown on the form. It is up to each department manager to determine whether to prepare division based expense requests or a combined single total department request, (remember divisions are not programs, e.g. Highway is a division of DPW, but traffic control is a program within the highway division of DPW). Use as many lines as necessary to provide the appropriate amount of detail.

10. **Object/Description:** The shaded column on the left lists the basic object codes (we have included the primary object code digits (the first three of the four digits) for your reference as to the expenses that are to be reported on the line). To the right is an area intended to describe the significant components that make up the total for each accounting object code. For a listing of which object codes fall under the account group, refer to the **Account Codes** found in **Appendix A**. Describe the major items that make up the expense line. In parenthesis enter the total which corresponds to the identified expense described to the immediate left, e.g., for the "Communications" expense code the components that make up the total object are:

Object	Description	Amount
Communications (543X)	Postage (\$1,200)	
	Cellular Service (\$840)	
	Photocopying Fees (\$500)	
	Legal Notices (\$775)	
	Other Communication Expenses (\$115)	\$3,430

The individual components must total the amount typed under the "Amount" column (see item 10).

11. **Amount:** Enter the total of the itemized expenses shown to the immediate left.
12. **Total Expenses (line 6):** Calculate the total of all object lines and enter the amount to the right of the shaded area.
13. **Total Operating Budget Capital (line 7):** Calculate the total of any capital items requested through the operating budget in line and enter the amount to the right of the shaded area. **Operating Budget Capital** items are those items which either have a total cost of less than \$25,000 or have a primary operational useful life of less than 5 years.
14. **Total Base Request (line 8):** Enter the combined total of lines five, six, and seven.
15. **Does the Department depend on any Federal or State grants to provide services?:** Indicate with an "X" in the appropriate box (YES or NO) whether the Department receives or relies on any Federal or State grants to fund services or to provide resources (supplies, contractors, services, multiparty agreements, etc.) that the Department relies on to do its primary responsibilities. This should be explained in the Department narrative in the DSR1 form.
16. **Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center?:** Indicate with an "X" in the appropriate box (YES or NO)

whether the Department submitted, by the deadline, any requests for the replacement and/or upgrade of technology and or software the Information Technology Center (ITC).

17. **Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?:** Indicate with an "X" in the appropriate box (YES or NO) whether the Department submitted any requests to the Department of Public Facilities (operations) to improve or upgrade a public building or facility.
18. **Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?** Indicate with an "X" in the appropriate box (YES or NO) whether there are any annual software/subscription costs included in the budget request that are currently paid by the Finance Department. If yes, you must identify the purpose and amount of the expense.
19. **Recheck your work.**

Department Expenditure Detail DSR2									
Department				(see instruction #1)					
Object				Description				Amount	
DSR2A									
Permanent Personnel (see instruction #2)	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services? (see instruction #3)						Yes	No	FT Head Count	PT Head Count
Union Positions: (see instruction #4)		BCT1 A	Fire A	Fire C	ITWA	NIPE A	Police	Police Superior	NA
1. Salary and Wage Permanent Positions. (see instruction #5)									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
							PRD1 Sub Total		
J	DSR3 Other Compensation								
							Sub Total 1		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below) (see instruction #6)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		
3. Salary and Wage Overtime (Itemized Below) (see instruction #7)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
							Sub Total 3		
4. Other Salary and Wage Expenses – (Itemized Below) (see instruction #8)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4) (see instruction #9)									

Fiscal Year 2022 Proposed Budget

DSR2B				
Object	Description (see instruction #10)	Amount (see instruction #11)		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses (see instruction #12)				
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital (see instruction #13)				
8. Total Base Request (Line 5 + Line 6 + Line 7) (see instruction #14)				
Does the Department depend on any Federal or State grants to provide services? (see instruction #15)				
	YES		NO	
Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center? (see instruction #16)				
	YES		NO	
Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility? (see instruction #17)				
	YES		NO	
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)? (see instruction #18)				
	YES		NO	
V2022				



**Department Personnel Supplement  
DSR3 Form  
Instructions**

DSR3 – Department Personnel Supplement

The purpose of this form is to provide additional salary and wage detail which is not apparent from the DSR2 or PRD1 documents. The form is broken out by subsections for personnel type and cost detail.

1. **Department:** Fill in the name of the department.
2. **Description:** Fill in title or general description of the positions or work that would be funded. Enter the description of the type of pay; this may be a position title, pay type, function, and or purpose. Indicate the unit of measure and how many units being funded. Examples of positions:

Select Board Member  
Building Monitors  
Care of Graves  
Coordinator of Ceremonies  
Election Workers – Wardens and Clerks  
Election Workers - Inspectors  
Playground Maintenance Specialist  
Emergency Management Program  
Parking Clerk  
Public Health Nurses  
Town Counsel  
Town Meeting Workers  
Traffic Supervisors  
Drivers

3. **Amount:** Fill in the total amount for the year requested for this pay item.
4. **Amount Reflected:** Indicate with an "X" which group on the DSR2A section the amount to the left (under the Amount Column) was added.
5. **Total (Line I):** Calculate the total of the items requested lines 1 through 25 and enter the amount to the right of **Total** line.
6. **Total (line II):** Combine the totals of Sections 1, 2, 3, and 4 and enter the amount to the right of **Total** line. Remember, the Total I must equal Total II, if not recheck your work.

*If you have difficulty determining the amount for any position, please contact the Human Resources office.*

Department Personnel Supplement DSR3						
Department		(see instruction #1)				
	Description (see instruction #2)	Amount (see instruction #3)	Amount Reflected DSR2A Section (see instruction #4)			
			1	2	3	4
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total (see instruction #5)					
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3					
	Amount Reported Under DSR2A Section 4					
II	Total (see instruction #6)					

V2022

**Performance Improvement Funding Request  
DSR4 Form  
Instructions**

The purpose of this form is to allow departments to submit additional operating funding requests beyond Level Service to improve, or expand services, or to address unmet needs.

1. **Department:** Fill in the name of the department and if desired, the division.
2. **Title:** Provide a short title description to identify the request.
3. **Priority #:** Indicate the Department's (not a division's) priority for this request.
4. **Expenditure Classification:** Itemize the cost by the standard budget appropriation lines: Salary and Wage, Expenses, and Operating Capital. If the request is for additional employees (head count and/or hours) provide the full time equivalent under the FTE column. The form also requires the cost to be broken out by recurring (an annual expenditure) and non-recurring (e.g. startup costs). You then will calculate the total of each appropriation line under the **Total Amount** column, and also a total for each column that you entered to the right of the **Department Total (line 4)**. The amounts on line 4 are also reported on the DSR1 Form under the Additional Request (DSR4) column. **Other Costs** (line 5) would be amounts that may need to be appropriated to other budgets should your request be funded. Other costs include employee benefits for an additional, expanded, and/or new position, contracted services generally provided by another department to repair, maintain, or improve the requested items (most often this would be the Public Works), non-employee insurance coverage, and service fees, etc.
5. **Budgetary Considerations:** Answer the 10 questions with a YES or a NO. Explain whether the request will impact other department budgets. If there are costs that would be paid from another appropriation, so state and provide an estimate of that cost (e.g., new full time position would have benefit costs which are carried in the town-wide budget group). **Please contact the Finance Department for assistance in calculating these costs.** Please provide answers to the following questions (any **YES** response must be explained under Description and Explanation):
  - *Does this request address a goal of the Select Board or other Board or Committee? If the response is "YES", please indicate on the line below the name of the Board or Committee.*
  - *If yes, which Board or Committee? Enter the name of the Board or Committee.*
  - *Has this request been submitted in the last three fiscal years and not funded? If the response is "YES" please explain why the request is being submitted again.*
  - *Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request? If the response is "YES" please explain why and how those costs will be covered.*
  - *Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented? If the response is "YES", please identify the other department(s) and what assistance would*

*be needed in order to achieve the intended goal of the request.*

- *Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved? If the response is "YES", please identify what position(s) would be required and the estimated cost of those positions. Explain whether the request is inclusive of those costs.*
- *Does the request support activities which produce revenue for the Town? If the response is "YES", please identify the revenue(s) that are generated as a result and how the revenue is generated.*
- *If the request is not approved, will current Town revenues be negatively impacted? If the response is "YES", please identify the revenue(s) that would be effected, how much, and why.*
- *Is there an increased exposure for the Town if the request is not approved? If the response is "YES", please explain what the exposure is and why.*
- *Is specialized training or licensing required (beyond the initial purchase)? If the response is "YES", please explain and provide an estimate of the additional cost, if any. If there is not an additional cost, please state such.*
- *Does this request address a documented health or safety issue? If the response is "YES", please identify the issue(s), and provide the citation reference.*

6. **Description and Explanation:** Provide a brief narrative as to why the request is being made. Explain any significant changes affecting the department which led to this request. Priority will be given to performance requests that are directly related to department goals, the need for which can be demonstrated by performance measures and data. Explain the benefits and/or intended results. Provide a detail of the specific budget items, number of hours, position title, type of service, supplies; etc. Summarize by Town Meeting appropriation line the requested amount. Indicate whether the request is recurring, (will appear in subsequent operating budgets if approved this year), or is one-time, (not to be requested in subsequent years). The line totals are to be reported on the DSR1 form under the DSR4 column. If additional head count is requested, include an analysis of other service delivery methods explored and explain why they were not selected. You must also explain any YES answer to the questions under the **Budgetary Considerations** section (item 4) and identify any other budgetary issues which could influence the evaluation of the request.

Performance Improvement Funding Request DSR4					
Department	(see instruction #1)				
Title	(see instruction #2)	Priority	(see instruction #3)		
DSR4(see instruction #4)					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs					
Budgetary Considerations (see instruction #5)				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					
Does the request support activities which produce revenue for the Town?					
If the request is not approved, will current Town revenues be negatively impacted?					
Is there an increased exposure for the Town if the request is not approved?					
Is specialized training or licensing required (beyond the initial purchase)?					
Does this request address a documented health or safety issue?					
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
(see instruction #6)					
V2022					

**Performance Improvement Funding Request Supplemental  
DSR4S Form  
Instructions**

The purpose of this form is for departments that submit DSR4 requests for additional hours for existing positions, and/or new positions to provide more detailed information about the request. A separate DSR4S **MUST** be completed for each new position and/or increase in authorized hours requested. Any request for additional personnel will NOT be considered if the supplemental form is not completed and submitted with the related DSR4 request.

1. **Position Title:** Enter the Position Title Description.
2. **Priority #:** Indicate the Department's (not a division's) priority for this request.
3. **Classification:** Enter the Position Classification and indicate with an "X" whether the position request is for Full Time, Part Time or Seasonal. If you do not know the classification of the position contact Human Resources.
4. **Part Time /Seasonal:** If the request is for a part time or seasonal position indicate the number of hours per week being requested and the number of weeks the position would be needed.
5. **Compensation Detail:** Itemize the compensation costs for the requested position. The first line is the base rate. For full-time positions show the annual rate of pay. For part-time and seasonal positions show the hourly rate times the number of hours for the year. Positions that provide additional compensation, for example shift differential or education enter the pay type in the first column and the annual pay in the second column. Total the pay and show it on the "Salary and Wage Total" line.
6. **If Funded the Position Will Require the Following Additional Items:** Indicate which of the items will need to be funded if the personnel request is funded. The cost is to be broken out by startup cost and recurring costs.
7. **Estimated Annual Benefit Cost:** You must include the estimated annual costs for benefits. Benefit costs covered by Town wide Expense Budgets. **Please contact the Finance Department for assistance in calculating these costs.**
8. **Description and Explanation:** Provide a brief narrative as to why the request is being made. Include an analysis of other service delivery methods explored and explain why they were not selected. Explain any significant changes affecting the department which led to this request. Explain the benefits and/or intended results. The line totals are to be reported on the DSR1 form under the DSR4 column.

Performance Improvement Funding Request Supplement DSR4S						
Position Title	(see instruction #1)				Priority	(see instruction #2)
Classification (see instruction #3)		FT		PT		Seasonal
Part Time /Seasonal (see instruction #4)	Hours Per Week				Number of Weeks Per Year	
Compensation Detail (see instruction #5)						
Base Rate						
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						
If Funded the Position Will Require the Following Additional Items (see instruction #6)						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation						
Vehicle						
Computer						
Software						
Mobile Communication Device						
Uniform						
Tools						
Equipment						
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost (see instruction #7)						
Description and Explanation						
(see instruction #8)						
V2022						

**Special Financial Warrant Article Request  
DSR5 Form  
Instructions**

The purpose of this form is to allow departments to submit other types of financial requests that may not necessarily be part of the operating budget or qualify as a capital expenditure. This form may be used if a request requires an independent Town Meeting action (matching a grant or establishing a revolving fund), or seeks funding for a purpose that could overlap fiscal years or requires continuation of the appropriation beyond a single fiscal year (e.g., senior corps program), or seeks alternative funding such as CPA. Requests for new software which are not part of the Department's operating budget must be requested using this form. Software is not considered capital.

1. **Title:** Provide a short title description to identify the request. Should this request be added to the Warrant, the Title will be the basis for the Warrant Article title.
2. **Fiscal Year:** Enter the fiscal year for which funding is being requested. Funding requests that will be requested for more than one fiscal year should be submitted on separate DSR5 forms. A request that is for only one fiscal year but may require more than one fiscal year to complete may be submitted as one DSR5 request.
3. **Department:** Enter the name of the Department that will be responsible for carry out the required actions if approved.
4. **Funding Amount:** Enter the amount that is requested for appropriation.
5. **Funding Source:** Indicate whether the requested funding comes from sources other than the General Fund (Enterprise Fund). Please state the source(s) and amount(s) of the funds. If the funding is coming from the General Fund, then type General Fund.
6. **Article Information:** Provide a brief narrative as to why the request is being made and what is the intended result. Explain any significant changes affecting the department that may have led to this request. This should be written for the layperson who may not understand the article as written or what is actually being requested.
7. **Disclosures:** Answer all the questions and explain all "YES" answers under the Disclosure Explanation section.
  1. Was this request submitted last year?
  2. Is this a recurring special financial warrant article?
  3. Is this a matching grant funding request?
  4. Is this a CPA funding request?
  5. Is this a revolving fund request?
  6. Is this a pilot program request?
  7. Is this a study?
  8. Is this a program that is planned to be in place for more than one year?
  9. Is this required by a court or other jurisdictional order?
  10. Is this a personnel related request?
  11. Is this a local option acceptance request?
  12. Is this in support of a goal of a Board or Committee?



Special Financial Warrant Article Request DSR5			
Title	(see instruction #1)		
Fiscal Year	(see instruction #2)	Department	(see instruction #3)
Funding Amount	(see instruction #4)	Funding Source	(see instruction #5)
Article Information			
(see instruction #6)			
Disclosures (see instruction #7)	YES	NO	
1. Was this request submitted last year?			
2. Is this a recurring special financial warrant article?			
3. Is this a matching grant funding request?			
4. Is this a CPA funding request?			
5. Is this a revolving fund request?			
6. Is this a pilot program request?			
7. Is this a study?			
8. Is this a program that is planned to be in place for more than one year?			
9. Is this required by a court or other jurisdictional order?			
10. Is this a personnel related request?			
11. Is this a local option acceptance request?			
12. Is this in support of a goal of a Board or Committee?			
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
(see instruction #7)			
V2022			

### Schedule of Fees and Charges Instructions

The purpose of this form is to itemize the various sources of non-tax and non-state aid receipts collected by the department. This will become an important resource going forward to identify all types of revenues relied upon by the Town to help defray the cost of the service or to change behavior. Examples of fees and charges include penalty charges, water use, parking permits, trash disposal, review fees, permits and licenses, street permits, program fees, rentals, bus service, etc.

1. **Department:** Fill in the name of the department.
2. **Description:** The title of the fee and identify the purpose.
3. **Rate:** Enter the amount of fee.
4. **Frequency:** Indicate how often the fee is to be paid, i.e., annually, quarterly, monthly, one-time, per occurrence/use, etc.
5. **Authority:** Identify the applicable law or regulation for establishing and setting the fee.
6. **Last Reviewed:** Indicate when the fee became effective or was last revised. If unknown, indicate "unknown".

Schedule of Fees and Charges					
Department		(see instruction #1)			
	Description (see instruction #2)	Rate (see instruction #3)	Frequency (see instruction #4)	Authority (see instruction #5)	Last Reviewed (see instruction #6)
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## Appendix A

Town of Needham Account Codes			
Description	Examples	Start	End
Energy	Electric Heating Oil Natural Gas	5210	5219
Non-Energy Utilities	Sewer Water	5230	5239
Repairs & Maintenance	Building Maintenance Agreements Equipment Maintenance Agreements Outside Vehicle Maintenance & Repairs Hardware Maintenance Agreements	5240	5249
Rental & Leases	Equipment Leases Facility Leases	5270	5279
Other Property Related Services	Custodial Services Pest Control Services within a Building Snow Removal Services Solid Waste Disposal Services	5290	5299
Professional & Technical	Accounting and Auditing Services Consultant & Management Services Employee Training Seminars Licensed Professional Services Legal Services Outside and Temporary Services Seminars and Training Software License & Use Agreements Technology Consulting Related Services Testing Services	5300	5319
Communications	Cable/Internet Services Delivery Services Landline Telephone Services Legal Advertisements Postage Printing & Mailing Services Telecommunications Wireless Communications	5340	5349
Recreation	Athletic Event Official Fees Entertainer, Lecturer, or Films Museum or Event Admission Fees Supervision or Instruction of Recreational Activities	5350	5359
Other Purchased Services	Animal & Pest Control Services Contracted Transportation Services Laundry and Cleaning Services Photography Services	5380	5389
Energy Supplies	Expendable Supplies Purchased to Provide Energy to Municipality not Classified Elsewhere	5410	5419
Office Supplies	Files and Folders Office Equipment & Tools Paper Stock & Forms Pens, Pencils, paper Clips, & Other Sundries Photocopying & Printing Equipment Supplies Plain Envelopes Visual Aids	5420	5429
Building & Equipment Supplies	Doors Electrical Supplies Floor Covering Glass Hand Tools or Power Tools HVAC Supplies	5430	5439

<b>Town of Needham Account Codes</b>			
<b>Description</b>	<b>Examples</b>	<b>Start</b>	<b>End</b>
	Paint Plumbing Supplies Wall Covering Window Coverings		
Custodial Supplies	Brooms and Mops Cleaning Supplies	<b>5450</b>	<b>5459</b>
Grounds Keeping Supplies	Fertilizers Herbicides & Pesticides Loam, Grass Seed, Lime Paint for Grounds Rakes, Hoes & Other Tools Soil & Sod Trees & Shrubs	<b>5460</b>	<b>5469</b>
Vehicular Supplies	Antifreeze Batteries Gasoline, Oil & Lubricants Tires Vehicle Parts and Accessories	<b>5480</b>	<b>5489</b>
Food & Service Supplies	Non-perishables Paper Products & Serving Utensils Perishables Meal Allowance Per CBA –IRS Regulation	<b>5490</b>	<b>5499</b>
Medical Supplies	Chemicals & Solutions for Medical Purposes Drugs First Aid Kits Medical Instruments Other Medical Supplies Oxygen	<b>5500</b>	<b>5509</b>
Educational Supplies	Teaching & Testing Materials (Public School Material Only)	<b>5510</b>	<b>5529</b>
Public Works Supplies	Supplies & Materials Used for Public Works Asphalt Drinking Water Chemicals Pay-To-Throw Supplies Road and Sidewalk Materials Traffic Signals	<b>5530</b>	<b>5539</b>
Other Supplies & Equipment	Crime Prevention Firefighting Equipment Library Supplies Magazine & Newspaper Subscriptions Other Subscriptions not Classified Elsewhere Purchased Uniforms and Other Clothing Safety Boots Safety Glasses Safety Vests Technology & Data Processing	<b>5580</b>	<b>5589</b>
Governmental Charges	Governmental Fees Inter-Municipal Fees Other Governmental District Assessments	<b>5690</b>	<b>5699</b>
Travel & Mileage	Mileage Reimbursement for Work Related Use of Personal Vehicle Reimbursement for Work Related Transportation and Travel Expenses	<b>5710</b>	<b>5729</b>
Dues & Subscriptions	Professional & Technical Organizations Dues & Memberships	<b>5730</b>	<b>5739</b>
Other Expenses	Surety Bonds Veterans Benefits	<b>5740</b>	<b>5790</b>