

**TOWN OF NEEDHAM
MASSACHUSETTS
ANNUAL TOWN REPORT
1711—2016**



Needham Solar Array



COVER AND BACK PHOTOS:

The Grand Opening Ceremony for **Needham's 3.5 MW Solar Array** on capped landfill was held on Monday, April 25, 2016 at 1:00 p.m. at the Recycling & Transfer Station, 1421 Central Avenue, Needham, MA.

Board of Selectmen: Matthew Borrelli, Chair, Marianne Cooley, Daniel Matthews, John Bulian, Maurice Handel

Town Manager: Kate Fitzpatrick

Town of Needham Solar Energy Exploratory Committee: Jonathan Bracken, Chair, David Harris, Secretary, Elizabeth Driscoll, Edward H. Friedman, Dan Goodman, Kathleen Phelps, Pralay K. Som

Project Manager: Henry Haff, Senior Project Manager, Town of Needham

Owner's Agent: Beth Greenblat, Beacon Integrated Solutions

Developer: SolarCity Corporation, Brightfields Development, LLC

Engineer of Record: Weston & Sampson

The Needham Solar Array is now operating on top of the capped landfill at the Recycle and Transfer Station (RTS).

System Size: 3,592.9 kilowatts DC

Array Size: 11,780 panels on 12+ acres

Est. Annual Generation: ~4,700,000 kWh

Est. Carbon Dioxide Avoided: 100,570,084 lbs. over 20 years

This is equivalent to approximately:

- 1.1 million trees planted,
- 27% of the annual electricity consumed by all municipal buildings and streetlights in the Town of Needham,
- 100% of the annual electricity consumed at Needham High School, Pollard Middle School and Newman Elementary School, the town's three largest buildings.

Needham Solar Array Timeline:

| | |
|--|--|
| 1998 – Landfill capped | 2013 – RFP issued for Solar Developers |
| 2004 – Weston & Sampson study for Recreation Uses on Landfill | 2014 – Brightfields Development LLC awarded project, Needham Solar 1, LLC formed |
| 2010 – Wind Turbine Study at RTS | 2015 – SolarCity Corporation provides financing and leads project construction |
| 2012 – Selectmen established a Solar Energy Exploratory Committee (SEEC) | 2016 – Electrical Generation started in March |
| 2013 – Special Town Meeting approves seven Solar Warrant Articles | |



This 2016 Annual Town Report is dedicated to Phil Robey.

Philip "Phil" V. Robey was born in Boston in 1946, four minutes after his identical twin brother Paul. Phil also has four sisters. He and his family moved from Newton to Needham in 1950.

Initially settling in their first home on Wilshire Park, the Robey family moved to Shady Lane in 1953, where Phil spent most of his childhood. Phil attended the Harris School, Broadmeadow School, Pollard School, and Needham High School, graduating in 1964. He attended Providence College, and received a degree in Business in 1968. Phil served in the National Guard from 1968-1974.

It was in 1969 that Phil married Allie Cotter, who was born and raised in Needham. After Phil and Allie married, they bought a house on Central Avenue, and eventually moved to Fletcher Road where they have lived for over 40 years. They have two daughters, Kate and Kelly, and five grandchildren. Phil is especially proud to say that his grandchildren are 5th generation Needhamites.

Phil started his career at Cramer Electronics in May, 1969. He later joined the former president of that company to start a new company: Cronin Electronics. In 1983, he accepted a position in sales for Component Technology, Inc., ultimately becoming a partner. In 2006 Phil decided to switch careers from the electronics industry to residential real estate. He began his career as a Realtor at Coldwell Banker, where he remains today.

In 1971, Phil became involved with Little League. He coached with his brother-in-law Jim Cruickshank from 1971-2000 and was President of Little League from 1986-1991. He also had the great pleasure of coaching with his brother Paul for more than 10 years in the summer baseball senior youth program. It was through his involvement with Little League that Phil became interested in the Park and Recreation Commission. He served on the Commission from 1992-2011, as chairman for 12 of those 18 years. He is the longest serving member of the Park & Recreation Commission since its inception. He was also instrumental in the creation of the Carlton Pavilion at DeFazio Park, in memory of Marcia Carlton, who was a Selectman in Needham.

When he was involved with Little League, Phil was always looking for places for the coaches to meet. He arranged with Paul Merritt, who at the time was the President of the Charles River Center, to allow Little League to meet at the CRC facility. Phil was invited to serve on the Charles River Center Board in 1994, and is currently serving a second term as chairman. Phil states that serving the CRC has been one of the most rewarding experiences he has been involved with.

Phil has been a member of the Needham Exchange Club since 1986. He has co-chaired the 4th of July festivities, and is a past President. He feels that being a part of the Exchange Club

has allowed him to become involved in many activities, and he is thankful for having had the opportunity to meet so many nice people.

Phil was a long-time proponent of the Town's adopting the Community Preservation Act. After the Town failed to adopt the Act in 2001, Phil was instrumental in moving the discussion forward and the CPA was adopted by the Town in 2004. Phil served on the Community Preservation Committee in 2007.

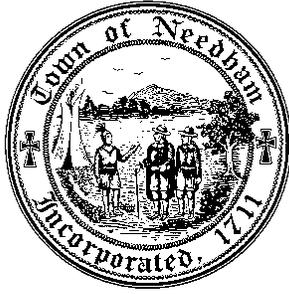
As Chair of the Park & Recreation Commission, Phil was a member of the PPBC Appointing Authority, where he met former Town Moderator Dick Melick. Phil was a founding Director of the Richard P. Melick Foundation, and still serves as a member of its Board. The Foundation, established in 1997 to honor the long term Moderator, recognizes civic activity and volunteerism in the Needham Community.

Phil served on the Needham 300 Committee, and has been recognized with Needham High School's Distinguished Career Award. Thanks to his daughter Kelly (Connelly) and her family, the playground at Newman School is named after him. Another big accomplishment was the construction of the Fallen Brave Monument that is located at Memorial Park. The monument recognizes the 97 Needham citizens "who gave their lives in valiant service to our country." He worked with his daughter Kate on this project and is proud that the Committee was also able to place a plaque at Needham High School to replace the former plaque that had been displaced during the High School renovation project.

Phil has been a Town Meeting Member since 1993. He describes himself as a homebody (except for his family beach home in Marshfield) and likes the routine of his life. His wish for Needham's future is that its residents will continue to get involved and stay involved with Town activities.

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A Message from the Board of Selectmen

The Annual Town Report is a document that is issued each spring containing information from the fiscal year that ended the previous June. First and foremost, the report is intended to provide citizens with an accounting of the appropriations and expenditures of the previous fiscal year. The report also contains descriptions of the operations and accomplishments of the various Town departments, boards, and committees, and those regional organizations that had an impact on the operations of the Town in fiscal year 2016.

The Town produces several other documents that will provide residents and property owners with information on Town operations. The Town Manager's Fiscal Year 2018 proposed budget can be obtained from the Office of the Town Manager or at the Town's website at www.needhamma.gov. The budget document contains an analysis of the Town's current financial condition and trends affecting municipal finance. Also included in the proposed budget are goals and objectives of the various departments, boards and committees for the coming year. A companion document to the Proposed Budget is the 2018-2022 Capital Improvement Plan, a summary of which is included in the Proposed Budget for easy reference. The CIP contains valuable information about the capital projects that have been funded in the past four years and those proposed for fiscal year 2018 through 2022. The document also includes a comprehensive list of the Town's outstanding and proposed debt financing obligations. The entire 2018 – 2022 Capital Improvement Plan is also available on the Town's website. The warrant for the 2017 Annual Town Meeting is also available online. It provides interested residents with the items that will be debated at the Town Meeting. The warrant includes the Annual Report of the Finance Committee, as well as the Finance Committee's proposed budget for fiscal year 2018. The warrant also includes a summary table of the Town's current debt obligations.

The Board of Selectmen and Town Manager wish to thank the Town staff and the many citizens, volunteers, committee members and others, whose invaluable contribution of time, energy and talent makes it possible for Needham to maintain a well-managed, civic-minded community. At the end of this Annual Report you will find a list of the many individuals who have served the Town this past year. Residents wishing to volunteer for any board or committee appointed by the Selectmen should send a letter of interest to the Selectmen's Office at Town Hall or visit www.needhamma.gov/committeevacancy.



Name: Town of Needham

Incorporated: 1711

Total Area: 12.61

Elevation: low elevation is 68 feet above sea level and the high is 298 feet above sea level.

Road Miles: 138

County: Norfolk

Population: 28,886 (2010 census)

Form of Government:
Representative Town Meeting

School Structure: K-12

FY2017 Tax Rate:
\$11.89 Residential
\$23.63 Commercial

FY2017 Average Single Family Home Value: \$843,913

FY2017 Average Single Family Tax Bill: \$10,034

Coordinates:
42° 16' 52" N 71° 14' 11" W

Town Hall Address:
1471 Highland Avenue
Needham, MA 02492

Website: www.needhamma.gov

Facebook: Town of Needham

Twitter: @TownofNeedham

Town of Needham Community Profile

The **Town of Needham** is located on rocky uplands within a loop of the Charles River in Eastern Massachusetts. The town is bordered by Wellesley on the west and northwest, Newton on the north and northeast, the West Roxbury section of Boston on the east, Dedham on the southeast and south, and Westwood and Dover on the south. Needham is ten miles southwest of Boston, twenty-nine miles east of Worcester, and about 208 miles from New York City.

Needham is situated in the greater Boston area, which has excellent rail, air, and highway facilities. Principal highways are State Routes 128 (the inner belt around Boston) and 135, and Interstate Route 95, which shares the same roadway as State Route 128. Commuter rail service is available via four stations to Back Bay Station and South Station in Boston. Needham is a member of the Massachusetts Bay Transportation Authority (MBTA), which provides fixed bus route service between Needham Junction and Watertown Square.



GENERAL GOVERNMENT

TOWN CLERK



*Theodora K. Eaton, MMC, Town Clerk
 Helen F. Atkinson, Assistant Town Clerk
 Sharon L. Tedesco, Department Specialist
 Kevin T. Pendergast, Department Assistant
 Joyce M. Carlezon, Part-Time
 Lorraine Lederhos, Part-Time
 Mary T. Hunt, Part-Time*

Historically, the position of Town Clerk dates to biblical times when clerks were often considered scribes or scholars. Their writings became the official records of the period. Today the Town Clerk continues as the official record keeper for the town and records all official business conducted at Town Meetings and elections and provides a wide variety of services to the public as well as local, state and federal governments. The major functions of the Town Clerk's Office are spelled out in over 73

chapters and 400 sections of the Massachusetts General Laws as well as local Town By-Laws. Other responsibilities include records management, Issuance of burial permits, registration and certification of vital statistics, voter registration, licensing, compilation of the Annual Census and the Street/Voting Lists, Board of Appeals and

Planning Board decisions, and the most complex - those relating to elections and Town Meeting. New is the State Ethics Commission's enabling act of 2009 which requires city and town clerks to provide municipal employees, including elected and appointed officials, with an annual summary of the Conflict of Interest Law as well as instruction on how to complete the mandatory online training requirements biannually. Another part of this legislation, the revision of the Open Meeting Law, provides that municipal clerks are now required to post meeting notices and agendas of all committees and boards at least 48 hours prior to the meeting exclusive of Saturdays, Sundays, and holidays. This seemingly simple requirement can be quite time consuming in a community of over 31,000!

The Town Clerk's Office is often considered the core of local government serving as the central information point for residents. The Town Clerk's Office serves as Commissioners to Qualify Oath of Office for the Commissions Division of the Office of the Secretary of The Commonwealth and, until January 1, 2012, as licensing agents for the Division of Fish & Wildlife. At that time the Division of Fisheries & Wildlife began to issue licenses electronically. One of the requirements was that the State's vendor would withdraw license fees from the town's checking account on a weekly basis. Since this was not permitted by most communities (including Needham) we could not continue selling Fish and Game licenses. From July, 2000 until May, 2011 the Town Clerk's Office served as a Passport Agency for the U. S. Department of State. The U. S. Department of State has determined that offices in which birth certificates are issued can no longer serve as a Passport Agency. The Needham Town Manager's Office has taken over this process as a service to our residents.

The number of Town Meetings and elections varies from one fiscal year to the next ranging from one Town Meeting and one Election to multiple Town Meetings and Elections (not including any

specials called by the Commonwealth of Massachusetts or the Board of Selectmen). The Annual Town Election is held on the second Tuesday in April and the Annual Town Meeting begins on the first Monday in May per Needham’s Town Charter. Fiscal Year 2016 was like Fiscal Year 2015. We held one Special Town Meeting on Monday, November 2, 2015 as well as the Presidential Primary on Tuesday, March 1, 2016 and the Annual Town Election on Tuesday, April 12, 2016. The Annual Town Meeting and Special Town Meeting were held in May. The following is a comparison of the number of elections and town meetings in Fiscal Year 2015 and 2016:

Fiscal Year 2015

- | | |
|--|---|
| ✚ State Primary – Tuesday, September 9, 2014 | ✚ Annual Town Election – Tuesday, April 14, 2015 |
| ✚ Special Town Meeting – Monday, October 27, 2014 | ✚ Annual Town Meeting – Monday, May 4, 2015 |
| ✚ State Election – Tuesday, November 4, 2014 | ✚ Special Town Meeting – Monday, May 11, 2015 |

Fiscal Year 2016

- | | |
|--|---|
| ✚ Special Town Meeting – Monday, November 2, 2015 | ✚ Annual Town Election – Tuesday, April 12, 2016 |
| ✚ Special Town Meeting – Wednesday, February 10, 2016 | ✚ Annual Town Meeting – Monday, May 2, 2016 |
| ✚ Presidential Primary - Tuesday March 1, 2016 | ✚ Special Town Meeting – Monday, May 9, 2016 |

The Special Town Meeting of November 2, 2015 disposed of 14 articles in one session; the Special Town Meeting of February 10, 2016 disposed of 3 articles in one session. With two Senatorial Districts the Presidential Primary had a total of 8 ballots – Democrat, Republican, Green Rainbow and the United Independent Third Party – with 11,386 votes or a 55.42% turnout. The Annual Town Election for the election of Town Officers and Town Meeting Members had no contested races and a dismal turnout of 5.59% or 1,185 voters. Unfortunately this election is the most costly for the Town. The Annual Town Meeting beginning May 2, 2016 disposed of 52 articles in four sessions; and the Special Town Meeting of May 9, 2016 held within the Annual Town Meeting disposed of 10 articles.

FY2016 HIGHLIGHTS

The statewide vital records electronic birth program became a reality in 2011 and is working extremely well. The State Department of Vital Statistics continues to add birth records to the system currently dating back to 1987. With the new statewide electronic death module going ‘live’ as of September 1, 2014, the Board of Health turned over the designation of burial agent to the Town Clerk as of November, 2014. This has made the new electronic death system more efficient and effective. We are still waiting for the third vitals package to become live – marriage certificates. This has really modernized the vital records program statewide and is beneficial to all involved.

The Special Town Meeting of November 2, 2015 approved one General and two Zoning By-Law amendments. The General By-Law amendment changed the elected term of Moderator from one year to three years following the passage of a Home Rule Petition under Article 29 of the 2015 Annual Town Meeting (and subsequent passage by the State Legislature) to amend the term in the Town’s Charter. The Annual Town Meeting approved seven Zoning By-Law amendments. Under Article 12 Town Meeting approved the FY2017 Operating Budget in the amount of \$144,228,127. Total appropriations including the Fiscal Year 2017 Operating Budget approved at the Annual Town Meeting totaled \$163,692,645. An additional \$257,242 was authorized for borrowing which includes rescinding prior borrowing authorization in the amount of \$11,758. The General and Zoning By-law amendments of all Town Meetings were subsequently approved by the Attorney General.

The following is a comparison of the Town of Needham’s vital statistics compiled during the past six fiscal years.

| VITAL STATISTICS | | | | | | |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | <u>FY2016</u> | <u>FY2015</u> | <u>FY2014</u> | <u>FY2013</u> | <u>FY2012</u> | <u>FY2011</u> |
| <u>Births to Residents:</u> | | | | | | |
| 7/1/15 - 12/31/15 | 140 | 128 | 141 | 126 | 149 | 132 |
| 1/1/16 - 6/30/16 | <u>123</u> | <u>117</u> | <u>134</u> | <u>153</u> | <u>149</u> | <u>129</u> |
| Total Births: | 263 | 245 | 275 | 279 | 298 | 261 |
| Deaths: Residents | | | | | | |
| 7/1/15 - 12/31/15 | 124 | 102 | 116 | 112 | 125 | 117 |
| 1/1/16 - 6/30/16 | 155 | <u>139</u> | <u>134</u> | <u>113</u> | <u>183</u> | <u>126</u> |
| Residents: | 279 | 241 | 250 | 225 | 308 | 243 |
| Deaths: Non-Residents | | | | | | |
| 7/1/15 - 12/31/15 | 152 | 141 | 143 | 85 | 73 | 124 |
| 1/1/16 - 6/30/16 | <u>154</u> | <u>121</u> | <u>123</u> | <u>137</u> | <u>117</u> | <u>111</u> |
| Non-Residents: | 306 | 262 | 266 | 222 | 190 | 235 |
| Total Deaths: | 585 | 503 | 516 | 447 | 498 | 478 |
| Marriages: | | | | | | |
| 7/1/15 - 12/31/15 | 52 | 46 | 45 | 49 | 51 | 69 |
| 1/1/16 - 6/30/16 | <u>17</u> | <u>17</u> | <u>44</u> | <u>33</u> | <u>30</u> | <u>31</u> |
| Total Marriages: | 69 | 63 | 89 | 82 | 81 | 100 |

Dog Licenses Issued:

| 7/1/15- 6/30/16 | FY16 | FY15 | FY14 | FY13 | FY12 | FY11 |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| * Male & Female Dogs @ \$25 | 205 | 192 | 193 | 145 | 238 | 164 |
| * Spayed & Neutered Dogs @ \$20 | 3062 | 2598 | 2782 | 2552 | 2513 | 2591 |
| * Kennels @ \$ 50 | 7 | 8 | 42 | 43 | 45 | 42 |
| * Kennels @ \$ 75 | 2 | 3 | 9 | 8 | 9 | 7 |
| * Kennels @ \$150. | 1 | 0 | 0 | 0 | 0 | 0 |
| Hearing Dogs - No Charge | 0 | 0 | 2 | 0 | 0 | 0 |
| Seeing Eye Dogs - No Charge | 2 | 2 | 0 | 1 | 1 | 0 |
| Transfers @ \$1.00 | 7 | 5 | 0 | 7 | 5 | 3 |
| Prior Years' Licenses (32 @ \$20) | 32 | 7 | 0 | 0 | 0 | 0 |
| Prior Years' Licenses (2 @ \$25) | 2 | 0 | 9 | 0 | 0 | 0 |
| Prior Years' Licenses (0 @ \$10) | 0 | 19 | 67 | 17 | 30 | 28 |
| Replacement Licenses (27 @ \$1.00) | <u>27</u> | <u>24</u> | <u>19</u> | <u>21</u> | <u>16</u> | <u>31</u> |

| | | | | | | |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| TOTAL | 3345 | 2856 | 3123 | 2794 | 2857 | 2866 |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|

* The Board of Selectmen voted to increase the dog license fees effective January 1, 2014. The dollar amount in the first five categories represents the new fee.

Fiscal Year Revenues Paid to Town Treasurer

| Fiscal Year | 2016 | 2015 | 2014 | 2013 | 2012 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Passports | 0 | 0 | 0 | 0 | 0 |
| General Fees | 114,973.90 | 89,964.85 | 104,885.10 | 100,086.90 | 82,911.30 |
| Liquor Licenses | 83,720.00 | 86,145.00 | 96,630.00 | 75,805.00 | 74,724.00 |
| Other Licenses | 21,470.00 | 23,249.00 | 24,387.00 | 20,498.00 | 19,823.00 |
| Dog Licenses | 67,738.00 | 57,744.00 | 61,635.00 | 29,368.00 | 30,731.00 |
| Fish & Game | 0 | 0 | 0 | 0 | 34.25 |
| | \$287,901.90 | \$257,102.85 | \$287,537.10 | \$225,757.90 | \$208,223.55 |
| SOS, UCC | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Reimbursements | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Sub Total | \$287,901.90 | \$257,102.85 | \$287,537.10 | \$225,757.90 | 208,223.55 |
| Fish & Game Pd. to State | 0 | 0 | 0 | 0 | 605.25 |
| TOTAL | \$287,901.90 | \$257,102.85 | \$287,537.10 | \$225,757.90 | 208,828.80 |

The Town Clerk's Office is oriented to serve the public and is open daily from 8:30 A.M. until 5:00 P.M. Monday through Friday and from 7:30 P.M. to 9:00 P.M. on the second and fourth Tuesday evenings except for July and August when the office is open from 7:30 P.M. to 9:00 P.M. on the third Tuesday evening. Please check with the Town Clerk's Office for any changes in special evening hours.

BOARD OF REGISTRARS

John W. Day, Chairman, Barbara B. Doyle, Ann M. Cosgrove, Theodora K. Eaton

PURPOSE

The Board of Registrars consists of four members of which one member is the Town Clerk by virtue of the office. The remaining members are appointed by the Board of Selectmen for alternate three year terms. This Board can be compared to an Election Commission in a city and the Elections Division of the Office of the Secretary of the Commonwealth at the state level. The board must always contain, as nearly as possible, representatives of the two leading political parties - Democrats and Republicans - and no more than two members of each. Our long time Registrar, Mary J. McCarthy, retired on March 1, 2013 after more than 35 years of service as one of Needham's Registrars. We wish her the very best in all future endeavors. She will be missed by all. Subsequently, the Board of Selectmen appointed a new Registrar effective March 19, 2013. We welcomed Ann M. Cosgrove as the newest member of the Board of Registrars.

The Town Clerk and office staff carries out the functions of the Board of Registrars. These responsibilities include the conduct of elections and recounts, voter registration, compilation of the Annual List of Residents (the Town Census), publication and circulation of the voting and street lists, certification of signatures on nomination papers and petitions, and recording of Town Meeting attendance.

The Board of Selectmen voted to change five of the ten polling locations effective with the April 8, 2014 Annual Town Election. The polling places have been designated as follows:

- | | |
|---|--|
| Precinct A - Center at the Heights | Precinct F - Needham High School - Gymnasium |
| Precinct B - Center at the Heights | Precinct G - Needham High School - Gymnasium |
| Precinct C - Newman School - Gymnasium | Precinct H - Broadmeadow School Performance Ctr |
| Precinct D - Newman School - Gymnasium | Precinct I - William Mitchell School - Gymnasium |
| Precinct E - Broadmeadow School Performance Ctr | Precinct J - William Mitchell School - Gymnasium |

FY2016 HIGHLIGHTS

The Board of Registrars conducted two elections in Fiscal Year 2016 compared to three elections in Fiscal Year 2015 – the Presidential Primary in March and the Annual Town Election in April. Voter turnout for the Presidential Primary was a good with almost a 56% turnout. Voter turnout for the Annual Town Election was even worse than Fiscal Year 2015 and is the most costly to the town due to the ten precinct ballots.

| | | |
|-----------------------------|--------------------------------|-------------------------|
| Presidential Primary | Tuesday, March 1, 2016 | 11,386 or 55.42% |
| Annual Town Election | Tuesday, April 12, 2016 | 1,185 or 5.59% |

The Annual Town Listing of Residents was conducted by mail again this year. Approximately 70% returned the census forms over a four month period. We then reviewed those addresses that had not responded and sent out follow-up census forms. Once again, the Annual Census included a request for Veteran status. The dog license application was included for the second year with instructions on how to license your dog on the new Online Pet Registration program.

In accordance with Massachusetts General Laws the Annual Census is used to purge the Town's voting list, provide a listing for use by the Jury Commission, provide listings of school-age residents under the age of 21 for the School Department, and compile the list of dog owners. It is also used for public safety purposes as well as federal funding. It is very important to get a full and accurate count. In order to accomplish this, we need each and every household to send in their census forms. Hopefully the return will be even greater in 2017.

Upon completion of the local listing, confirmation notices were sent to all those registered voters who were not reported as living in Needham on January 1st. Those voters who proved residence were reinstated; those voters who responded with notification of a residence outside of Needham were removed from the Voting List; and those voters who did not respond to the confirmation notice were placed on the inactive voting list. The inactive voter status remains until the conclusion of the second biennial state election at which time those inactive voters are permanently removed from the Town of Needham's voting list. Names were also removed because of death and other changes in voting status. Upon completion of the annual census, the total number of registered voters was 20,392 plus 1096 inactive voters. The 2016 population for the Town of Needham includes 31,189 residents plus 1096 inactive voters for a total of 32,285. The registered voters were comprised of 6,657 Democrats, 2,484 Republicans, 10,813 Unenrolled, 108 miscellaneous political designations. 1096 inactive voters brought the total number of registered voters to 21,488.

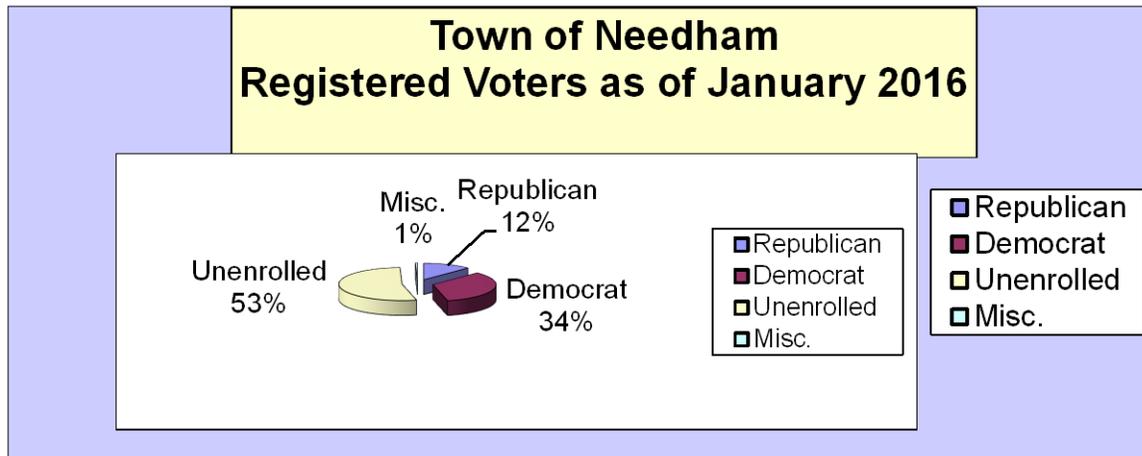
ANNUAL TOWN CENSUS POPULATION

| YEAR | VOTERS + INACTIVE VOTERS | RESIDENTS | * ALL |
|-------------|---------------------------------|------------------|--------------|
| 1990 | 17,693 | ---- | |
| 1991 | 18,284 | ---- | |
| 1992 | 18,092 | ---- | |
| 1993 | 18,504 | ---- | |
| 1994 | 17,703 | ---- | |
| 1995 | 18,212 | ---- | |
| 1996 | 18,490 | ---- | |
| 1997 | 19,306 | ---- | |
| 1998 | 19,514 | ---- | |
| 1999 | 18,237 | 1,159 | 29,789 |
| 2000 | 18,271 | 1,358 | 30,218 |
| 2001 | 18,741 | 1,111 | 30,130 |
| 2002 | 18,555 | 1,372 | 30,609 |
| 2003 | 18,593 | 900 | 30,276 |
| 2004 | 18,437 | 1,474 | 30,581 |
| 2005 | 18,712 | 994 | 29,990 |
| 2006 | 18,396 | 1,209 | 30,288 |
| 2007 | 18,642 | 1,043 | 30,457 |
| 2008 | 18,903 | 1,370 | 30,822 |
| 2009 | 19,463 | 934 | 30,907 |
| 2010 | 19,269 | 1,350 | 31,478 |
| 2011 | 18,802 | 1,320 | 30,956 |
| 2012 | 19,475 | 1,163 | 31,514 |

| | | | | |
|------|--------|------|--------|--------|
| 2013 | 20,340 | 579 | 30,720 | 31,299 |
| 2014 | 20,015 | 703 | 30,647 | 31,351 |
| 2015 | 20,008 | 933 | 30,513 | 31,446 |
| 2016 | 20,392 | 1096 | 31,189 | 32,285 |

* Includes Inactive Voters beginning in fiscal year 1999

The 2010 Federal Census was conducted in April, 2010 with a stated population for the Town of Needham of 28,886. It is interesting to note that the Federal Census counts students as living at their colleges and universities while the Town counts students as living at the home of their parents. This variation accounts for the difference in local and federal population totals. The Local Elections Districts Review Commission has approved the town's federal census numbers and this became effective on December 31, 2011. Subsequently, the Town's voters were notified of their new polling locations and all Representative Town Meeting members ran for election at the April 10, 2012 Annual Town Election. Those Town Meeting members who receive the top one-third votes received the three-year term. Those with the second one-third votes received the two-year term. And those with the last one-third votes received the one-year term.



TOWN MANAGER / BOARD OF SELECTMEN

BOARD OF SELECTMEN

Maurice P. Handel, Chairman
Matthew D. Borrelli, Vice-Chair
Marianne B. Cooley, Clerk
Daniel P. Matthews
John A. Bulian

Kate Fitzpatrick, Town Manager
*Christopher Coleman, Assistant Town
Manager/Operations*
*Elizabeth Dennis, Director of Human Resources
(through December 2015)*
Rachel Glisper, Director of Human Resources

DEPARTMENT STAFF

OFFICE OF THE TOWN MANAGER
Sandy Cincotta, Support Services Manager
Nikki Witham, Department Specialist
Louise Kempt, Department Assistant

HUMAN RESOURCES

Ellen Reulbach, Administrative Assistant
*Chuck Murphy-Romboletti, Assistant
Director of Human Resources*



Board of Selectmen with two time Olympic Gold Medal Champion, Aly Raisman

month, and in April, when the Board's meetings are scheduled around the annual municipal election. Meetings begin at 6:45 p.m. at Town Hall. From 6:45 to 7:00 p.m., residents who wish to informally discuss matters with the Board may do so. Residents are asked to contact the office and make an appointment. Other meetings may be scheduled as needed and are posted at Town Hall and on the Town's official web site www.needhamma.gov.

The Board of Selectmen consists of five individuals elected for staggered three-year terms, and serves as one part of the Executive Branch of government for the Town, which it shares with other elected and appointed boards. The Board of Selectmen customarily meets on the second and fourth Tuesdays of the month, except in July and August, when meetings are generally held only once per

The Board of Selectmen appoints a Town Manager, who, along with the Assistant Town Manager/Operations, is responsible for the administration of the day-to-day operation of the Town. The Director of Human Resources provides personnel and benefit management assistance to all Town Departments, Boards and Committees. The Assistant Town Manager/Operations, the Director of Human Resources, and the Assistant Town Manager/Finance serve with the Town Manager as the Town's senior management team, responsible for negotiations with, and contract administration for the Town's six general government collective bargaining groups.

FY2016 IN REVIEW

Selectmen Organization

In April 2016, Daniel P. Matthews was re-elected to a three-year term on the Board of Selectmen. Following the annual Town election, the Board re-organized with Matthew D. Borrelli as Chairman, Marianne B. Cooley as Vice Chairman, and Daniel P. Matthews as Clerk.

PROGRESS TOWARD BOARD GOALS FOR THE COMMUNITY

The Board of Selectmen annual reviews its goals and objectives for the year. Progress toward community goals in FY2016 included the following:

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

- The Town acquired Owen's Farm and adjacent properties, which will enable the construction of the new elementary school that will replace the Hillside School. The project was approved at the November 8, 2016 election.
- The Board, along with the School Committee and Park & Recreation Commission, moved forward on the development of a land use master plan including DeFazio Complex, the Nike Site, the Hillside School site, Greene's Field and the Owens parcel.
- The feasibility study for the Department of Public Works/Public Services Administration Building was released in December 2015, including 470 Dedham Avenue as the preferred site for a new Public Works facility (along with an off-site storage facility).
- Selectmen Matthews and Selectmen Cooley actively participated in the subcommittee comprised of Minuteman communities to develop a prototype Inter-municipal Agreement leading toward adoption of a new Regional Agreement. Progress toward that goal is on-going.
- Town Meeting approved funding for a feasibility study of the future renovation or reconstruction of the Memorial Park Building.
- Work began on the feasibility study for the Public Safety Building and Station #2.

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

- The first phase of the Downtown Streetscape Project – the replacement of the traffic signals and geometric changes to the intersections of Great Plain Avenue and Dedham Avenue, Highland Avenue, Chapel Street and Chestnut Street – began in the spring of 2016.
- The Town has been working to ensure that proponents seeking to develop in Needham Crossing are receiving the appropriate support.
- The Town participated in a public/private partnership to consolidate the dumpsters in the Chapel Street municipal parking lot.

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

- The Town held a Grand Opening Ceremony for its 3.5 megawatt Solar Array sited on the Town's capped landfill on Monday, April 25, 2016.

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

- An inventory of public water fountains and was developed with the assistance of the Public Works Department, Park and Recreation Department and Public Facilities Department. Bubblers were evaluated for operational condition and recommendations were made for upgraded replacement bubblers.
- The Board developed a process for reviewing applications for medical marijuana

dispensaries and held hearings with three applicants. A letter of non-opposition for one applicant was sent by the Selectmen to the Mass Department of Public Health.

- The Board approved the LIP and the ZBA approved the Comprehensive Permit for a friendly 40B rental housing project on Second Avenue. The Board has worked with representatives of Health & Human Services and the Council on Aging to create expanded programming at the Senior Center.
- The Town conducted its fifth annual citizen satisfaction survey.
- Town Meeting adopted upzoning for the Mixed-Use 128 zoning district to allow for retail and residential uses.

Maintain and Enhance the Town's Financial Sustainability.

- Town Meeting approved the creation of a Debt Service Stabilization Fund that will help the Town plan for facility financing.
- The Town has engaged a consultant to help review options for group health insurance for employees.
- The Town maintained its AAA bond rating.
- The Town completed an updated actuarial analysis for its Other Post-Employment Benefit (OPEB) liability.
- The Board reviewed and updated Design Review and Building Permit fees.

Evaluate Town Operations and Administration

- A Board and Committee handbook was completed and disseminated in conjunction with the Town Clerk.
- Many of the Board of Selectmen policies have been updated as to style, format and consistent numbering system. This process will continue to be ongoing until it is completed and all policies are on the Town's website.
- The Board approved a new structure for management evaluation and compensation.

OTHER HIGHLIGHTS

- Two Selectmen and the Town Manager traveled to Daxing District, Beijing China to sign a letter of intent to create a formal sister city arrangement.
- The Town recruited and hired a Director of Human Resources, Fleet Supervisor Water & Sewer Superintendent, and Police Chief.
- The Board settled collective bargaining agreements with the Custodians and Trades Union, Police Union and Police Superior Officers Association.

COMMISSIONERS OF TRUST FUNDS

Jack Cogswell, Vice-Chairman (elected to serve May 2016 to April 2017)

Joseph P. Scalia, Chairman (elected to serve April 2016 to April 2019)

Heydon Traub, Secretary (elected to serve April 2015 to April 2018)

Our mission as Commissioners of Trust Funds (COTF) is twofold: 1) prudent investment of Needham's various Trust Funds, using a long-term horizon, and 2) prudent disbursement of Trust Funds in a manner consistent with the donor's wishes. Our third goal is to increase the number of assets we oversee, and to prudently grow those assets.

The Commissioners review the investment policy annually. This review resulted in the Needham COTF formally updating our investment policy for Trust Funds in 2009 and again in 2011, specifying a percentage target range of asset allocation among various asset classes. This policy delineates our target asset allocation among various asset classes. Trust Funds are pooled for investment purposes, (yet accounted for separately), which allows for a reduction of management fees and a broadly diversified portfolio, including Fixed Income investments, and Domestic and International Equity securities.

The COTF currently has oversight of 81 trusts. About 60% of assets are Needham school related, with most of these trusts earmarked for scholarships, awarded annually to Needham High School graduating seniors. About 20% of the assets in the overall Needham Trusts are for general use purposes of our town Library. The remaining 20% of trusts are for a wide variety of purposes, such as Parks and Recreation, the Council on Aging, Domestic Violence Prevention, the Community Revitalization Trust, Drug and Alcohol Abuse Prevention, and others.

Through contributions to existing trusts, establishment of new trusts, prudent financial management, and modest investment market gains, the Trusts have grown over the past ten years from a total of \$3.8 million at the end of fiscal year 2005, to about \$6.6 million at the end of fiscal 2016.

In complying with the various trust agreements we emulate a time honored practice used by Foundations and Endowments, to disburse about 4% of a Trust's balance each year, irrespective of the earnings in the prior year. With the goal of realizing a return from our Trust's diversified portfolio in the 6%-8% range per annum over a market cycle, we thus expect the value of the Trusts to grow slightly and preserve the inflation-adjusted value of the Trusts for future generations. This fiscally disciplined approach allows a more predictable annual stream of disbursements, rather than relying on the rate of return in any one particular year, and has been well received by the beneficiaries of the Trusts.

Our third goal is to increase the visibility of the Town Trust Funds. Contributions to existing trusts are always welcome, and a new trust to benefit some aspect of town life can be established for as little as \$5,000. The Trust Fund Commissioners continue to seek contributions and bequests from civic minded citizens with a desire to improve our community for present and future generations. We are eager to assist in the establishment of additional trusts, and will work with town residents, estate planners and attorneys to establish a Trust for any worthy civic purpose. A trust is a wonderful way to commemorate an individual, a special event, or to support a designated Town purpose.

We also believe that the Trust Funds' investment strategy could be beneficial to other Needham organizations. For example, funds raised and held in low interest bank accounts, by private and non-profit town groups and organizations, with the approval of Town Meeting, could be moved to the Needham Trust Funds roster and thus take advantage of the lower management fees and investment diversification that the larger pool of assets allows. Please contact the Commissioners or the Town Treasurer's office if you or your organization would like further information about the Town Trusts. Your contributions are tax deductible.

FINANCE DEPARTMENT

*David Davison, Assistant Town Manager/Director of Finance; **Accounting:** Michelle Vaillancourt, Town Accountant; Therese Altieri, Assistant Town Accountant; Terry Caruso, Payroll Coordinator; Lisa McDonough, Department Specialist; vacant, Accounts Payable Administrative Specialist; **Assessing:** Hoyt B. Davis, Jr. Director of Assessing; Nancy Martin, Assistant Director of Assessing; Karen Rogers, Department Specialist; Stanley Winston, Field Assessor; **Information Technology Center:** Roger MacDonald, Director of Management Information Systems; Benjamin Anderson, GIS/Database Administrator; Steve Freeman, Computer Operator; Stephen McGrath, Technology Support Technician; Matthew Tocchio, Network Manager; Terry Wolfson, Applications Administrator; **Office of the Parking Clerk:** Tom Leary, Parking Clerk **Procurement:** Tatiana Swanson, Finance and Procurement Coordinator; **Treasurer/Collector:** Evelyn Poness, Town Treasurer and Tax Collector; Diane Ryan, Assistant Treasurer/Collector; Kristin Bent, Department Assistant 2; Zhiwen Fung, Department Specialist; James "Gordon" McMorrow, Department Assistant 1; Marie Northup, Department Specialist; vacant, Administrative/Office Support Specialist.*

DEPARTMENT DESCRIPTION

The Department of Finance consists of the offices of Assistant Town Manager/Director of Finance, Accounting, Assessing, Information Technology, Parking Clerk, and the Treasurer/Collector. The Department is responsible for the overall financial management of the Town, including advising and updating the Town Manager, Board of Selectmen, Finance Committee, and other interested parties on the Town's financial condition. Services provided include, but are not limited to, preparation of the five-year Capital Improvement Plan, financial status reports, cash management, debt management, property valuation assessments, citizen assistance programs, property tax and utility billing, collection activities, risk management, audit review and internal financial controls. Additionally, the Department oversees Town compliance with the Uniform Procurement Act, and hears appeals on and enforces the collection of parking fines. The Department also provides and supports system-wide applications and the Town's computer network. The Information Technology Center (ITC) also supports and hosts a number of specific software applications for various functions of municipal government.

The Department is responsible for complying with a myriad of municipal finance laws and regulations as well as meeting the financial reporting requirements of the Federal and State government. These financial controls are essential in order to properly safeguard taxpayer dollars. Much of the activity of the Department of Finance involves the day to day management of the Town's finances including the \$138 million general fund budget, \$15 million in special revenue, \$15 million in enterprise funds (water, wastewater and solid waste), as well as trust funds. The Department also monitors and reviews the capital spending activity of all departments. The Department processes the payroll including all monthly, quarterly, and annual reports for Town and School employees. On a weekly basis, the Department processes hundreds of invoices for payment to vendors, and for services and supplies procured by Town departments.

PERSONNEL CHANGES

In February 2016, Caren Goldberg who was the part-time Administrative/Office Support Specialist in the Treasurer/Collector Office moved on to other opportunities outside of the Town. A new member joined the Department of Finance last year, Stephen McGrath as Technology Support Technician in the Information Technology Center. Mr. McGrath replaced Stephen

Goold who left the Town employ in April 2016 for another opportunity. Terry Caruso, who served as the Accounts Payable Administrative Specialist in the accounting division, was promoted to the Payroll Coordinator position in July 2016. The position was previously held by Suzanna Patch who was offered a new opportunity by the Needham Public Schools as a Human Resource Specialist. We welcome Stephen McGrath to the Finance Department, congratulate Terry Caruso on her promotion, and wish Caren Goldberg, Stephen Goold, and Suzanna Patch well with their future endeavors.

FY2016 HIGHLIGHTS

Most all budgeted appropriations occur at the Annual Town Meeting which is held prior to the start of a fiscal year. Subsequent appropriations and line item amendments are made at a special town meeting usually held in the fall. Often the subsequent actions are known or expected at the time of the Annual Town Meeting, but are not presented or acted upon at that time because additional information or other requisite action is needed. Usually in May, prior to the June 30 fiscal year end, Town Meeting acts on other requests for budget line transfers and reallocation of operating resources to capital, other financial warrant articles, and formal reserves. The final budget total for fiscal year 2016 was amended upward by \$771,000, a change of 0.6% from the original budget. The original budget was approved at \$135,799,837.

The Town increased its appropriation for general debt service to \$11,474,301 at the November 2015 Special Town Meeting. This represented a change of \$250,000. The increase was used to pay down additional short term debt rather than converting to long term bonds.

The Town also increased funding for the group health insurance, employee benefits, and administrative expense budget by \$196,000 for additional health insurance costs. This increase was not unexpected at the time the fiscal year 2016 budget was presented to Town Meeting in May 2015, but there were several variables which could impact the cost for the year, which included premium increases, changes in the number of positions in the School and Town departments, plan selection by employees which may change due to the increases in the premiums, and actual enrollment. The estimated range of additional funds needed for the budget was between \$260,000 and \$280,000 over that of the initial funding. However, because the Town expected to have better information regarding enrollment and hence a more precise estimate on the cost, the additional funding request was taken up in the fall.

An \$185,000 increase to the Classification Performance & Settlements budget was approved to set aside funds for the unsettled union contracts and anticipated changes to the various non-represented employee compensation schedules C, G, and K. Schedule C provides the wage rates for the various part-time, seasonal, and temporary positions which the Town hires throughout the year. Schedule G is the salary and wage rates for full-time and permanent positions in Town Government and Schedule K represent the compensation plan for department managers who are not otherwise covered under a separate employment contract.

The fiscal year 2016 Reserve Fund was increased by \$140,000. The Reserve Fund change is one that often occurs in the fall when new revenues are identified that could supplement the annual reserve. The Reserve Fund is one of the budgets that provides budget flexibility and is relied upon as a fund to help cover snow and ice removal costs that come in above budget.

During fiscal year 2016, the Town realized actual revenue over budget of \$4.5 million, and budget savings of \$4.6 million relative to expenditures. Revenues in excess of budget were higher than the prior year, and the budget return was notably higher than the fiscal year 2015 return of approximately \$2.0 million. The overall results were better than in recent years.

The increase in the so-called New Growth property tax revenue for fiscal year 2016 remained strong, but was less than the amount of new growth revenue in fiscal year 2015. The strength in the growth of new tax revenue was due to the ongoing strong demand for new residential construction and increased commercial development, particularly the Needham Crossing business park. New Growth revenue for 2016 was approximately \$3.7 million or 3.4% more than the prior year's base tax levy (the tax levy less excluded debt) compared to \$3.9 million for fiscal year 2015, an increase of 4% over the fiscal year 2014 base tax levy. The ten-year average increase for New Growth was 2.6%.

Motor vehicle excise tax revenue continued to grow and came in at \$1.5 million over budget and 7.4% more than actual receipts in fiscal year 2015. Revenue generated from other taxes and penalties was more than \$1.1 million over estimate, and was 30% more than the fiscal year 2015 actual revenue. This was a much higher percent than last year, due to collections on some long-term past due taxes which resulted in a very high amount of penalty and interest income (\$728,071 for FY2016 vs. \$300,493 for FY2015). Revenue from licenses and permits continued to be strong due to the robust real estate market and a significant amount of commercial and residential construction. Permit income was \$2,314,222 compared to \$1,702,030 in the prior year, an increase of more than \$600,000. Overall total actual General Fund revenue for fiscal year 2016 was \$8,051,623 more than the total for fiscal year 2015. The combination of motor vehicle excise, permit and license revenue, and other local tax receipts contributed approximately 80% of the total General Fund surplus, up from the 73% that these sources made up for 2015.

The General Fund operating budget, which accounts for most of the expenditures, returned \$4,406,846 or approximately 3.2% of the operating budget appropriation; the return for fiscal year 2015 was \$1,944,545 or approximately 1.5% of the appropriation for that year. The highest dollar turn back was from the budgetary reserve fund in the amount of \$1,002,505, approximately 23% of the total operating budget return. The return was much higher than usual because of the milder winter which resulted in a much lower snow and ice expense than in recent years. The snow and ice removal budget for fiscal year 2016 was \$404,000 and total actual expense was \$775,062, which required a transfer from the budgetary reserve fund of \$371,062. This compares to the budget for fiscal year 2015 of \$400,000 and a total actual expense of \$1,713,370, which required a transfer of \$1,313,370.

The Needham Public Schools returned \$519,301 or 0.8% of the original budget of \$61,480,687, which compares to \$87,330 (0.2%) that was returned in 2015. The Public Facilities Department returned \$526,459 or 6.1% of its budget. The turn back came almost equally from personnel \$272,904 and expenses \$253,555. The milder winter also contributed to lower energy expenses that accounted for most of the expense budget turn back. The personnel savings was due to vacancies. The Police Department returned \$513,084 (8.2%), which was primarily due to vacancies; approximately 88% (\$452,997) of the department turn back; this compares to the \$532,994 that was returned by the department in fiscal year 2015. The Fire Department also had a number of vacancies during the year which accounts for most of the \$434,442 that was

returned, 98% (\$425,890). The other 18 departments returned \$715,865 or 4.5% of their combined amended budgets for the year.

The Townwide expense budgets (excluding the budgetary reserve fund) returned a combined \$695,190 or approximately 1.9% of their related total amended budget.

The General Fund balance for fiscal year 2016 was much higher than 2015. Fund balance was approximately \$37 million for fiscal year 2016 compared to \$29.5 million for fiscal year 2015, a 25% change. The unassigned portion of the General Fund also improved with a balance of \$21 million for 2016 compared to \$15.2 million for 2015. The 2016 balance was higher than the prior year due to the higher revenue surplus and the larger budget turn back. Another contributing factor was that the Town did not appropriate all of its available Free Cash. Free Cash is essentially the portion of the unassigned General Fund balance that the Massachusetts Department of Revenue will allow to be appropriated by the Town.

The Free Cash certified for fiscal year 2016 was \$6,890,372; the amount certified for use during fiscal year 2015 was \$6,207,875. The Town appropriated all but \$700,000 of that Free Cash. The Town used a significant amount of the Free Cash for capital investment, special finance warrant articles, and reserves. The Town's use of Free Cash for funding the subsequent fiscal year operating budget was in line with management's guidance of not more than two-percent of the previous year's final budget (excluding the budgetary reserve fund) or the actual turn back, whichever is less. The Town appropriated \$2,639,117 of the Free Cash for cash capital which included \$1,200,000 for public roads and related infrastructure improvements, \$591,169 in core fleet and special equipment investment, \$563,794 in cash capital for the Needham public schools, and \$169,154 directed to other various General Fund cash capital improvements. The balance of \$115,000 was for two feasibility studies: \$65,000 to investigate options for high school classrooms and \$50,000 for improvements to the Memorial Park building and grounds. The Town appropriated \$400,000 for general facility repairs and maintenance and \$153,222 for various projects and programs. The Town also appropriated Free Cash to the special purpose stabilization funds. Management continues to recommend that the Free Cash certified be directed to cash capital investment, formal reserves, and other non-recurring expenses and that a limited amount be used for the operating budget. The Board of Selectmen voted to endorse this best practice.

The Town was informed that the Massachusetts School Building Authority will be a partner with the Town to help fund the construction of a new elementary school to replace the Hillside elementary school. The new school will be constructed on property acquired by the Town along Central Avenue in Needham. The estimated total cost of the project, including property acquisition, is \$66 million. The estimate to be paid by the MSBA is \$12.5 million with the balance to be financed by long-term debt. The debt service has been exempted from the limits imposed under Proposition 2-1/2 by a vote of the citizens.

The Town made no draw against any of its appropriated stabilization accounts: Athletic Facility Improvement Fund, Capital Improvement Fund, Capital Facility Fund, and General Stabilization Fund. At the November 2015 Special Town Meeting, the Town approved the creation of the Debt Service Stabilization Fund. The Debt Service Stabilization Fund is to be one of the tools used to manage the financing demands for the various building and facility improvements under study.

The Town appropriated \$344,496 to the Athletic Facility Improvement Fund at the May 2016 Annual Town Meeting. The Town also appropriated \$612,595 to the Debt Service Stabilization Fund that was established in November 2015. At the May 2016 Special Town Meeting, the Town appropriated \$29,296 to the Capital Improvement Fund. These funds came from unexpended monies from prior appropriations that were no longer needed. The Town also made equal contributions of \$320,186 to the Athletic Facility Improvement Fund and Debt Service Stabilization Fund at the May 2016 Special Town Meeting. These contributions to the various funds help to maintain the Town’s commitment to maintain its public facilities and to have funds available to address an immediate critical need at a time when other financial resources are unavailable or very limited and the project should not be delayed.

Submitted as part of the Annual Town Report and can be found in the appendices are the following fiscal year 2016 reports:

1. General Fund Balance Sheet
2. Total Governmental Funds Combined Balance Sheet
3. Total Governmental Funds Revenues, Expenditures, and Changes in Fund Balances
4. Statement of Net Position for each of the three enterprise funds
5. Statement of Revenues, Expenses and Changes in Net Position for each of the three enterprise funds
6. Statement of Cash Flows for each of the three enterprise funds
7. Statement of Budget Appropriations and Expenditures
 - a. General Fund
 - b. Solid Waste Enterprise Fund
 - c. Sewer Enterprise Fund
 - d. Water Enterprise Fund
 - e. Community Preservation Administrative Budget
8. Schedule of Trust Funds
9. Tax Rate Recapitulation as Approved by the Department of Revenue

Below are the individual statements by the different divisions within the Finance Department. Finally, if you have any questions or concerns, please do not hesitate to make contact. Members of the Department of Finance strive to continue our commitment to improving customer service and seeking better ways to perform our responsibilities and duties. You may also find more financial information from the Town’s web page www.needhamma.gov/finance.

Accounting Office – The office staff processed a total of 55,023 paychecks/direct deposits during fiscal year 2016. The staff reviewed and processed 29,375 invoices from vendors for payment, 1,584 expense reimbursements, and 345 contracts. The office also reviewed and processed 2,460 encumbrance requests plus an additional 1,044 revision requests during the fiscal year.

| Encumbrances Processed | | |
|----------------------------|--------|--------|
| Department | FY2015 | FY2016 |
| Building Department | 8 | 6 |
| Commission on Disabilities | 5 | 3 |

| Encumbrances Processed | | |
|------------------------------------|--------------|--------------|
| Department | FY2015 | FY2016 |
| Department of Public Works | 741 | 726 |
| Finance Committee | 2 | 3 |
| Finance Department | 196 | 212 |
| Fire Department | 102 | 114 |
| Health and Human Services | 116 | 133 |
| Historical Commission | 3 | - |
| Memorial Park | 1 | 2 |
| Municipal Lighting Program | 6 | 5 |
| Municipal Parking Program | 11 | 15 |
| Other Functions | 7 | 20 |
| Park & Recreation Department | 107 | 111 |
| Planning and Community Development | 38 | 40 |
| Police Department | 111 | 113 |
| Public Facilities | 352 | 758 |
| Public Library | 80 | 83 |
| Town Clerk & Board of Registrars | 28 | 36 |
| Town Counsel | 18 | 11 |
| Town Manager | 129 | 69 |
| Total | 2,061 | 2,460 |

The accounting office is also responsible for posting all revenue received to the General Ledger, and performing outside departmental audits and reconciliations needed for the annual independent audit. The office staff also must prepare and file various Federal and State reports such as the employer quarterly tax return filing of withholdings (Form 941), annual W2 and 1099 tax statements to employees and vendors, balance sheet and filing for Free Cash certification, and various revenue and expenditure reports to the Department of Revenue. All of those reports have stringent deadlines.

Assessing Office - The Assessing Office is responsible for the administration of a wide range of state laws pertaining to *ad valorem* taxation. Valuation of all real estate and personal property, as well as the administration of the Massachusetts state motor vehicle excise tax, are done on an annual basis. Information related to all residential, commercial/industrial and personal property is maintained and updated on an ongoing basis. Upon the completion of the Annual and Special Town Meetings, and receipt of warrants from county and state funding sources, the financial information is processed in preparation for the setting of the tax rate by the Board of Selectmen and the Board of Assessors at the annual classification public hearing.

The Assessing Office staff completed 100% of all the inspections of properties that were issued permits by the Building Department which added value to the property. All these inspections were completed prior to June 30, 2016. This is the statutory deadline for the collection of New Growth for the following fiscal year.

The residential real estate market values in Needham continued moving upward since the review last year, with the median single family home sale price moving up slightly from the prior year. Over the past five years the median single family home sale price has jumped 33%, while the condominium median sale price has gone up over 70%. At first glance, the median condominium price in 2016 seemed to have dropped significantly, but that was not actually the case. The \$660,000 median condominium sale price in 2015 was driven by the sale of numerous high-priced, newly constructed units. The result of that was a sharp rise in the value of older condominiums throughout town. The smaller condominium units, while lowering the median sale price to \$580,000, still sold for more than they did in the previous year or two. As required by the Massachusetts Department of Revenue, property assessments have reflected this upward curve. With the exception of properties values which were affected by new construction or additions to existing structure, the single family home values should remain stable for fiscal year 2017. While analysis of the single family home sales that occurred during calendar year 2014 was within the statistical parameters acceptable by the Department of Revenue, the strong 2016 real estate market will undoubtedly require an upward adjustment across many neighborhoods in the coming year.

The nomenclature change from “The Industrial Park” to “Needham Crossing” has become a physical change which is obvious by a quick trip from the Highland Avenue to Great Plain Avenue ramps off Route 128, where the new Trip Advisor headquarters and Marriott Inn now dominate the landscape. The slight upward trend in the values of income properties will be reflected in fiscal year 2017, and is sure to continue as the restoration of office space formerly occupied by General Dynamics and the 400 unit residential project move forward making Needham Crossing a more desirable alternative for emigres from the higher-priced Boston commercial real estate market.

The evolution from industrial park to Needham Crossing has had an added benefit with regards to the type of taxable business personal property being reported. Filing cabinets and phone systems have been supplemented by cutting edge blade servers and data processing equipment resulting in increased new growth for the tax levy as this high end technology has a much shorter useful life than the traditional file cabinet, thus has to be replaced more often by the next generation of equipment that emerges.

The passage of the Municipal Modernization Act brought some changes to the way the Assessor’s office will operate going forward. The most significant of these changes will be to the property assessment recertification cycle from every three years to every five years, and the consolidation of the Overlay accounts into a single account as opposed to individual accounts tied strictly to specific fiscal years. The Overlay account is to cover statutory exemptions and abatement refunds.

As always, the office processed thousands of auto excise bills in addition to processing numerous applications for Excise and Real Estate abatements, multiple statutory exemption requests and daily information requests from internal and external sources.

| Type of Property | FY2015 | FY2016 |
|------------------|--------|--------|
| Single Family | 8,372 | 8,378 |
| Condominium | 811 | 870 |
| Two Family | 251 | 239 |

| Type of Property | FY2015 | FY2016 |
|---------------------------------|-----------------|-----------------|
| Three Family | 14 | 14 |
| Four + Family | 27 | 25 |
| Other Property | 6 | 6 |
| Vacant Land | 161 | 161 |
| Chapter Land | 13 | 13 |
| Mixed Use | 25 | 24 |
| Commercial | 391 | 385 |
| Industrial | 40 | 40 |
| Personal Property | 590 | 600 |
| Total Accounts | 10,701 | 10,755 |
| Total Taxable Value | \$8,838,727,746 | \$9,068,188,822 |
| Value Including Exempt Property | \$9,510,940,341 | \$9,752,260,517 |

Information Technology Center (ITC) –Throughout fiscal year 2016 the Information Technology Center supported the day to day technology needs and requests of the multiple Town departments as well as been involved in projects across all of those departments. The ITC continues to support hardware and software across fifteen Town buildings, approximately 350 users and upwards of 450 physical devices. The Center consists of six individuals, each concentrating in a specific area of support, but we also have some needed overlap in core functions so certain day to day procedures can be addressed by multiple members of the department. During the beginning of the fiscal year the Information Technology Center needed to hire a new Applications Administrator, as the previous Applications Administrator left, and during the last quarter of the fiscal year members of the Information Technology Center had to cover the work of the Technology Support Technician who also left. Covering the work and hiring employees puts a strain on the day to day operations and impacts the longer term projects. During the year, ITC staff provided technical support and advice on several building and other construction projects. These projects included the Downtown Intersection Improvements, Public Safety Feasibility Study, Rosemary Recreation Complex Design, and the statistical monitoring of the new Solar Array constructed on the former landfill at the Recycling and Transfer Station.

The Information Technology Center continued work on security and infrastructure improvements that allowed the networks in the Public Safety Building and Fire Station 2 to be separated from the general business network. Working with the Needham Fire Department and Department of Public Works, the Information Technology Center began implementing mobile devices to support processes out in the field. In support of the Fleet Division of the Department of Public Works, the Information Technology Center upgraded the fleet and gas software as well as incorporated a mobile diagnostic tool and fleet maintenance scheduling. The Information Technology Center provided support to the Needham Public Library with an increase in the number of wireless access points throughout the Library as well as technology upgrades to the Library Community Room.

Other projects that the Information Technology Center staff was involved included the installation of the sign board at the Recycling and Transfer Station and the upgrade of mail room

equipment which included a postage processing machine and a folding and stuffing machine. In support of School Administration, the Information Technology Center setup the Powers Hall as temporary workspace for School employees while asbestos remediation took place at the Emery Grover Building. Other applications that ITC helped to install, support, update, or upgrade included software updates to the IBM hardware that supports the Town’s revenue application, updates to general ledger application, the implementation of the CivicMobile app for a more streamlined access to the Town using smartphones, and the online dog registration program for the Office of the Town Clerk.

Parking Clerk - The on-street and municipal parking lots within the Town are administered through several different Town departments. The Police Department conducts enforcement activities in response to the needs of the community. The Highway Department performs installation of signs and meters and repairs and maintains equipment and parking lots. Within the Treasurer/Collector’s office, the Finance Department is responsible for the collection of fines and penalties and the resolution of parking appeals through the office of the Parking Clerk.

The office of the Parking Clerk holds office hours to hear appeals. Requests for appeals are accepted in person, by mail and online. Ongoing contact is maintained between all Town departments involved in parking activities, and a fair and impartial process for investigating and resolving disputes is in place. Inspections of existing parking meters are regularly conducted and meters needing repair are reported to the Department of Public Works Highway Division which responds promptly with the necessary repairs.

| | FY2015 | FY2016 |
|----------|--------|--------|
| Tickets | 5,116 | 5,047 |
| Appeals | 473 | 369 |
| Appeal % | 9.25% | 7.31% |

Treasurer/Collector - The Office of the Treasurer/Collector receives and invests all revenue received by the Town. In maintaining these funds, safety, liquidity, and yield are the basis for all decision making. The safety of Town funds is of utmost importance. Sufficient balances must be maintained to ensure the timely paying of all expenditures including payroll, accounts payable and debt service. Balances in excess of expenditures must be invested in a prudent manner in accordance with state statutes. Due to the volatility in the open market even the most conservative investments have limited options. The Treasurer earned \$111,638 in interest income for the General Fund during fiscal year 2016, which was an increase over the \$101,273 earned during fiscal year 2015. Although there was a slight upturn in interest rates, they remained essentially flat for over five years. The outlook for fiscal year 2017 is a minimal increase in interest income although interest rates continue to remain below one percent in most instruments in which the Treasurer is legally allowed to invest.

During fiscal year 2016 the Treasurer/Collector assisted, thanks to the generosity of Needham residents, in the award of \$8,150 in property tax relief to the elderly and disabled and an additional \$18,700 in property tax assistance was provided to qualifying Needham households.

The Treasurer issued \$6,645,000 in long term debt to refund/refinance existing debt to take advantage of lower interest rates and issued a \$10,438,860 in short term debt. Needham submits financial data to Standard and Poor’s (S & P) credit rating agency. Once again S & P returned a rating of AAA on all long term debt and a rating of SP-1+, the highest rating possible on short term debt. The total long term debt outstanding as of June 30, 2016 was \$85,544,217.

The Treasurer/Collector ensures that all bills, i.e. real estate, personal property, excise, and water and sewer utilities are billed timely and in accordance with state statutes. The continued monitoring and pursuit of delinquent accounts is essential to maintaining a strong collection rate. During fiscal year 2016, approximately \$127.2 million in billed revenue flowed through the Treasurer/Collector Office. The collection rate for all receivables billed through the department remained high. The property tax collection rate remains very strong with more than 98% paid by the due date.

| | |
|----------------------------------|-----------------|
| Real Estate Tax Collections | \$112.7 million |
| Motor Vehicle and other Excise | \$ 5.6 million |
| Personal Property Tax Collection | \$ 5.9 million |
| CPA Surcharges | \$ 2.0 million |
| Other Tax Collections | \$ 0.4 million |
| Ambulance Bills | \$ 0.6 million |

| | FY2015 | FY2016 |
|---|--------|--------|
| Sewer and Water Bills Issued | 45,702 | 45,783 |
| Real & Personal Property Tax Bills Issued | 42,714 | 43,121 |
| Motor Vehicle Excise Bills Issued | 28,949 | 29,290 |
| RTS Sticker Applications | 2,004 | 2,737 |

FINANCE COMMITTEE

- Louise Miller, Chair*
- Richard Zimbone, Vice Chair*
- Barry Coffman*
- Tom Jacob*
- Kenneth Lavery*
- Richard Lunetta*
- Louise Miller*
- Richard Reilly*
- Carol Smith-Fachetti*
- Louise Mizgerd, Analyst*

MISSION

Under the Needham By-Laws, the Finance Committee is responsible for recommending a balanced budget for the following fiscal year to Town Meeting for its consideration and vote. Of equal importance, the Finance Committee makes recommendations to Town Meeting on capital requests and other issues with financial implications through open discussion and reliance on policies and principles of sound fiscal management. The Committee is mandated by state law to “consider any and all municipal questions for the purpose of making requests or recommendations to the town.”

Massachusetts General Laws, Chapter 39, Section 16.

The Finance Committee works cooperatively with the Town Manager, School Superintendent and School Committee each year to recommend a balanced budget to Town Meeting that meets the changing needs of the Town while being fiscally prudent. In order to fulfill its duties of

presenting a balanced budget and making capital spending recommendations to Town Meeting, the Finance Committee asks detailed questions of department managers and town administrators. Because requested expenditures often exceed projected revenue, these questions are not only worthwhile but essential to developing a balanced budget. The process includes meetings, site visits, research, and analysis by the Finance Committee on behalf of Town Meeting members and the citizens they represent. The Finance Committee strives to ensure that Needham is financially secure, and that the Town can maintain its infrastructure and preserve the essential services which benefit its residents.

FISCAL YEAR 2016 HIGHLIGHTS

Debt Financing Policies -- During FY2016, the Finance Committee reviewed the Town's existing debt policies to consider whether the debt policies are still serving the Town well in light of planned upcoming capital projects. The Finance Committee continues its efforts to ensure that funds are spent wisely and that Needham residents are not subject to an unreasonable tax burden.

Debt Service Stabilization Fund -- The Finance Committee carefully reviewed the proposed Debt Service Stabilization Fund. The Finance Committee supported the creation of the new stabilization fund, given reassurances that any funds set aside would have a limited purpose and would be used as needed, and that the fund would be dissolved when the need had passed.

CAPITAL PROJECTS

High School Space Needs -- The Finance Committee continued to examine the issue of crowding at the High School. In Fiscal Year 2016, at the November 2015 Special Town Meeting, the Finance Committee recommended and Town Meeting approved an article to fund a cafeteria expansion project at the High School. The Finance Committee plans to participate in the development of enrollment projections moving forward.

Rosemary Pool Complex Design -- The Finance Committee carefully considered the designs and costs for the proposed Rosemary Pool Complex. The Finance Committee considered the affordability of the project in the context of the other projects in the Facilities Master Plan also in need of funding. The Committee expressed reservations about the high cost of the project, especially in light of the limited seasonal use of the pool and the number of residents expected to use the facility. Town Meeting voted to appropriate funds to complete the engineering and permitting phase of the Rosemary Pool Complex.

Public Safety Buildings -- The Finance Committee supported funding for an expanded feasibility study, supported by appropriations at Special Town Meetings in October 2015 and February 2016, that will assess the needs and make recommendations for the Police and Fire Station 1 building, as well as the Fire Station 2 building.

Hillside School Replacement -- In Fiscal Year 2016, the Finance Committee carefully considered the purchase of new property as a site for a new elementary school. The consensus was that the resulting school would best meet the Town's needs, at a reasonable cost.

Minuteman School District -- At a Special Town Meeting in February 2016, the Finance Committee recommended, and Town Meeting approved, an article to accept the proposed

amendments to the Minuteman district agreement. This was the result of years of work, and was required before much-needed capital improvements could be pursued. At the 2016 Annual Town Meeting, with the Finance Committee's support, Town Meeting voted to authorize the Minuteman School Committee to issue bonds to fund the capital project.

OPERATING BUDGET RECOMMENDATION FOR FY2017

Each year, the Finance Committee must develop an operating budget for the following year to recommend to Town Meeting. The Finance Committee began the FY2017 budgeting process during FY2016 in an environment of steadily improving economic growth. Needham has experienced strong revenue growth, much of which is attributable to new growth in the tax base. Needham's property taxes, local receipts and state aid figures were all projected to increase in FY2017.

BUDGET PROCESS

The Finance Committee began its budget process in December 2015, when Town departmental spending requests and the School Department's initial budget request were submitted to the Finance Committee for review.

The Finance Committee held hearings to review the budget request of each the Town department, board, and committee. As every year, in preparation of a budget recommendation for FY2017, the Finance Committee:

- carefully reviewed every spending request on its own merit and with regard to the impact of each request on resident services and the Town's infrastructure;
- met with the Town Manager, department managers, the Superintendent of Schools, School Committee members, school administrators, and leaders of committees and boards to discuss operational and capital needs;
- held budget hearings with each department; and
- deliberated each request in depth.

The Finance Committee's goals and philosophy in reaching a balanced budget recommendation were to:

- maintain essential services currently provided to citizens and other user groups;
- sustain commitment to infrastructure spending;
- preserve and strengthen financial security;
- encourage long-term planning; and
- evaluate requests for new or additional services and expenditures.

The Finance Committee received the Town Manager's executive budget and revenue estimates on January 26, 2016. As mandated by law, the Town Manager's executive budget included a recommendation for the School Department's FY2017 budget. In accordance with the Town by-laws, the School Committee also transmitted its voted budget request to the Finance Committee.

The Finance Committee found that the department managers' FY2017 spending requests overall were carefully considered and mindful of the need for fiscal discipline. Nevertheless, health insurance premiums continue to increase faster than the rate of revenue growth. The School

Department's budget growth also exceeds revenue growth, attributable to increasing special education and transportation costs. While the Town makes significant efforts to moderate these increases, such as joining consortiums with other towns or renegotiating contract terms where possible, some of the causes of cost increases remain beyond our control.

FY2017 OPERATING BUDGET HIGHLIGHTS

As in previous years, the Finance Committee's recommended budget for FY2017 provided for level services in most areas of the budget and also allowed limited additional funding for increased services. The budget was reorganized for better transparency. Energy costs were shifted from various department budgets, such as Public Facilities, Public Work, Police and Fire Departments, into one consolidated new energy line in Townwide Expenses called Needham Electric, Gas and Light Program.

TOWNWIDE EXPENSES

Townwide Expenses continued to reflect rising health insurance premium rates in the Employee Benefits line. The Retirement Assessments budget was increased to make further progress on unfunded pension liability following last year's determination to decrease the projected rate of return on fund assets.

DEPARTMENT BUDGETS

The budgets for almost all Town departmental budgets increased modestly in FY2017 due to cost-of-living salary adjustments. Salaries represent a significant portion of the Town's operating budget since the Town's main business is providing services to residents.

The Finance Committee recommended adding a Project Manager in the FY2017 Public Facilities Construction Division to provide additional service. The salary for the position will be funded in part through the operating budget, while the remaining funding is expected to be charged to capital project budgets. The Finance Committee also recognized that there was a need for an additional Environmental Health Agent in the newly merged Department of Health and Human Services based on public safety reasons.

FY2017 BUDGET: PUBLIC EDUCATION

Minuteman Regional Vocational Technical School: The Minuteman School assessment in the FY17 budget that covers operating costs is increasing due to an expected increase in student enrollment from Needham. The capital costs associated with the Minuteman School are expected to increase significantly in the coming years as the district embarks on a capital project to build a replacement facility.

Needham Schools: Additional staff was budgeted to initiate a new therapeutic program at the High School. The new program is designed to meet certain needs of some students who might otherwise have to seek services outside the district. There was also an increase in the School Department's technology budget to continue funding the 1:1 technology initiative.

The Finance Committee's FY2017 recommended operating budget was structured to meet the current needs of the Town and Schools and to allow for expansion of services in a few limited areas that have proven additional needs. Ultimately, the budget recommended by the Finance

Committee for FY2017 was balanced and fiscally sound, reflecting improved efficiencies and services, and was poised to meet future needs.

CASH CAPITAL SPENDING RECOMMENDATIONS FOR FY2017

The Finance Committee received the Town's Capital Improvement Plan for FY2017 – FY2021 in early January 2016. The Town's annual capital spending is funded predominantly from three distinct fiscal sources: Free Cash, debt within the tax levy, and excluded debt. Free Cash is a source of funds generated from unspent appropriations or revenue that was higher than projections in a previous year. \$1,491,117 from Free Cash was allocated for FY2017 cash capital needs. A number of items that had been carried as cash capital were moved into the operating budget because they did not meet the Town's stated definition for capital based on the cost and useful life of the item. The General Fund cash capital appropriation for FY2017 primarily included repairs to public facilities, feasibility studies for projects in the Facilities Master Plan, energy efficiency upgrades, smaller infrastructure needs, and planned vehicle replacements.

FUTURE OPPORTUNITIES AND CHALLENGES

The Town has recently seen a period of higher-than-average revenue growth. New growth in Needham Crossing has helped to expand the tax base. Additional revenue is also expected from the new solar energy project. In addition, the Town has been able to refinance or pay off some existing debt due to favorable interest rates, leading to notable savings. Increases in the Town's revenue stream such as these provide an opportunity for improved services and facilities if handled prudently.

The Town's proposed capital projects such as the replacement for the Hillside Elementary School and the Rosemary Pool Complex and the new Police and Fire stations will require new borrowing. The new elementary school will be funded with excluded debt, which means that, pursuant to a Townwide vote, dedicated taxes will be collected for that debt outside of the levy limit. It is expected that an additional debt exclusion will be needed to fund the Police and Fire stations. The Finance Committee will closely monitor the debt service burdens being undertaken by the Town. It is critical to be mindful not only of the Town's financial condition but also of the tax burden placed on taxpayers by these new projects. The Finance Committee will also examine the increases in operating costs that can be expected with new and expanded facilities.

The School budget presents concerns as it continues to increase at a rate higher than revenue growth due to some increases in enrollment in the general and special education programs as well as additional mandates and expanded services. The Finance Committee encourages further development of programs to provide services to students that might otherwise need services outside of the district. While initial costs of new programs can appear high, the long-term costs are generally much lower than the costs of services that are obtained out-of-district. The Finance Committee encourages a continuation of efforts to contain the rising costs of transportation, such as collaborating with other districts, which are proving to be effective. The Finance Committee will monitor increasing costs for technology which have recently been moved into the School Department operating budget, to ensure that these costs do not crowd out other budgetary priorities.

CONCLUSION

The budget recommended by the Finance Committee for FY2017 was balanced and fiscally sound, reflecting improved efficiencies and services. Fiscal restraints and continued anticipated revenue growth should position the Town well to meet its future needs.

The Finance Committee remains committed to working with the Town Manager, School Superintendent, Board of Selectmen, School Committee, School Administration, Town Administration, Department Managers and other Town leaders in order to encourage careful long-term planning. This is particularly important now with the Town embarking on a number of significant capital projects. The Finance Committee believes that long-term planning efforts will help the Town to be ready for the challenges that lie ahead.

The Finance Committee deliberates the operating and capital budgets and other issues with fiscal implications to the Town fairly and openly at all times. The Committee meets on select Wednesdays from September through June, and the public is encouraged to attend any meeting. The meetings and agendas are posted with the Town Clerk at Town Hall and placed on the main calendar on the Town's website. Members of the Committee are appointed by the Town Meeting Moderator. Each Finance Committee member dedicates countless hours to considering issues and developing a budget that is a fair and equitable to recommend to Town Meeting. The Committee believes that its independent and objective recommendations help keep Needham a thriving and vibrant community.

LEGAL DEPARTMENT

David S. Tobin, Town Counsel

PURPOSE

The Legal Department of the Town of Needham provides Legal services to all of the Town Departments, attends all sessions of Town Meetings and Selectmen's Meetings, and meets with other Boards when requested. The Legal Department drafts and approves contracts when requested, represents the Town in the courts and before administrative agencies, and assists in the drafting of legislation, by-laws and regulations.

FY2016 HIGHLIGHTS

During fiscal year 2016, commencing July 1, 2015 and ending June 30, 2016, in addition to the advice given to Town officials on a daily basis, Town Counsel accomplished the following: Town Counsel represented the Town, its boards, officers and employees in various courts and before various administrative agencies. It handled all related litigation matters, unless covered by a contract of insurance.

Town Counsel negotiated, drafted, approved, interpreted and/or assisted in resolving conflicts with respect to numerous contracts for the Board of Selectmen, Finance Department, Permanent Public Building Committee, School Department, Department of Public Works, Planning Board, Board of Health, Police Department, Fire Department and Conservation Commission. Town Counsel provided legal assistance in the acquisition of real estate. The Legal Department advised the various Town officials, agencies, boards and commissions on legal matters as they arose.

The Legal Department engaged and worked with outside counsel to represent the town in the following matters:

- Labor relations
- Cable Television
- Environmental matters
- Affordable Housing
- Solar Power
- Real Estate Closings.

FY2017 FORECAST

In fiscal year 2017, Town Counsel shall continue to provide legal services to town agencies at a reasonable cost.

MODERATOR

Michael K. Fee, Moderator

Department Staff: None

Budget: Zero

MISSION

The Town Moderator is a volunteer elected official who presides over Needham Town Meeting. Our Town Meeting is a "citizen legislature" comprised of "members," each of whom is elected from one of Needham's 10 precincts and several "at large" members who are elected officials – including the Moderator – and chairs of certain elected boards in our town. Under Massachusetts law and Section 14 our Town Charter, Town Meeting is the ultimate authority over all municipal affairs. For example, each year Town Meeting must vote to authorize how much money will be spent on all Town services, including schools, public works, public safety and public facilities. Town Meeting's approval is also required to adopt or amend zoning by-laws, general by-laws and at least two-thirds of the Town Meeting must approve the issuance of bonds and the corresponding assumption of long-term debt by the Town of Needham. In short, in the words of our Charter, Town Meeting exercises "all powers vested in the municipal corporation." The Moderator also appoints citizens to committees such as the Finance Committee, the Personnel Board, the Community Preservation Committee and the Youth Commission.

FISCAL YEAR 2016 HIGHLIGHTS

- Our Town Meeting convened three times in FY2016: a Special Town Meeting held on November 2, 2015, a Special Town Meeting held on February 10, 2016 and our Annual Town Meeting (which also included a Special Town Meeting) held in four sessions in May 2016. All meetings were held at James Hugh Powers Hall, the "Great Hall" in Needham Town Hall.
- The November 2015 Special Town Meeting addressed a 14-article warrant that included important matters such as revisions to Needham's zoning by-laws, the authorization of

certain improvements to Needham Hugh School, as well as a feasibility study for a new Fire Station No. 2. The Special Town Meeting was dissolved in honor of John Winslow Lebourveau, a community volunteer and former member of Town Meeting.

- The February 2016 Special Town Meeting was called primarily to address modifications to the regional agreement for the Minuteman Regional Vocational School District. The Special town Meeting was dissolved in memory of Richard “Dick” Remnitz, a longtime community volunteer and member of Town Meeting.
- During the Annual Town Meeting in May 2016, Town Meeting Members were presented with a Warrant containing 52 articles, including the authorization of a FY2016 operating budget of over \$144 million and many other important actions. The Annual Town Meeting was dissolved in memory of John “Jack” Marr, a World War II veteran, longtime community volunteer and former Needham Selectman.
- The Warrant for the Special Town Meeting held within the Annual Town Meeting in May contained ten articles, comprised of budget adjustments for the current fiscal year and the authorization of bonding for a renovation project at the Minuteman Regional Vocational School. The Special Town Meeting was dissolved in memory of the late William H. “Bill” Dugan, a veteran, long-time volunteer and member of Town Meeting for 25 years.
- In Fiscal Year 2015, the Town of Needham website continued to be a vital resource for Town Meeting Members. Through the website, Members may access copies of our Warrant, the Town Clerk’s Minutes and informational materials on specific articles that come before Town Meeting.
- One week prior to the Annual Town Meeting in May, Warrant Meetings sponsored by the Needham League of Women Voters were held at the Center at the Heights. The League helped arrange, publicize and conduct these meetings, which were preceded by an orientation session I ran for newly elected Town Meeting Members.
- I have continued my participation in the Massachusetts Moderators Association, where I have access to the best practices employed by Moderators around the Commonwealth and with which I formerly served as a member of the Board of Directors.
- The Moderator receives absolutely no appropriation and thus there are no expenditures of public funds to describe in this Report for FY2016. I personally pay for any expenses I incur, such as the preparation of educational materials for new Town Meeting Members, dues to the Massachusetts Moderators Association and travel to meetings.

I encourage town residents to become involved in some aspect of our community government, including running for a position as a Town Meeting Member. In addition, ample opportunities are available for service on one of our numerous volunteer committees. As mentioned above, the Moderator appoints all members of the Finance Committee, the Personnel Board and several members of other boards and committees, including the new Community Preservation Act Committee, Future School Needs Committee and the Youth Commission, as well as appointing

our representative to the Minuteman School Committee I am proud of the citizens I appointed to serve their fellow citizens in various positions during Fiscal Year 2016. Any citizen who wishes to be considered for a position appointed by the Moderator should feel free to contact me.

NEEDHAM CONTRIBUTORY RETIREMENT SYSTEM

Retirement Board

Evelyn Poness, Chair

Sandra Cincotta

John Krawiecki

Robert Mearls

Thomas Welch

Staff

Juanita Hearn, Administrator

Mary Gerber, Administrative Assistant

Instituted in 1937, The Needham Retirement System is a member of the Massachusetts Contributory Retirement Systems and is governed by Chapter 32 of the Massachusetts General Laws. The System, governed by a five member Board, is a fund of \$144 million. The five members include two appointed by the Town, two elected by the members and retirees, and a fifth member chosen by the other four members with the approval of the Public Employee Retirement Administration Commission. The Board meets on the second Wednesday of the month.

The Board is responsible to its members, the employees of the Town, for the investment of their retirement funds, to inform them of their rights to retirement benefits, and convey any changes in the law which may impact benefits. Prudent cash management and conservative investment of funds has provided a net increase of 9.4 % since we joined the Pension Reserves Investment Trust in June 1985.

Membership in the plan is mandatory immediately upon commencement of employment for all permanent employees working a minimum of twenty hours per week. The plan is a contributory defined benefit plan covering all town employees deemed eligible by the retirement board, with the exception of School Teachers. Needham Teachers are administered by the Teachers' Retirement Board. Active members contribute 5, 7, 8, or 9% of their regular compensation. This is determined by the date upon which the employee becomes a member of the System.

Members become vested after ten years of service. The System provides for retirement allowance benefits up to a maximum of 80% of a member's highest three year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, salary and group classification. For those entering public service in Massachusetts as of April 2, 2012, there will be changes to the retirement calculation with regard to age factors, minimum age for retirement and the use of the highest five year average annual rate of regular compensation.

The Town annually appropriates the amount determined by an independent actuarial study, which incorporates current and future pensions costs. The Board has accepted a new actuarial study as of January 1, 2015. Needham's pension obligation will be 100% funded by the year 2030.

PERSONNEL BOARD

| | |
|---------------------------------|--|
| <i>Patricia Forde, Chairman</i> | <i>Human Resources Department</i> |
| <i>Joseph Herlihy</i> | <i>Rachel Glisper, Director</i> |
| <i>Vivian Hsu</i> | <i>Chuck Murphy-Romboletti, Assistant Director</i> |
| <i>Richard Lunetta</i> | <i>Ellen Reulbach, Administrative Coordinator</i> |

PURPOSE/MISSION/AUTHORITY

The Personnel Board is a four-member Board appointed by the Town Moderator. The Personnel Board advises the executive branch on strategic human resources and collective bargaining matters. In its duties, the Board is assisted by the Human Resources Department. The Board works closely with the Town Manager during the development of the classification and compensation plans, personnel policies, and making recommendations to Town Meeting as it deems appropriate. The Personnel Board adopts and amends personnel policies on an ongoing basis.

FY2016 ACCOMPLISHMENTS AND ACTIVITIES

Classification:

- Reclassification for positions in the Engineering and Human Resources Departments

Compensation/Classification:

- Approval of the FY16 Management Compensation proposal
- Revisions to Schedule C – updates to Min Wage positions and Special Detail Workers 1 and 2
- Revisions to Schedule A

Collective Bargaining Agreements:

- BCTIA MOA approval
- Police Officer/Sergeant MOA approval
- Police Superiors MOA approval

PLANNING & COMMUNITY DEVELOPMENT

CONSERVATION COMMISSION

Janet Bernardo, Chair
Artie Crocker
Stephen Farr
Peter Oehlkers, Vice Chair
Cory Rhoades
Alison Richardson
Sharon Soltzberg
Matt Varrell, Director of Conservation

PURPOSE

The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commission is responsible for administering the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). The Commission receives and reviews applications for projects involving work within, or within one hundred feet of, wetlands, rivers, streams, and ponds, and within 200 feet of perennial rivers and streams. In addition to their statutory obligations, the Conservation Commission undertakes broader environmental and land-management functions including:

- Managing Town-owned Conservation Land including the 362 acres at Ridge Hill Reservation;
- Promoting the protection of additional open space through conservation restrictions, land donations and purchases;
- Educating the public about the importance of protecting wetlands and other open space; and
- Advising and collaborating with other Town Boards and Committees on matters pertaining to use, management and protection of the Town's natural resources and open space.

The Conservation Commission is assisted by the Conservation Division within the Town of Needham Community Development Department and includes a full-time Director of Conservation, a part-time Conservation Specialist and a part-time Administrative Assistant.

FY2016 ACTIVITIES AND ACCOMPLISHMENTS

Over the course of the year, the Commission continued to see a steady flow of applications primarily for the construction of single-family homes and additions. During FY2016, the Conservation Commission met formally a total of twenty-one (21) times and held a total of thirty-seven (37) public hearings (refer to Table 1).

Table 1: FY2016 Conservation Commission Application Filings & Requests

| Type of Application Filing / Request | Number |
|--|--------|
| Notice of Intent ¹ | 22 |
| Request to Amend Order of Conditions ¹ | 3 |
| Request for Determination of Applicability ¹ | 11 |
| Abbreviated Notice of Resource Area Delineation ¹ | 1 |
| Extension Permit ¹ | 0 |

| Type of Application Filing / Request | Number |
|---|------------|
| Emergency Certification | 1 |
| Certificate of Compliance | 28 |
| Minor Modification Request | 14 |
| Enforcement Order | 5 |
| Trail Maintenance Notification Form | 0 |
| DPW Generic Permit Activity Notification Form | 1 |
| Exemption Letter | 11 |
| Conservation Restriction | 3 |
| Notice of Non-significance | 0 |
| TOTAL | 100 |

¹Filing involved a public hearing

In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out existing permits. The Commission handled forty-two (42) of these requests during this fiscal year. The Conservation Division also coordinates with the Town of Needham Department of Public Works and Public Facilities, and provides professional expertise on town projects in a growing and more restrictive environmental regulatory time period. Finally, for that small percentage of projects that occur within the Commission’s jurisdiction without obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2016, five (5) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.



The Conservation Division continued its ongoing work to implement the Comprehensive Trails Master Plan in addition to oversight and management of existing conservation lands. Building on the success of FY2015, the Conservation Division continued progress in implementing the Master Plan, including coordination and acquisition of CPC funding for another “hitch” by the Student Conservation Association (SCA) to improve town trails. The 10-day SCA project resulted in an extension to the Fuller Trail boardwalk at Ridge Hill Reservation and the construction of a wooden footbridge on the Farley Pond Trail at Farley Pond Reservation. During FY2015, the work was completed on the Fuller Trail boardwalk. The Division also participated in the design and permitting of the Needham Accessible Reservoir Trail (NART) with the goal of construction in FY2018. Additionally, the Conservation Division continued implementation of the Ecological Management Plan for Ridge Hill Reservation. In cooperation with Park & Recreation, the Conservation Division initiated the update of the Town of Needham Open Space and Recreation Plan. This significant project is anticipated to be completed in the spring of 2017.

The Commission encourages the involvement of all interested Needham residents in helping to preserve the natural resources of the Town and expand their use and appreciation. The Commission generally meets the second and fourth Thursday of each month at 7:30 p.m. and all Needham citizens are invited to attend.



The completed Fuller Trail boardwalk, with an expansion added by the Student Conservation Association, at Ridge Hill Reservation (August 2016).

COUNCIL ON ECONOMIC ADVISORS

Matthew Talcoff (Chair)
Glen Cammarano
Maurice Handel
Thomas Jacob
Janet O'Connor
Martin Jacobs
Robert Hentschel
Michael Wilcox
Bruce Herman
Elizabeth Grimes
Bill Day
Brian Nadler
Matthew Borrelli
Peter Atallah
Rick Putprush
Devra Bailin, Economic
Development Director, Staff Liaison

MISSION

The CEA was established by the Needham Board of Selectmen (“BOS”) to evaluate Town-wide economic conditions and make recommendations to promote and encourage new and existing businesses. The CEA studies issues and makes proposals to the BOS to foster growth and economic development in Needham. It works closely with the Director of Planning and Community Development and the Planning Board to effectuate zoning changes necessary to implement economic goals.

FY2016 HIGHLIGHTS

In prior fiscal years, the CEA studied and initiated changes to NEBC use and dimensional zoning to allow greater flexibility in uses and greater density and height, which changes were recommended by the BOS and Planning Board and adopted by Town Meeting. These changes enticed TripAdvisor to return to Needham and resulted in an historic first Tax Increment Financing to be approved by Town Meeting. Construction of this game changer has been completed. The changes have also permitted the proposed redevelopment of the General Dynamics’ site, which include an additional hotel, retail and restaurants, 390 units of multi-family housing and rehab space for growing companies like SharkNinja. This year, the CEA proposed additional zoning changes to make the creation of amenities easier. In May, Town Meeting amended the By-Law to allow retail, restaurant and other consumer amenities to be located in single story buildings.

The CEA continues its efforts in branding Needham Crossing and has been working cooperatively with Newton on the N² Innovation District. Federal matching funds were obtained to study the area's place in the innovation community and to create a sustainable marketing plan to help grow the concentration of such businesses. Implementation of the recommendations in the Camoin study has been initiated through the Newton Needham Regional Chamber in order realize the benefits of joint marketing. In addition, the CEA has worked with the Babson Consulting Club members to refine ideas for an organization and marketing plan to enhance Needham Crossing. It is also exploring options for gateway and highway signage to enhance name recognition.

Continuing its efforts to increase Needham's visibility along Route 128, the CEA studied and proposed changes to the Mixed Use-128 district to allow residential development in the district. Based on community meetings, which supported the concept of true mixed use development in this zone, the Economic Development Department prepared draft zoning and preliminary fiscal impact analysis. The CEA then obtained funding from the Mass Housing Partnership to engage an expert, John Connery, to study the fiscal impacts of such development. Fiscal impacts were analyzed and the zoning refined. The overlay zoning amendments went before Town Meeting in May 2016 as an economic initiative program and was overwhelmingly approved. For its efforts in approving multi-family housing (despite having reached our 10% affordable housing mandate), the Town was awarded a housing hero award by the Mass Housing Partnership.

The CEA has made the streamlining of permitting a priority. Through its Downtown Subcommittee the CEA continues to work with the Planning Department, Board of Selectmen and the Planning Board to implement additional changes to create a less cumbersome permitting process. Work is underway to implement changes in addition to those already adopted by Town Meeting.

The CEA also established as a priority the support of independent locally-owned businesses in Needham, especially in relation to the vibrancy of the downtown. Through the Newton Needham Regional Chamber's Needham Economic Development Committee, CollectiveNext, a company owned by Needham residents, has begun an initiative to Reimagine Needham Center. By bringing together community representatives in highly interactive collaborative brainstorming sessions, the Committee intends to create a vision and plan for ensuring the immediate and future cultural and economic vitality of Needham Center. The CEA is participatory in these efforts.

The CEA through its Industrial Zoning District Subcommittee held public meetings and discussed zoning changes to up-zone certain areas along Route 128, which are critical areas of economic development now constrained by restrictive zoning. Draft zoning was discussed but until the CEA received funding from Town Meeting in May 2015 to formalize build-out, traffic and elevation impacts to the areas in question, efforts could not move forward. Although further delayed by the closure of the Elliot Street/Central Avenue bridge project, the CEA is revitalizing its efforts and intends to finalize its zoning recommendations in the near future.

The Economic Development Department has worked closely with various organizations, including the Needham Business Association, Newton Needham Regional Chamber, N² Innovation District committees, 128 Business Council, and others to promote economic development throughout Needham. Those relationships have increased Needham's profile as an economically desirable area to develop. The fiscal rewards of the CEA's efforts are evident in the increased revenues realized from the growth in our commercial areas.

PLANNING BOARD

Elizabeth J. Grimes, Chairman
Paul S. Alpert, Vice-Chairman
Martin Jacobs
Jeanne S. McKnight
Ted Owens

STAFF SUPPORT

Lee Newman, Director of Planning and Community Development
Alexandra Clee, Assistant Planner
Karen Sunnarborg, Community Housing Specialist
Devra Bailin, Director of Economic Development

PURPOSE

The Planning Board is charged with broad statutory responsibilities to guide the physical growth and development of Needham in a coordinated and comprehensive manner. Specifically, the Planning Board is legally mandated to carry out certain provisions of the Subdivision Control Law (M.G.L., Chapter 41, Section 81-K to 81-GG) and of the Zoning Act (M.G.L., Chapter 40A). These legal responsibilities are reflected locally in the Subdivision Rules and Regulations and Procedural Rules of the Planning Board and in the Town's Zoning By-Law. The specific services that the Planning Board provides are as follows:

Review and Approval/Disapproval of:

- Approval-Not-Required (ANR) Plans
- Preliminary Subdivision Plans
- Definitive Subdivision Plans, including ongoing administration
- Site Plans of certain larger developments (major projects)*
- Residential Compounds (RC's)*
- Scenic Road Applications
- Outdoor Restaurant Seating Applications

* This includes Special Permit Decisions, with legal notices, public hearings, and written decisions; similar statutory procedures are followed for Definitive Subdivision Plans.

Review and Advisory Reports on:

- Site Plans of certain smaller developments (minor projects)
- Applications to the Board of Appeals for variances and special permits
- Petitions for acceptance/discontinuance of public ways

Initiation, Development, and Presentation of Proposed Zoning Amendments to Town Meeting

Preparation and Maintenance of a Master Plan and related planning studies to guide future physical growth and development in Needham (including studies referred to the Board by Town Meeting)

Revisions to “Subdivision Regulations and Procedural Rules of the Planning Board” and printing of the same

Reprinting of Town Zoning By-Laws and Zoning Map

Provision of Information on Planning, Zoning and Development matters to the public (including residents, developers, and other government agencies)

FY2016 ACCOMPLISHMENTS AND ACTIVITIES

ORGANIZATION/STAFFING Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under the 2010 reorganization the Planning and Economic Development functions were retained under a single budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new “Community Development” budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and Community Development budget. A new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. In Fiscal Year 2015 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham’s constituents. In Fiscal Year 2013, the Planning and Economic Development Department added a part-time Community Housing Specialist position. The Housing Specialist provides administrative and technical support relating to affordable housing issues, coordinates the efforts of various town boards and committees in the development of affordable housing opportunities, and assists in the implementation of the Town’s Community Housing Plan.

PERMITTING In its capacity as a special permit granting authority, the Planning Board in FY 2016 processed 12 new applications as “Major Projects” under the Site Plan Review By-Law and issued 13 amendments on previously approved “Major Projects”. In addition, the Board reviewed and approved 4 subdivision plans and 3 plans were endorsed “Approval-Not-Required (ANR)” under the Subdivision Control Law, meaning that the lots created or altered on such plans met minimum frontage requirements.

The Board of Appeals referred 32 applications for variances, special permits, comprehensive permits, and administrative appeals to the Planning Board last year, and as required by the Zoning By-Law, the Board reviewed each application and submitted its recommendations in writing to the Board of Appeals where warranted.

During the fiscal year the Department continued its practice of tracking the turnaround time required for its Major Project Site Plan Special Permits and subdivision applications as a way of monitoring the effectiveness and timeliness of our permitting process. Within the monitoring period, the Department tracked the time that elapsed between filing an application and scheduling a public hearing; between the close of the public hearing and the issuance of the decision; and between the Board's action and the filing of the written decision with the Town Clerk. The goal was to schedule a public hearing within 5 weeks of receiving an application; to issue a special permit decision or subdivision decision within two weeks of the close of the public hearing; and to file the written decision within 5 business days of permit issuance by the Board. The articulated goals were met for all three studied criteria in Fiscal Year 2016. During the affected time line 12 new Special Permit applications and 4 Subdivision applications were processed. Public hearings were held on average within 28 days of application receipt, decisions were issued within 11 days of the close of the public hearing, with written decisions filed with the Town Clerk within 8 days of permit issuance. Total average time required to process an application was 83 days with a minimum of 32 days and a maximum of 270 days. Included in the subdivision permits during the fiscal year was one outlier project where additional time was required to enable the Petitioner to provide supplemental analysis and plan modifications.

NEEDHAM CROSSING BUSINESS CENTER PLANNING

The Planning and Economic Development Division has focused on the recommendations outlined in the Needham Crossing Business Center Planning study completed in the fall of 2011 and its implementation at the Center 128 project site. Plan review and permitting for Center 128 comprising three components was conducted by the Division as follows: Center 128 West, Center 128 East, and the 2nd Avenue Residences. The Center 128 West Development, approved by the Planning Board in April of 2013, includes 740,000 square feet of office space and a 128-room hotel and two parking structures. The hotel was completed and opened in 2013. The 288,346 square-foot office building located at the corner of 1st Avenue and B Street was recently completed and occupied by its tenant, Trip Advisor, in July 2015. The Center 128 East site is currently occupied with 514,992 square feet of office space and is occupied by General Dynamics. The site will be redeveloped with 420,429 square feet of office space, 19,000 square feet of retail space, a 128 room hotel and surface parking area. A decision on this project by the Planning Board was issued in early November 2015. The 2nd Avenue Residences site is currently surface parking lots used by General Dynamics. The site will be developed with 390 apartment units and structured parking. A decision on this project by the Board of Appeals was issued in late December 2015 with construction expected to begin in March of 2017. In summary, Center 128 at completion will include four new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room hotels, 19,000 square feet of retail space and 390 residential housing units. Parking for 4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements is expected to be completed by June of 2019 and will represent a major step forward in the implementation of the vision developed for the district.

Securing grants for roadway improvements in the Needham Crossing area to complement the anticipated build-out continues to be a priority. At a meeting with the Secretary of Housing and Economic Development for the Commonwealth and the Massachusetts Office of Business Development we were told that grants, like former MassDOT Public Works

Economic Development (PWED) grants, are really only available once new development on a site is proposed. If there are infrastructure and/or other impediments to development which must be provided by the public (e.g. reconstruction of Highland Avenue, new traffic signals, streetscape amenities), the funds may become available. Consequently, we have coordinated with Newton to resubmit a joint MassWorks grant for funding the improvements on Needham Street and Highland Avenue. Once construction on the Normandy project was begun, we stepped up efforts to secure the funding and were successful in obtaining funding for the first phase of development, namely Highland Avenue in Needham Crossing and Oak and Christina Street in Newton. Separate funding was obtained for the design and construction of the signal at First Avenue. In addition, the City and Town were successful in getting the Boston Region Metropolitan Planning Organization (MPO) to fund the remainder of the project in 2018. The Planning and Economic Development Division continues to work with Newton to try to locate funding for an engineering feasibility study of the unused MBTA rail running parallel to Needham Street and Highland Avenue. Both municipalities realize that mass transit is the only way to realize full economic development within the N² corridor. Lastly, the Division has worked with the City of Newton on the new N² initiative project. The N² group obtained funding from the Federal Economic Development Commission to match public and private gifts for a total of \$100,000.00 to create a sustainable marketing initiative for the corridor. The report was completed in FY 2016 and includes an overall marketing plan for the corridor and specific recommendations for attracting high tech and life science industries to the locale.

NEEDHAM CENTER PLANNING The Planning and Economic Development Division further continued with the implementation of the Needham Center Planning effort providing staff support to the Downtown Streetscape Working Group charged with the development of streetscape concepts for the Needham Center area. The one year effort led to the development of a Streetscape Master Plan that will serve as a comprehensive guide for future streetscape improvements in the Needham Center area. Currently the Planning and Economic Development Division is involved in the implementation of the first phase of the plans recommended street improvements at Great Plain Avenue between Dedham Avenue and Chapel Street. Furthermore, as recommended in the Needham Center Plan, a detailed marketing plan for the downtown was created through a collaborative effort between the Division and Babson College under their Management Consulting Field Experience program.

REZONING INITIATIVES In Fiscal Year 2016 the Planning Board offered five major zoning initiatives as follows:

Permitted Uses in the New England Business Center District

In the 2011, Town Meeting adopted sweeping changes in the New England Business Center Zoning District, both as to uses and as to dimensional requirements. At that time, retail, consumer services, restaurants and similar uses dealing directly with the general public were allowed either by right or by special permit on the ground floor of multistory buildings only. Because of market forces, there is a continued demand for rehabilitation/redevelopment of existing industrial one-story buildings. There is also a need for consumer facilities in the Needham Crossing area generally and in the New England Business Center zoning district specifically. To that end the amendment now permits the above noted facilities to be permitted in one story buildings.

Amend Zoning By-Law, Maximum Building Bulk

Prior to the adoption of this article, underground parking areas were included in the calculation of Floor Area Ratio. As a result, there was no incentive to create underground parking, as it would reduce the maximum size of the building above. This article now allows the Planning Board to grant a special permit to exempt underground parking areas from the calculation of Floor Area Ratio in the Chestnut Street Business District, Avery Square Business District and Hillside Avenue Business District where current parking is limited. The amendment thus removes an existing dimensional impediment to mixed-use and housing development in the named districts thereby allowing such desired upgrades to move forward.

Amend Zoning By-Law, Special Permit Granting Authority

Historically, the Planning Board had sole jurisdiction as relates the issuance of special permits in the Center Business District. When Section 7.4.2 of the Needham Zoning By-Law was amended in 2014 to lower the threshold requirement for the issuance of a site plan special permit in the Center Business District, the Planning Board's singular special permit jurisdiction was inadvertently affected. This article reinstates such jurisdiction by specifically naming the Planning Board as the special permit granting authority for all permits related to use irrespective of whether site plan review has been triggered.

Amend Zoning By-Law, Retaining Walls

This article amended the Zoning By-Law by adding a new section (Section 6) creating a tiered approach for regulating retaining walls over 4 feet in height. Under prior zoning regulations retaining walls covering less than one hundred square feet and having a height of less than 8 feet were unrestricted as to location on the lot. Retaining walls exceeding the noted parameters were defined as structures governed by the building height and setback standards of the zoning district in which they are located. This later provision effectively permitted a retaining wall having a height of 35 feet to be placed 5 feet from a side property line as-of-right in the Single Residence B zoning district.

In recent years, the construction of retaining walls has increased, most notably in and around terrain-challenged lots creating irreversible, permanent effects on the Town's overall landscape, its neighborhoods, and abutting properties.

The retaining wall regulations as adopted would allow retaining walls less than 4 feet in height and having a length not exceeding 40 percent of the lot's perimeter to proceed as-of-right; such shorter walls would be exempt from the building permit, design review and setback requirements of the underlying district. Taller walls greater than 4 feet in height would require an increased level of review depending on height and required setback from front, side and rear property lines. The retaining wall provisions are applicable to all districts and uses including residential, commercial, and institutional properties.

Amend Zoning By-Law, Minimum Side and Rear Setback for Accessory Structures

Accessory structures, like sheds and detached garages, are allowed under the current Zoning By-Law to be within five feet of the side or rear property line in the Rural Residence-Conservation, Single Residence A, Single Residence B, General Residence, and Institutional districts. With the proliferation of construction, the Building Commissioner and the Planning

and Community Development Department have received numerous complaints about such accessory structures being built within five feet of a neighboring property even though they are two or two and a half stories tall. Allowing 35 foot structures to be constructed so close to the property line is not consistent with the spirit of the Zoning By-Law with regard to accessory structures and creates a massing not intended. The amendment as adopted now requires any accessory structure over 15 feet in height to comply with the zoning district's rear and/or side setback requirements.

OTHER PLANNING STUDIES Planning Studies currently underway and recently completed are as follows:

Mixed Use Residential Overlay: An update to the 2001 Goody Clancy Zoning and Land Use Study for Needham Crossing to create a viable residential overlay in the Mixed Use-128 and adjacent Highland Commercial-128 zoning district was initiated in August of 2014 and completed in September of 2015. Implementation of the study results were accomplished by a zoning amendment presented at the May 2016 Annual Town Meeting which established the purposes to be served by the Mixed-Use Overlay District including: permitting a mix of residential and commercial uses on the same site or within the district, establishing controls which will facilitate responsible development while protecting the Town's fiscal and other interests, permitting flexible development on individual lots, and providing housing for workers in Needham Crossing. The amendment further sets out the procedure for seeking a Master Special Permit from the Planning Board in the Overlay and establishes specific special permit and site plan review requirements. Lastly, the article describes the geographical boundaries of the new Mixed-Use Overlay District which includes all land in the Mixed-Use 128 District and the portion of the Highland Commercial-128 District located north of Highland Avenue.

Housing Strategies Policy: A draft Housing Production Plan that meets state requirements under the provisions of 760 CMR 56 was prepared. The plan provided updated demographic, economic and housing characteristics and trends data, identified priority housing needs and annual production goals, and described strategies for the Town to implement to meet these needs and production goals. A public forum on September 23, 2014 was held to provide information on housing needs and to obtain input into priority strategies. With the submittal of the 390 unit 40B project at Needham Crossing and the Town's meeting of the required 10% threshold of affordable housing units required under 40B, the plan has been further revised to reflect this milestone. A Housing Strategies Policy statement has been developed in the alternative and was presented to both the Planning Board and Board of Selectmen for review and adoption.

Large House Zoning Study: Data indicates the demolition of older, smaller and less expensive homes has become the principal source of lots for the construction of new single family houses leading to concerns with overall building mass, neighborhood context and economic diversity. Accordingly, in Fiscal Year 2014, the Planning Board appointed a citizens' task force, consisting of business people, residents, and various civic groups, to study residents' concerns regarding the tearing down of smaller and less expensive houses and their replacement by much larger single-family houses. Public workshops on the topic were held by the task force in the spring of 2016 to solicit public input. A final report with

policy recommendations for land-use regulations was issued in November of 2016. Zoning articles implementing task force recommendations are planned for the May 2017 Annual Town Meeting.

Land Use and Zoning Study for the Industrial-1 and Industrial Districts: Funding for a Planning Study of the Industrial Districts along 128 was approved by Town Meeting in May 2015. The districts are being reviewed in terms of their use profiles and dimensional requirements. A build-out analysis, traffic impact analysis and elevation drawings are planned. Zoning implementing the vision and goals are anticipated in November of 2017.

FUTURE CHALLENGES

The key challenges facing the Planning Board and Department over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing Business Center. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains a key priority and challenge. Additionally, unlocking the economic potential of the Needham Crossing Business Center remains an important goal of the Board and Department.

As relates the Needham Crossing Business Center, the Department continues to work with Major Needham Crossing Business Center developers to foster economic development and to identify and secure associated state infrastructure grants. Further, the Department remains committed in its effort to renew and foster its work with the City of Newton in relation to Highland Avenue/Needham Street improvements and mass transit uses of the abandoned rail bed. Finally, creating a streetscape design for the Needham Crossing Business Center District and securing its implementation remains a high departmental priority.

In closing, the Planning Board welcomes your participation in any of its meetings and, in particular, your expression of agreement or disagreement on positions the Board has chosen to take regarding the development of the Town.

PUBLIC SAFETY

BUILDING DEPARTMENT



David A. Roche, Building Commissioner
Henry L. Fontaine, Asst. Building Commissioner
Jim Grover, Local Building Inspector
Erik J. Tardif, Local Building Inspector
Larry V. Di Bona, Plumbing & Gas Insp.
Scott W. Chisholm, Wiring Inspector
John J. Mc Gourty, Wiring Inspector
Christina D. Hooper, Administrative Specialist
Adrienne A. Banks, Department Assistant
Manuel J. Rodriguez, Department Assistant

PURPOSE

It is the objective of the Building Department to ensure the quality of life of those who live, work and visit Needham by promoting safety in the construction, use, and occupancy of buildings throughout town.

The Building Department is responsible for reviewing applications and plans to construct, alter and demolish any building or structure, for compliance with:

- Zoning By-Laws
- Massachusetts State Building Code
- Massachusetts State Fuel, Gas and Plumbing Code
- Massachusetts State Electrical Code
- Town of Needham Sign By-Law

For public safety, The Massachusetts State Building Code also requires this department to inspect public buildings and place of assembly. This includes all:

- places of worship
- day care sites

- state group homes
- nursing home facilities
- Beth Israel Deaconess Hospital
- Charles River Center
- public schools
- private schools
- school dormitory buildings
- apartment buildings
- hotels
- restaurants



All require inspections throughout the year to ensure that these structures comply with the building code for public safety, ingress and egress.

FY2016 PERSONNEL CHANGES

- Erik J. Tardif hired as Local Building Inspection
- John J. McGourty hired as part time Wiring Inspector

FY2016 HIGHLIGHTS

- **5,307** permits issued
- **\$1,995,869** collected in fees
- **10,158** inspections performed, plus emergency calls from Police and Fire.
- **\$182,274,222.00** spent by Needham property owners to construct or remodel **1,618,103** square feet of construction to buildings and structures
- **Major Projects:** Continental Wingate: approx. 80,000 square foot 52 unit independent living structure.

Activity Compared With Recent Years: Number of Permits / Fees Collected

| | FY2013 | FY2014 | FY2015 | FY2016 |
|-------------------------------|---------------|---------------|---------------|---------------|
| New Single Family Dwellings | 61 | 97 | 85 | 104 |
| New Two Family Dwellings | 10 | 13 | 9 | 6 |
| New Multi-Family | | 4 | 0 | 0 |
| New Non-residential Buildings | 4 | 4 | 2 | 3 |
| Demolitions-Residential | 68 | 101 | 84 | 96 |
| Demolitions-non residential | 4 | 4 | 1 | 2 |

FIRE DEPARTMENT

Dennis X. Condon, Fire Chief

PURPOSE

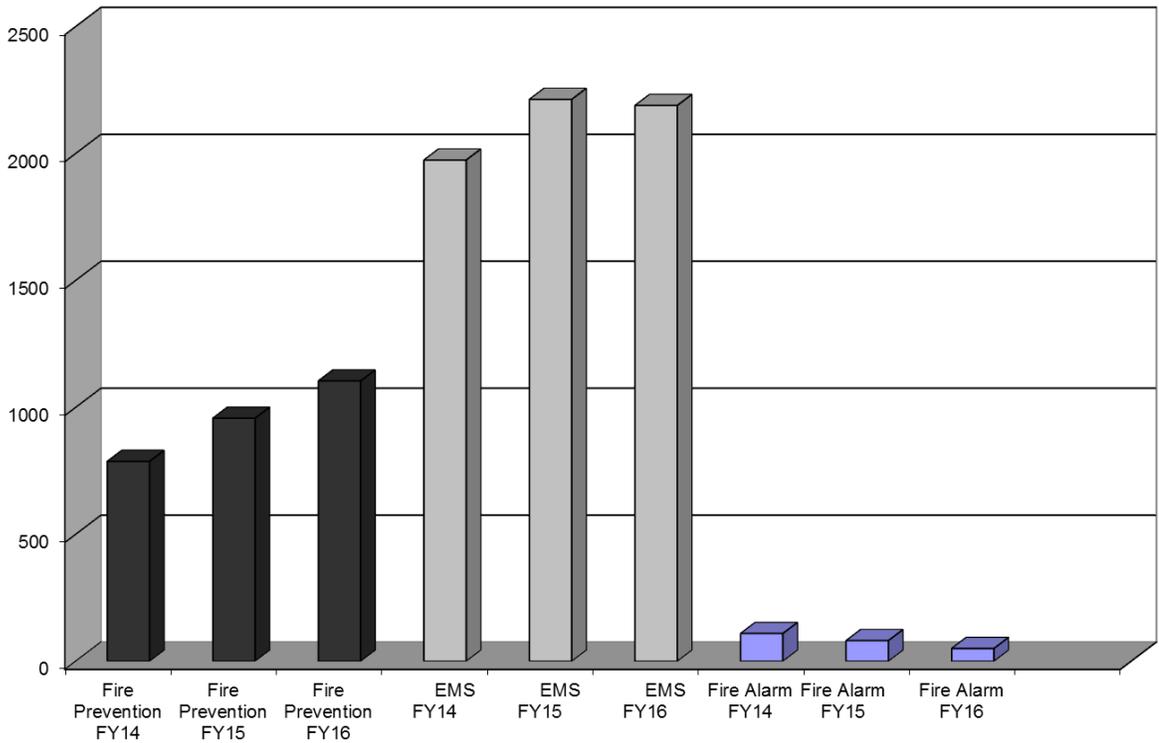
The mission of the Fire Department is to provide the Town of Needham with an effective, well-trained team of professionals to protect the lives and property of its residents. This mission is achieved through providing fire suppression, emergency medical services, emergency disaster preparedness, and fire prevention through fire inspections and education.

FY2016 HIGHLIGHTS

- In July of 2015, the department welcomed three new Firefighter/Paramedics: Nicholas Dabrowski, Jeffrey MacDonald and Paul Mitchell.
- Firefighter Ernest A. Steeves, Jr was appointed a Fire Inspector in July of 2015.
- Peter Cavanagh joined the Fire Department as a Firefighter/Paramedic in August of 2015.
- In August of 2015, Firefighter/Fire Inspector Arthur Hopkins retired after more than 37 years of service.
- Fire Lieutenant Joseph Tierney retired in November of 2015 after serving the community for more than 35 years.
- The department took delivery, and put into service, a new Rescue truck.
- In May, the Fire Department sponsored a seminar at Olin College featuring Dr. David Griffin. Dr. Griffin, a firefighter in Charleston, South Carolina was the driver of the first engine that responded to the devastating 2007 Sofa Super Store fire. That fire claimed the lives of 9 fellow firefighters. The seminar dealt with the challenges and benefits of cultural changes in the fire service.
- A joint decontamination drill involving the Fire Department and Beth Israel Deaconess-Needham Hospital took place in September of 2015.
- The Massachusetts Interlocal Insurance Association (MIIA) provided the department with Driver Simulator training. This training replicates driving conditions during an emergency response while in a controlled environment. In addition, Emergency Vehicle Operational Systems (EVOS) provided live driver training through an obstacle course.
- The Massachusetts Firefighting Academy presented a course on Photovoltaics highlighting the dangers of solar panels.
- In addition, the department participated in boat rescue training on the Charles River, training on the Massachusetts Decontamination Unit and building tours of the Rosemary Way apartments and the new St. Mary Pumping Station.
- In-house emergency medical services training included EMT/Paramedic Refresher training, monthly EMT meetings/rounds and ALS/BLS interface training.

- Work began on a feasibility study for the new Public Safety Building (Station I) and new Station II in the Heights.
- The department was awarded \$4,837 for a Student Awareness of Fire Education grant to provide fire safety education in the classroom. In addition, we received \$2,917 for a Senior SAFE grant to provide fire safety education, along with home safety visits to our senior residents.
- We received grants from FEMA and the Commonwealth of Massachusetts for the purchase of automatic power stretchers and loading systems for our ambulances. These stretchers not only help to reduce firefighter injuries, but they better protect the public during transports.

Number of Permits & EMS Runs/Fiscal Year



POLICE DEPARTMENT

John J. Schlittler, Chief of Police

PURPOSE

The police mission is the maintenance of social order within carefully prescribed ethical and constitutional restrictions. This mission contains the following elements:

- Prevention of Criminality
- Repression of Crime
- Apprehension of Offenders
- Recovery of Property
- Regulation of Non-Criminal conduct
- Performance of Miscellaneous Services

Consistent with the above, the Department mission is to work with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility. The Police Department is established under the authority of Massachusetts General Law, Chapter 41, Section 97A.

POLICE DEPARTMENT EMPLOYEES

During the year the full time staff included a total of fifty-five employees. They included:

- 49 sworn police officers
- 5 public safety dispatchers
- 1 Animal Control Officer
- 3 Civilian Clerical Staff
- 1 Mechanic/Custodian
- In addition, the Department maintained twenty-two traffic crossing supervisors to staff school traffic crossings.

PERSONNEL CHANGES FY2016

- Chief Philip Dronney retired after 34 years of service
- Lieutenant John Schlittler was named Chief of Police
- Detective Kathleen Mullins retired after 32 years of service
- Officer John McGrath was promoted to interim Sergeant
- Adrienne Andersen, Ed Timmerman, and Matthew Doukas were hired as police officers
- Laura George retired as Chief's Administrative Specialist.
- Paula Sheerin was named Chief's Administrative Specialist
- Claudine Almedia was hired as an Administrative Assistant
- James Carroll and Paul Ahern were hired as civilian dispatchers

DEPARTMENT ASSIGNMENTS FY2016

- 375 child safety seats were installed by Officer James Treggiari during the year.
- Officer Karl Harmon served as Community Service Officer
- Officer R. Vincent Springer served as School Resource Officer.
- Officer Ryan O'Leary was assigned as an additional School Resource Officer.

- Officer William Slowe was assigned as a Training Officer.
- Officer Renzo Monzon was assigned as a Traffic Enforcement Officer.

The Department continued to participate in regional activities with other area police departments in an effort to combine resources and maximize service in areas involving investigative activity, communication technology and tactical deployments.

TECHNOLOGY & PROJECTS FY2016

- The Police Department continued to improve and utilize a new public safety computer aided dispatch and records management system. Training and development continues to be provided to ensure proficiency with the new software. The Department’s goal is to improve efficiency by eliminating multiple applications currently being used and reducing maintenance costs.
- The Police Department, working in conjunction with the Fire Department, continued to work with the Needham Schools on safety initiatives. These included lock-down drills, reviewing school crisis plans, critical incident training, building security and other school safety concerns. This team approach has been valuable and beneficial in enhancing school safety. The Department also conducted simulated active shooter training as part of their training.
- The Department received funding under the State 911, Department of Public Safety Answering Point and Regional Emergency Communication Center Support and Incentive Program. The grant funding to each primary 911 call center is based on the previous years 911 call center volume. During FY2016 the Department was allocated \$59,894.
- The Department also received federal grant funding through the Massachusetts Highway Safety Department to conduct high-visibility traffic enforcement. The enforcement mobilizations targeted drunk driving, aggressive drivers and seat belt use. In FY2016, the Department received \$12,500 through the grant.
- The Department was involved in the creation of a Community Crisis Intervention Team. The team is a community partnership with multiple agencies including the Board of Health and Fire Department. The primary objective is to promote communication and enhance the response of public and private agencies when summoned to intervene with individuals who are mentally ill, developmentally disabled or experiencing trauma in their lives.

FY2016 Activity compared with recent years

| Category | FY2014 | FY2015 | FY2016 |
|-----------------------|---------------|---------------|---------------|
| Calls for Service | 34368 | 33610 | 31462 |
| Incident Reports | 1729 | 1840 | 1887 |
| Larceny | 140 | 148 | 185 |
| Vandalism | 54 | 41 | 57 |
| Breaking and Entering | 24 | 38 | 23 |
| Assaults | 39 | 35 | 48 |

| Category | FY2014 | FY2015 | FY2016 |
|-------------------------------|--------|--------|--------|
| Drug Violations | 12 | 11 | 26 |
| Operating under the Influence | 20 | 31 | 15 |
| Adult Arrests and Complaints | 317 | 299 | 293 |
| Juvenile Arrests & Complaints | 41 | 26 | 38 |
| Traffic Violations | 3491 | 2939 | 3519 |
| Accidents Reported | 424 | 415 | 461 |

The distribution of illicit drugs in Town continues to be a major concern of the police department. The Police Department was involved in several narcotic investigations which resulted in the arrest of several individuals. The offenses some of these individuals were charged with ranged from possession with intent to distribute marijuana to possession with intent to distribute heroin. The Police Department will continue to aggressively address the distribution of illegal narcotics through enforcement, education and community partnerships.

- The number of reported breaking and entering cases decreased from the previous fiscal year.
- Reported assaults increased this year from 35 to 48.
- Adult arrests and complaints decreased from the previous year. Juvenile arrests and complaints increased.
- In FY2016 the Department received \$6,400 in false alarm fees.
- In an effort to keep unwanted and expired prescription medication out of the hands of children, the Police Department participates in a prescription drug take-back program. Through a combination of a prescription drug disposal safe located in the police department lobby and a semi-annual drug take-back drive, the Department collected and safely disposed of 816 pounds of unwanted medication in FY2016.



EDUCATION

NEEDHAM PUBLIC SCHOOLS



Needham School Committee

- Susan B. Neckes, Chair*
- Heidi C. Black, Vice-Chair*
- Connie S. Barr*
- Michael J. Greis*
- Andrea Longo Carter*
- Kim Marie Nicols*
- Aaron M. Pressman*



Central Administration

- Daniel E. Gutekanst, Superintendent of Schools*
- Thomas F. Campbell, Director of Human Resources*
- Theresa W. Duggan, Director of Student Learning*
- Anne Gulati, Director of Financial Operations*
- Mary Lammi, Director of Student Support Services*

THE SCHOOLS

Needham has five elementary schools, one sixth grade school, one middle school (grades 7-8), and one high school. It has a strong reputation for academic excellence and also boasts a full range of co-curricular and out-of-school opportunities including after-school and summer services.

Needham is a long-standing member of METCO, a voluntary desegregation program that provides educational opportunities in suburban communities for Boston children. Needham is also a participant in The Education Cooperative (TEC) and ACCEPT Education Collaborative, consortiums of surrounding school districts that enables all of the communities to benefit from economies of scale in purchasing, as well as sharing in high-quality, cost-effective education services such as professional development, innovative programming, and Special Education services that would be impossible for any one community to provide by itself.

During the 2015-2016 school year Needham enrolled 5582 students in its five elementary schools (k-5), two middle schools (6-8), and one high school (9-12), including the Preschool program. Needham also placed 75 out of district students. The enrollment breaks down as follows:

| | |
|--|------|
| Preschool | 85 |
| Elementary | 2542 |
| Middle School | 1290 |
| High School | 1665 |
| Out of District Special Education Placements | 75 |

PRINCIPALS

| | | | |
|------------------|------------------------------------|----------------------------------|----------------------------|
| Emily Gaberman | Broadmeadow School | Roderick MacNeal, Jr. | John Eliot School |
| Michael Kascak | Hillside School | Michael Schwinden | Mitchell School |
| Jessica Peterson | Newman School | Jessica Downey | High Rock School (Grade 6) |
| Tamatha Bibbo | Pollard Middle School (grades 7-8) | Joseph Barnes, Interim Principal | Needham High School |

Needham Public Schools District Mission, Values, and Goals

The School Committee reviews the goals and the progress toward the goals yearly. The Needham Public Schools support educational innovation, promote 21st century skills, and empower our young people and the adults who serve them. The current district goals may be viewed on the Needham Public Schools website: www.needham.k12.ma.us

The Needham Public Schools

System-wide Goals



Goal One: Advance Standards Based Learning – To refine and continue to put into practice a system of curriculum, instruction, and assessment that enables each student to be engaged in challenging, creative, and rigorous academic experiences that are grounded in clearly defined standards.

Goal One: Highlights from our schools:

District-wide:

- Strengthened elementary programming in Science, Technology, Engineering, Arts, and Math (STEAM), Wellness, and Spanish



- Progress in aligning Individualized Education Plans to Common Core
- Differentiated learning through the use of technology tools
- Responsive Classroom courses for teachers to support Social and Emotional Learning
- Implemented 21st century teaching and learning practices
- Pre-K through post graduate special education programming documented and shared
- Decreased number of out of district placements
- Survey data used to enhance communications with parents, faculty, staff, and students

Elementary Level:

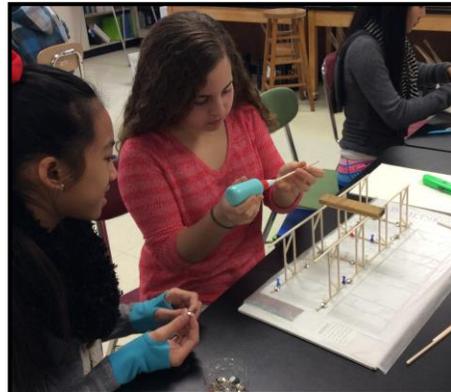
- Increased proficiency in elementary Spanish for grades 1- 5
- Kindergarten through 5 sample writing units were developed and piloted
- Chromebooks and iPads piloted in elementary classroom to determine efficacy of mobile learning devices



Middle School:

- All 6th, 7th and 160 8th graders experienced 1 to 1 personalized learning initiative with iPads where students learned at their own pace and teachers provided extended lessons for those interested in additional challenge
- Significant progress in reviewing science program to new standards
- New math pathway implemented in grade 7 to align with Common Core
- Pollard introduces Design and Engineering course
- High Rock students take a Google expedition to Egypt





High School:

- Interdisciplinary programs at the high school including the Greater Boston Project moved forward with additional offerings
- First annual Innovation Night provided an opportunity to showcase interdisciplinary learning
- Technology integration projects occurred in almost every department at the high school
- High school language students competed in national exams which resulted in 140 awards including 21 gold medals

Fine and Performing Arts

The Fine and Performing Arts are considered to be a Core Academic by the United States Department of Education, as well as our state. Without an extensive education in the creative and expressive processes that are fundamental to the Arts, a student's education is incomplete.



Through the Fine and Performing Arts, students are able to experiment, express themselves, explore and achieve personal goals through a variety of carefully designed curricular and co-curricular activities and lessons

- 33 high school students were accepted as members of the Eastern Mass Music Educators Honors Band
- 33 high school and Pollard students received 58 awards in the Boston Globe Scholastic Art Awards competition

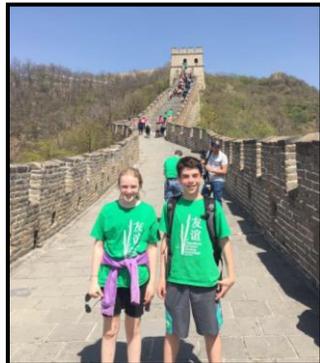


- 3 high school students earned national recognition in the Scholastic Art and Writing Awards of 2016 including 2 national Gold awards.

Goal Two: Develop Social, Emotional, Wellness, and Citizenship Skills—To ensure students develop the knowledge and skills that empower healthy, resilient, engaged, and culturally proficient global citizens who act with integrity, respect, and compassion.

Goal Two: Highlights from our schools:

- Staff and students received training and support to enhance and sustain a culturally competent and proficient learning environment; increased staff and community involvement in *Diversity Summit*
- The Needham Public Schools adopted the ALICE protocol to respond to an armed intruder.
- Global competence refers to the acquisition of in-depth knowledge and understanding of international issues, an appreciation of and ability to learn and work with people from diverse linguistic and cultural backgrounds, proficiency in a foreign language, and skills to function productively in an interdependent world community.



- Community Service Learning integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen Communities.



- At the Elementary and Middle School levels, Responsive Classroom and Advisory are in place and the Second Step program, Experiential Education, and Health Classes provide direct instruction in decision-making, self-management, and problem-solving skills.
- At the High School, the four-year Health Education program and the Extended Homeroom program serve as opportunities for students to regularly engage with a teacher to develop skills that help build resiliency. Needham High School students shared their personal stories during the High School’s “Own Your Peace/Piece” assembly—an initiative focused on building student activism, voice, resiliency, and a broad sense of community and respect.
- The Needham METCO program brought 174 Boston students into our schools in the 2015-2016 school year. METCO continues to be more than a desegregation program. It is an opportunity to advance the dialogue and educate all our students in an environment that embraces different perspectives and produces students who effect positive change in a global society.



Athletic and Academic Interscholastic Teams

Needham Public Schools supported our students' participation in a wide variety of Teams which helped them with recognizing differences and becoming more open and understanding members of the community. Our students learned the value of teamwork and demonstrated their talent, maturity, and poise whether their team met in the classroom, on the field, or on the stage. In our Athletic programs alone, 1,788 students participated in team sports. We recognize with pride the hard work and many accomplishments achieved during the 2015-2016 school year by our school teams, including:

- Boys' Wrestling Team was honored with the prestigious MIAA Sportsmanship Award for their teamwork, great spirit, gamesmanship, and ability to act as mature and respectful role models and athletes
- Needham High Division I Championship Girls' Cross Country Team won their third consecutive State Title
- Girls' Soccer Team became the Division I State Champions which was the first title since 1984



- NHS Boys' and Girls' Winter Track Team: each won the Massachusetts Interscholastic Athletic Association (MIAA) Division 2 State Championship



- Girls' Lacrosse, Varsity Baseball, and Boys' Volleyball enjoyed incredible seasons, competing in state tournaments.

THANKSGIVING DAY FOOTBALL GAME AT FENWAY PARK

With historic Fenway Park playing host, Needham's Football Team defeated Wellesley 12-7 in the oldest public high school Thanksgiving rivalry in the nation. The football competition between our two towns has been going on since 1882. What made this game so special was the combination of a time-honored ritual and the most iconic sports venue in New England. The result was a wonderful community-building experience for our Needham players, coaches, families, and spectators.



- Needham Speech and Debate Team shined. Eight students on the team cumulatively ranked in the top five out of 517 schools.



- The Robotics Team faced off against 52 other teams from around the world at the Asia-Pacific Invitational Robotics Tournament and took on 32 other teams from across the state to win the FTC Robotics Competition.

These are just some of the many successes our talented students achieved with the help of superb teachers, staff, coaches, and parents who undertook the challenge of molding the next generation of athletes and scholars.

Goal Three: Ensure Infrastructure Supports District Values & Learning Goals—To develop, promote, and implement a sustainable plan for financial, building, technological, and human resources that supports learning for all and is responsive to school and student needs.

Goal Three: Highlights from our schools:

- District and community supported important infrastructure projects needed to maintain academic excellence and growth.
- Technology resources require funding as we develop a sustainable technology plan that addresses 21st century skills, assistive technology requirements, and modern administrative systems. The technology department was reorganized into two separate divisions: Information Technology and Media & Digital Learning. We invested in network resources, electronic communications, the Internet, database systems, computers and other information technology resources. We also invested in our human capital by providing faculty with new technology tools and professional development to further their instructional capacity.

- The Massachusetts School Building Authority (MSBA) voted to accept the Hillside School into the Schematic Design phase to produce detailed design for a 90,927 square foot school on the Central Avenue site. The Needham High School cafeteria expansion began in April 2016 to address overcrowding and meet building and safety codes with an anticipated completion for the start of school in September 2016.



- Community Education, Student Activities, and Transportation implemented online payment.
- Full-Day Kindergarten Report provided a direction for a specific plan.



- The School Department collected fee revenues from 48 different fee-based programs last year. Some of the largest fee-based programs are: Food Services, Kindergarten After School Program (KASE), Transportation, Athletics, Fee-Based Arts Instruction, Adult Education, and the Preschool program.



- Our highly qualified faculty and staff are the lifeblood of the Needham Public Schools. The Needham Public Schools employed 734.4 full-time equivalent staff in the 2015-2016 school year. All of the staff bring a combination of great experience, solid academic credentials, energy, and a fresh perspective to teaching and learning. The schools are also well served by over 60 residents participating the Community Volunteer program.

We are proud of our accomplishments in the 2015-2016 school year and look forward to the many opportunities and challenges that lie ahead – including shifts in student enrollment, the need for high school expansion, implementing full-day kindergarten, and implementation of new state testing.



Performance Report

In September, the Needham Public Schools publishes a Performance Report, which is mailed to every Needham residence. The 2016 Performance Report offers factual information that highlights accomplishments and lays out challenges. It reflects the system's commitment to data-driven decision-making, honest communication, concern for the achievement of all students, and continuous improvement. The report is primarily focused on our progress toward the three District Goals. The entire publication is available to view on the Needham Public Schools website under Reports: www.needham.k12.ma.us.

MINUTEMAN HIGH SCHOOL

Dr. Edward A. Bouquillon, Superintendent-Director

Fiscal year 2016 was a busy one at Minuteman High School.

The school advanced its long-planned and long-awaited building project, secured a major state grant to launch a new Advanced Manufacturing program, received state and national recognition for its highly popular Girls in STEM Mentoring program, helped launch a new statewide Girls in Trades initiative, saw its students win a host of awards for academic and technical success, saw improvement in state MCAS test scores, secured approval of a budget that was smaller than the year before, found itself in the state and national spotlight, and witnessed the creation of a new business-led non-profit designed to assist the school financially.

BUILDING PROJECT ADVANCES

A long-planned building project took major steps forward:

- August 6, 2015 – The Massachusetts School Building Authority (MSBA) unanimously endorsed the building of a new 628-student Minuteman High School on district land adjacent to the existing school. The board authorized the school to prepare detailed schematic drawings for the new building.
- December 1, 2015 - The school's Design Team submitted a completed schematic design to the MSBA.
- January 27, 2016 – The MSBA voted unanimously to pay up to \$44,139,213 for a new school.
- March 11, 2016 – The Commissioner of Elementary and Secondary Education approved a revised Minuteman Regional Agreement that had been previously approved by all 16 member towns.
- March 15, 2016 – The Minuteman School Committee voted to approve \$144.9 million in bonding for a new school under M.G.L. Chapter 71, Section 16(d). This method requires all member towns to either approve the bonding (or not disapprove it) at Town Meetings.
- April 25, 2016 – Lexington Town Meeting voted 152-0 to approve bonding for a new Minuteman High School.

- April-May 2016 – Fifteen of the District’s 16 member towns voted to approve the bonding or take no action, a decision which is deemed as approval. All votes were by overwhelming margins, several of them unanimous. Five towns made their Town Meeting approval contingent on a later debt exclusion vote by their town. All five of the debt exclusion votes later passed by wide margins.
- May 4, 2016 – Belmont rejected bonding for the Minuteman project, effectively blocking the project. It was the only town to vote against.
- June 27, 2016 – The Minuteman School Committee voted 12-1 to issue \$144.9 million in debt for construction of a new school pursuant to M.G.L Chapter 71, Section 16(n). The Committee’s action is subject to approval by voters at a district-wide referendum scheduled for September 20, 2016.

MINUTEMAN SECURES \$500,000 STATE GRANT

With the help of a \$500,000 state grant, Minuteman High School will launch a new Advanced Manufacturing & Metal Fabrication program to train high school students and adults for high-wage, high-demand jobs in the field of advanced manufacturing.

The competitive grant was announced by Governor Charles Baker during ceremonies at the State House on February 24, 2016. The Governor announced grants totaling \$9.3 million from the new Massachusetts Skills Capital Grant Program. He was joined at the event by Lt. Governor Karyn Polito, Labor and Workforce Development Secretary Ronald Walker II, Education Secretary James Peyser, and Housing and Economic Development Secretary Jay Ash.

Some 68 schools and training programs applied for grants. Only 35 were successful.

Dr. Edward A. Bouquillon, Superintendent at Minuteman High School, praised Governor Baker and his Workforce Skills Cabinet for making this investment in high-quality vocational-technical education.

Minuteman received \$500,000, the largest grant possible under the program. Only one other school received the maximum award.

GIRLS IN STEM PROGRAM RECEIVES NATIONAL RECOGNITION

For the second year in a row, Minuteman’s chapter of SkillsUSA was awarded the Grand Prize in the Student2Student Recognition Program for its Girls in STEM (Science, Technology, Engineering and Mathematics) outreach to middle-school girls. The Minuteman students also earned this honor because of a successful paper recycling program they launched at the school.

SkillsUSA is a national organization that runs trade and leadership competitions for students in career and technical schools. The purpose of this award, as explained on the SkillsUSA website, is “to recognize excellence and professionalism in the area of student mentoring.”

GIRLS IN TRADES INITIATIVE

Minuteman joined with leaders in business, trade unions, and education in launching a new organization: to increase awareness and participation in the construction trades by young women: the Massachusetts Girls in Trades Advisory Group. The group held multiple planning

meetings at Minuteman. These efforts culminated in the first-ever Massachusetts Girls in Trades Conference and Career Fair held at IBEW Local 103 in Dorchester on March 30, 2016.

The initiative was jointly originated and spearheaded by Minuteman and Wynn Boston Harbor. Maryanne Ham and Michelle Roche from Minuteman were among the key organizers.

STUDENT AWARDS

Andrew Blair of Lincoln, a senior majoring in HVAC/R at Minuteman, was among those honored at the Outstanding Vocational Technical Student Annual Awards Banquet in Worcester in April. The annual event was held at Mechanics Hall in Worcester and was attended by more than 500 people, including students, school administrators, and parents. The event highlights the accomplishments of one student from each of the 52 Massachusetts high schools that offer state-approved vocational-technical education programs.

Student Tristin O'Connor of Bolton was nominated by the school for the prestigious Walter J. Markham Award. O'Connor is a senior studying environmental technology. The Markham Award is sponsored by the Massachusetts Association of Vocational Administrators and the Massachusetts Vocational Association.

In April, 17 students from Minuteman High School earned medals in a statewide skills competition against their peers. The 2016 SkillsUSA State Leadership and Skills Conference was held in Marlborough. SkillsUSA allows students in career and technical education to compete in a host of technical and leadership competitions. A total of 44 students from Minuteman took part.

Student Sean Datar (Acton) earned a gold medal in Related Technical Math. In earning top honors, he qualified to compete at the SkillsUSA National Leadership and Skills Conference in Louisville, Kentucky, in June.

MCAS SUCCESS

MCAS results were released in September of 2015. Minuteman High School improved its performance on MCAS tests this year, with that improvement extending to all disciplines and all student subgroups. Results were reported this month by the Department of Elementary and Secondary Education (DESE).

Scores in English Language Arts are the highest in Minuteman school history with a 100% pass rate and 97% of students rating Advanced and Proficient combined, an increase of 12% over last year. Students in all subgroups increased their performance on the ELA test, with 100% of females scoring Advanced and Proficient combined. Students with disabilities exceeded the state average in every standard and question type.

DISTRICT ENROLLMENT

As of October 1, 2015, Minuteman had an enrollment of 673 students.

Some 635 students were enrolled in high school day programs, including the “Minuteman in the Morning” program. Of these, 382 (60.2%) lived in one of the district towns and 253 (39.8%) lived outside the district.

Some 38 students were enrolled in Minuteman post-graduate programs. Of these, 14 (36.8%) lived in one of the 16 district towns and 24 (63.2%) lived outside the district.

APPROVAL OF SMALLER DISTRICT BUDGET

The Minuteman School Committee adopted a budget for the coming year that is slightly *smaller* than the current one. On January 19, the School Committee voted to adopt a \$19.7 budget for the fiscal year starting July 1, 2016. The budget is \$103,000 or 0.52% lower than the prior year’s budget of \$19.8 million.

The FY 2017 budget continues a multi-year transition to a school with a smaller, 628-student enrollment. The new budget continues to phase-out two vocational-technical education programs, merge two programs, and phase-in two new programs.

CLEAN BILL OF HEALTH FOR MINUTEMAN FINANCES

Minuteman High School received a clean bill of health from its auditing firm, Melanson Heath of Andover.

After reviewing the school’s books for the fiscal year ending June 30, 2015, the firm released its annual audit report and met with the District School Committee on November 17, 2015 to present its findings. The report includes 50 pages of financial statements and a three-page Management Letter.

In a move that observers said is rare in public finance, Melanson Heath made no recommendations in its Management Letter. Instead, it simply acknowledged that the District had resolved all issues identified in prior year audits and said no further action was required.

MINUTEMAN IN THE NATIONAL SPOTLIGHT

In January, the school announced that Superintendent Edward Bouquillon had been elected to the board of trustees of a national organization that is the leading provider of competency-based career and technical assessments in the country. Dr. Bouquillon will serve on the 11-member board of NOCTI based in Michigan. Dr. Bouquillon is the only person from New England to serve on the volunteer board.

On March 1, Minuteman played host to an international delegation from Thailand. Led by the nation’s Minister of Science and Technology, a five-member delegation from Thailand visited Minuteman on March 1. The delegation was hoping to learn about Minuteman’s STEM initiatives and innovative vocational-technical education programs.

RECOGNITION FROM STATE GOVERNMENT

Lt. Governor Karyn Polito voiced strong support for vocational-technical education when she delivered the keynote address at the annual Advisory Committee Dinner at Minuteman High School on October 14.

The occasion was a gathering of Minuteman's advisory committee members. Advisory committees, made up of business, education and community leaders, provide guidance to the school on issues such as curriculum, industry trends, and state-of-the-art equipment.

BOOST FROM LOCAL BUSINESS LEADERS

In December, a group of local business leaders announced that they are establishing a new non-profit corporation – the Minuteman Futures Foundation, Inc. – to support the growth and development of Minuteman High School.

Led by Christopher Bateman, the Managing Partner of Lexx Restaurant in Lexington, the Minuteman Futures Foundation will be able to accept tax-deductible donations of equipment, services, or cash to benefit Minuteman. Mr. Bateman, who already chairs Minuteman's General Advisory Committee, will serve as the Foundation's first president.

MINUTEMAN SCHOOL COMMITTEE

A 16-member School Committee, comprised of volunteers appointed by each of the member communities, approves the district budget, hires the superintendent, and sets policy for the district.

School Committee officers include Jeffrey Stulin of Needham (Chair), Carrie Flood of Concord (Vice Chair), and David Horton of Lexington (Secretary). Members are Pam Nourse of Acton, Susan Sheffler of Arlington, Jack Weis of Belmont, David O'Connor of Bolton, Vincent Amoroso of Boxborough, Judith Taylor of Carlisle, Ford Spalding of Dover, Jennifer Leone of Lancaster, Sharon Antia of Lincoln, Alice DeLuca of Stow, David Manjarrez of Sudbury, Mary Ellen Castagno of Wayland, and Douglas Gillespie of Weston.

HEALTH AND HUMAN SERVICES

NEEDHAM AGING SERVICES DIVISION

Council on Aging Board Chair: Colleen Schaller

Council on Aging Board of Directors: Ed Cosgrove, Carol deLemos, Phyllis Fanger, Dan Goldberg, Monica Graham, Penny Grossman, Susanne Hughes, Tom Keating, Eilene Kleiman, Lianne Relich

Departing COA Board Members: Scott Brightman, Eilene Kleiman,

Incoming COA Board Members: Gary Crossen, Mary Weadock

Department Manager: Jamie Brenner Gutner, Executive Director through December 2016

LaTanya Michelle Steele, Interim Director effective December 2016

Department Staff: Danielle Arenda, Administrative Assistant, Elwyn Cotter, Van Driver, Kerrie Cusack, Social Worker, Joan DeFinis, Program Coordinator, Stephane Grably, Transportation/Volunteer Program Coordinator, Kathleen Grant, S.H.I.N.E. Assistant Program Coordinator, Clif Holbrook, Building Monitor, Yustil Meija, Senior Custodian, Jessica Moss, Social Worker, LaTanya Steele, Assistant Director/Social Worker, Tom Watson, Van Driver, Kathy Worhach, S.H.I.N.E. Program Director

MISSION AND PURPOSE

For 58 years our mission has consistently been to respond to the needs of older residents by providing a welcoming, inclusive, secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth. We have fulfilled our mission as a true community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The Aging Services Division offers most programs and services at 300 Hillside Avenue, where the professional staff has oversight. Some of the services and programs provided to meet the goals of the Aging Services Division include, but are not limited to: outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits counseling (SHINE), volunteer opportunities, health & wellness information and screening, creative and social classes, educational programs, special events and trips, and a place for socialization, independent activities and learning opportunities.

The Needham Council on Aging's Senior Center was the first in Massachusetts and the 20th in the nation, to achieve national accreditation in 1999 and is only one of a handful of Centers in the Nation to have gone through the process three times completing the last reaccreditation in December 2011.

In the 1950s, Dorothea Willgoose, MD , a forward thinking resident, realized that the older adult population of Needham had unmet health, housing, and social needs. In large part due to her advocacy, the Needham Council on Aging was established to address these issues by Town Meeting vote in 1957. As a proactive community Needham was forward thinking enough to encourage the formation of one of the first recognized Councils on Aging in the State of Massachusetts. Needham data was used at the First White House conference on Aging and Dr. Willgoose was invited to be a key participant as Needham's role as a pioneer in providing programs and services specifically geared toward the needs of older adults was recognized as a model for the nation.

Dr. Willgoose created a legacy that has been a compass for the department's continued forward looking vision. It has helped us to address needs and issues of today while always being open to new ideas, best practices, initiatives and concepts related to the field of aging. With this in mind our new home was designed to accommodate present needs and concepts as well as those in the future that we have yet to imagine. Where we were looks very different from where we are today. Where we have yet to go will be guided by our consistent mission as well as our commitment to never being constrained by the past as we move towards the future.

PROGRAMS AND SERVICES FY2016

The programs and services categories below are a reflection of the balance we seek among our goals of health and wellness that include social service, entertainment and socialization, as well as lifelong learning and enrichment. An example of what categories of programming looked like in FY2016 is included below with some programs having multiple reoccurring sessions:

- Evidenced based programs
- At least 46 Entertainment Specials
- Nine (9) Trips were planned in by the Friends in collaboration with the COA
- At least 40 Enrichment- Life Long Learning Programs were offered
- 16 Computer Lab Classes and 7 Documentary Film Screening
- 5 Housing Tours and 17 offerings that involved planning with social service
- At least 10 Core Offerings under our Health and Wellness heading

Since moving into its new, the Center at The Heights (CATH), the Aging Services Division has experienced growth in both programmatic use and in requests for support and assistance. The increased demand should come as no surprise, given that Needham has one of the highest populations of adults age 60 and over in the MetroWest region. According to demographic information maintained by the Needham Town Clerk, in 2015 24.4% of the town's population were age 60 and above and this age group represents a great and growing proportion of all Needhamites. The number of 60-plus Needham residents increased by more than 700 over the past two years alone, and the age cohort is projected to grow by 14.9% in Needham over the next five years, according to the McCormack School at UMass Boston and by 2020, residents age 60 and older will represent 27.1% of the Town's residents, and a decade later will hit 31%.

FY2016 HIGHLIGHTS

- The number of meals served in the CATH (Center at The Heights) lunch program remained comparable to last fiscal year; there were 5,429 meals served which represents a decrease of about 50 meals. Meal site service as part of the senior nutrition program has increased by more than two-thirds when compared to the 3,303 meals served in FY2014;
- Participants in the CATH fitness room/training program, who exercise regularly onsite, grew rapidly and participants in group exercise programs increased also increased markedly during FY2016; all told, 14,070 group exercise or fitness class units and personal training/workout sessions occurred during the year;
- The inclusion of the Public Health Nurse in an office on-site at CATH also paid dividends, as the Public Health Nurse and the Aging Services Division Social Workers collaborate frequently on client contacts, financial assistance programs, and referrals. The Nurse saw more than 120 residents came in for wellness clinics and blood pressure

screening programs, and a separate Visiting Nurses Association hearing program screened more than 500 clients over 26 program sessions;

- Appointments with the SHINE Program (Serving the Health Insurance Needs of
- Everyone) about Medicare, Medicaid, and Prescription Drug coverage also increased with more coverage by program volunteers and the offer of evening appointment hours on select Mondays and Wednesdays. The total number of appointments this fiscal year was 612, a more than 20% increase from last fiscal year and a nearly three-fold increase from FY2014. Much of this increase is attributable to the additional program volunteers, the expansion of appointments into select evening hours on Mondays and Wednesdays, and the advanced scheduling opportunities for appointments;
- In FY2016 the SHINE Program provided 6,747 client contacts with a savings to the residents of Needham of more than \$350,000. Annual Regional Savings in FY2016 was \$6,086,170, as compared to \$5,783,020 and \$4,707,919 in preceding years.
- During FY2016, the Aging Services Division made a concerted effort to expand the program offerings available to Needham's seniors. Recurring program offerings make up the bulk of the programs available for Needham's seniors and, on average, nearly 70 program events occurred each month.
 - With the addition of social workers, a number of new day-time and evening programs were provided. Many of these programs were single events or multi-day recurring event series, and a number focused on health and wellness, including topics of recognizing elder abuse and substance misuse awareness amongst Needham's seniors;
 - A number of support groups were organized and delivered for Needham residents, including a Low Vision group, a Clutter Support group, and a group that dealt with the transitions that come with aging;
 - Aging Services Division staff members also partnered with community organizations and other municipal departments to better utilize the available space at the Center at the Heights. The foremost among these new offerings is the YMCA's LiveStrong program.
- The Friday movie program is another example of the increase in participation. The number of Needhamites attending has increased each year since moving into CATH, and now attracts an average audience of more than 40 attendees each screening.
- Fourteen (14) new ongoing programs were introduced this fiscal year, and 18 new ongoing programs were added to the Aging Services Division's offerings in FY2015. This represents a substantial increase in the number and diversity of educational, entertainment, exercise, and other programs available to Needham's seniors.

FUNDING AND PROGRAM EXPANSION FY2016

In FY2015 the Selectmen voted to adopt as one of their goals expanded hours of operation and increased usage of the building after hours, and the Aging Services Division has worked to find non-operating budget sources to fund this expansion.

In early FY2016, the Aging Services Division hired an administrative assistant to support the senior center's operations and it hired a full-time "all ages" social worker to supplement a grant-funded social worker (funded by the MetroWest Health Foundation) that began work on evening mental health and wellness programs for Needham seniors. For the third straight year, the Fitness

Room was graciously funded through the Friends of the Center at the Heights. A more permanent funding source shall be pursued through potential grants or community partnerships.

Funding for the Aging Services Division and the many services and programs that we offer comes from varied sources. The Town continued to fund part or all of some salaried positions and allocated a sum to purchase services and expenses. As a supplement to town funding the Aging Services Division received funds through the State Formula Grant which continued to support some professional staff hours and expenses of about \$60,000.

The Needham Aging Services Division continued to administrate the SHINE Grant (Serving the Health Information of Everyone) for 22 cities and towns in the MetroWest region. The funding received, over \$84,000, was used to pay for the part time positions of the Shine Program Director and Assistant Director who provide supervision and oversight for over 50 volunteers and also paid for program expenses. Both grants fluctuate yearly and are dependent on the State Budget as well as the budget for the Administration for Community Living (ACL) which is part of the federal government. Present and future funding for the SHINE program continues to be a major concern that we closely monitor, and we have been proactive with the Massachusetts Executive Office of Elder Affairs and our State Legislators to work towards a more secure funding source for the future. We have seen our numbers increase from 3,635 client contacts in FY08 to over 6,700 in FY16 and anticipate further growth in as SHINE Counselors take a major role in counseling those Medicare / Medicaid clients (dually eligible) who are now being offered insurance options (Integrated Care Organizations) that were not available in the past.

Additional support for our Programs and Services comes through the Senior Community Service Employment Program (SCSEP) as the Council on Aging acts as a host agency. SCSEP is funded under Title V of the Older Americans Act for the purpose of promoting useful part-time opportunities in community service activities for unemployed low-income persons who are age 55 and older. This helps to foster individual economic self-sufficiency and to assist a person in transitioning to unsubsidized employment. The division is extremely grateful to the continued financial support of the Friends of the Center at the Heights.

COMMUNITY PARTNERSHIPS AND COLLABORATIONS

During the past calendar year we have collaborated with several town departments to plan, promote and/or host a number of programs, including Public Health's flu clinics, Park & Recreation programs, and computer courses with the Library and the Needham Public Schools.

Our ability to provide the extensive services and programs that we are proud to offer is in part due to the relationships that we have developed with many organizations and agencies. We work closely with many Town Departments to include but not limited to the Youth Commission, Health Department, Needham Public Schools, Park and Recreation, the Library, Public Facilities, Police and Fire Department and participate in various committees such as the Domestic Action Violence Committee, the Needham Coalition for Suicide Prevention, the Housing Committee and Triad, which is a partnership between law enforcement, older adults and community groups that promotes older adult safety.

We worked with many other community partners throughout the year as well. This list includes Springwell bringing us their Tai Chi for Arthritis, Diabetes Self-Management, Chronic Pain Self-Management Healthy Living Workshops as well as Newton-Wellesley Hospital sharing Matter of Balance. All of those are evidence-based programs. Other community partnerships have included AARP and their Safe Driver Program as well as their tax counseling program which served 226 people. We expanded our work with the Newton and Weston COAs on a regional Screened Home Contractors Program and partnered with the Needham Community Council, Beth Israel Deaconess Hospital, and Assisted Living, Independent and Skilled Care Facilities throughout the area on wellness, nutrition, financial planning, and legal services.

Some additional collaborations included intergenerational partnerships with the Mitchell and Hillside Elementary Schools, as well as the Lovin Spoonful Food Rescue Program which salvages food from Trader Joe's, Volante Farms and Whole Foods supermarkets and delivers them to our café weekly.

Building and maintaining relationships with organizations and agencies helps us in our ability to access services and resources for our participants and residents. A good working knowledge of our community partners enhances our ability to provide more thoughtful and thorough information and referral which is a key in providing case management. Community Organizations mentioned above are only a handful of the almost 100 that were identified when we submitted information during our last reaccreditation process. They and others have helped to sponsor our events and offered space in which to hold programs and groups that might otherwise not have had a place to meet or the finances necessary to make it happen. Without our relationship with organizations such as AARP, the Arthritis Foundation, Springwell, VNA Care Network, Charles River ARC, the YMCA and the Needham Schools and Needham Community Education, we would not have been able to offer free tax counseling, and legal assistance, a congregate meal site, a blood pressure clinic twice a month, food shopping assistance, and much more. We look forward to continued productive relationships as we work towards fulfilling our mission and meeting our goals.

NEEDHAM PUBLIC HEALTH DIVISION



Prevent. Promote. Protect.

Timothy Muir McDonald, MPA, Director, Donna Carmichael, R.N., Public Health Nurse, Catherine Delano, MSW, M.P.H, Senior Substance Use Program Coordinator, Monica DeWinter, Substance Use Prevention Support Assistant, Maryanne Dinell, Traveling Meals Coordinator, Kerry Dunnell, MSW, Special Assignment Support, Angela Giordano, Substance Use Prevention Intern Tara Gurge, R.S., M.S., Environmental Health Agent, Brian Flynn, R.S., Environmental Health Agent, Summer Koop, Substance Use Prevention Intern, Danielle Landry, Animal Inspector, Karen Mullen, M.B.A., Substance Abuse Coordinator, Jessica Orthman, M.B.A., Program and Communications Support, Alison Paquette, R.N., Public Health Nurse, Carol Read, M.Ed., CAGS, Senior Substance Use Program Coordinator, Lynn Schoeff, M.Ed., Healthy Aging and Special Project Support, Karen Shannon, Substance Use Prevention Support Assistant, Dawn Stiller, Administrative Coordinator



Elected Board of Health Members: Edward V. Cosgrove, PhD (Chair), Stephen Epstein, MD, MPP, Jane Fogg, MD, MPH (Vice Chair)

MISSION

The Needham Public Health Division is empowered through the Needham Board of Health by the Massachusetts General Laws to enforce state and local public health and environmental regulations. The Division strives to prevent and control the spread of disease, to address environmental issues, to promote healthy lifestyles, and to protect the public health and social well-being of all Needham’s residents, especially the most vulnerable.

FY2016 HIGHLIGHTS

- On a budget of \$654,002 an additional \$451,737 was received during the year including \$359,384 in grants and donations and \$92,353 in permits and fees.
- The Public Health Division Chairs the Housing Taskforce, Co-Chairs the Needham Coalition for Suicide Prevention, Co-Chairs the Local Emergency Planning Committee, Co-Chairs the Domestic Violence Action Committee, Leads the Substance Prevention Alliance of Needham, Coordinates the Tobacco Control Program, and Coordinates the Medical Reserve Corps.



- INTERFACE, brought to Town by the Needham Coalition for Suicide Prevention, provides efficient access to mental health providers and other educational services to the Town Human Services Departments, the Needham Public Schools, and the community residents. Funding is provided by the Kyle Shapiro Foundation and Beth Israel Deaconess Hospital Needham. This service is overseen by the Public Health Division and the Public School Guidance Department, and was renewed for a second five-year period and is in year two of that five year period.



- The Public Health Division is the connection for the coordination of social services within the community with the following departments: Human Services, Riverside, Springwell Elder Services, Needham Community Council, Needham Police and Fire Departments, Building Department, and the Needham Public Schools.

Riverside Community Care

THE HELP YOU NEED CLOSE TO HOME

- In FY2016, the Community Crisis Intervention Team (CCIT) was created to improve the way our community responds to residents who experience mental health or substance use crises. The team is a community partnership with multiple agencies including the Division of Public Health, the Police and Fire Department, Council on Aging, and Riverside Community Care. CCIT identifies at-risk Needham residents and confidentially addresses those with chronic needs primarily related to substance use disorders, mental health conditions and domestic violence. The CCIT works to provide resources to enhance engagement in assessment, treatment, and family system restructuring to break the cycle of recurring incidents and enhance health and wellness.
- The Public Health Division continues to look for opportunities for shared services with other towns. The Director is on the steering committee of Norfolk County 7 (Wellesley, Dedham, Westwood, Milton, Norwood, and Canton) and on the regional steering committee for Region-4B (27 towns bordering Boston) focused on Emergency Preparedness activities sharing exercise and deliverables to the Center for Disease Control.
- The Public Health Division encouraged concussion awareness activities for youth sports teams and parents. Education and outreach to parents, sports teams and coaches occurs through speaking engagements and dispersing educational materials.
- The Health Department manages the Heartsafe Community Program in Needham. This program promotes community awareness of potential for saving lives of sudden cardiac

arrest victims through the use of CPR (cardiopulmonary resuscitation) and the use of AED's (automatic external defibrillators). 12 Automatic External Defibrillators in Town Buildings are maintained and the Public Health Nurse provides AED/CPR classes to employees of those buildings. 26 municipal employees are trained and certified in American Heart CPR/AED's in addition to personnel in the Schools, Fire and Police Departments.

- Needham residents can now safely dispose of medical sharps in a new kiosk at the Needham Recycling & Transfer Center. Medical sharps include hypodermic needles, syringes, and lancets used to treat people and animals for chronic diseases and other medical conditions at home. A Massachusetts state law bans the disposal of sharps in household trash due to the risk of injury and disease from accidental needle sticks. All needle stick injuries must be treated as if the needle were infected with a disease, which leads to the costs and anxieties of medical testing and treatment. Protect yourself and others by adhering to the following directions for proper disposal of sharps.



- The Substance Prevention Alliance of Needham (SPAN) and the Needham Police Department participated in the biennial DEA National Medication Take-Back Days. Over 55,000 prescription medications and 22,500 over-the-counter medications have been dropped off for safe disposal since the inception of the program in 2010. There is also a medication disposal kiosk available 24 hours a day, 7 days a week in the lobby of the Needham Police Department lobby. Approximately 60 lbs. of medications are collected each month in the *MedReturn* disposal unit.



- *5th Quarter* is a substance free, evening social event held in the Needham High School gym after NHS sporting. The first *5th Quarter* was held on a rainy Friday night in October, 2010. Over 200 students came back to the school after the football game to socialize enjoying pizza, snacks, a DJ, raffles and ping pong; all at no cost! Since that first successful *5th Quarter*, the Public Health Division and the Needham Coalition for Youth Substance Abuse Prevention have received generous donations from the community to

enhance, promote and sustain this program. During the 2015-2016 school year we ran three successful *5th Quarter* Events attracting nearly 900 Needham teens. These are free events where high school students come together with their friends in a safe environment, reinforcing the belief that fun can be had without the presence of alcohol or other drugs. Our work with youth is creating a shift in community norms away from underage substance use as a rite of passage.

- By arranging for a generous donation from the Newton-Wellesley Hospital, the Public Health Division and the Substance Prevention Alliance of Needham (SPAN) provided *AlcoholEDU* to over 400 9th grade students. *AlcoholEDU* is an interactive, evidence-based online alcohol prevention program which addresses underage alcohol use and binge drinking; the biological, psychological and social emotional impact of underage alcohol use, Social Norms and Refusal Skill Building. A companion module, *AlcoholEDU for High School Parents*, provided a 20-minute online program featuring information on youth and alcohol, strategies and skills to talk to about alcohol use, underage drinking and navigating high-risk situations.



- 447 retail/food service inspections conducted on 168 establishments. There were also 107 temporary food permits issued. Every food establishment was inspected routinely at least every six months as required by the Massachusetts Department of Public Health and more often when necessary. There were 17 food complaints investigated.
- Continued permitting grease waste haulers in town (29 haulers permits), and inspected and permitted trash haulers (30 trash hauler permits).
- 42 general nuisance complaints and housing complaints investigated and resolved.
- 64 employees who sell tobacco products in 12 tobacco vendors viewed the Public Health Division's video on tobacco regulations and procedures to sell. Four compliance checks were completed on all tobacco vendors and there were **five** sales to a minor over the course of the year. No vendor logged more than one underage sale.
- 222 communicable diseases reported and investigated, and over 839 immunizations were administered in FY2016. More than 567 persons consulted the Public Health Nurses for wellness visits (general public and Town/School employees). The nurses also provided services for over 1,000 employees throughout the Town.
- The Traveling Meals Program delivered over 9,687 meals and volunteers provided approximately 2,000 hours of service to pack and deliver the meals. This was a substantial increase in the number of clients served, and is a tribute to both the number and the commitment level of volunteers.

A SELECTION OF GRANTS AWARDED AND DONATIONS RECEIVED

| | |
|----------|---|
| \$8,143 | CDC/MDPH Region 4B Public Health Emergency Preparedness grants (4) to fund development of Special Population and Emergency Dispensing Site plans, to purchase supplies, and develop exercises and trainings. |
| \$7,500 | National Association of City and County Health Agencies (NACCHO) development grant to fund Medical Reserve Corps trainings and to fund a part time coordinator position. |
| \$43,708 | Springwell grant for individuals in the Traveling Meals Program who are unable to pay the cost of their meal. |
| \$17,200 | FRIENDS of the Needham Board of Health and Traveling Meals Program, Inc. The group was formed by Needham residents to assist the Health Department in raising and obtaining funds for programs not fully supported by Federal, State and Local Government programs. Funds are used to assist Traveling Meals clients to pay for meals and to assist residents for fuel expenses. Participants must meet federal eligibility requirements or have other demonstrated need. FRIENDS also support Public Health Division programs and initiatives. |
| \$1,599 | Donations – Memorial donations for Traveling Meals. |
| \$30,000 | Volunteer Services provided over 2,000 hours (approx. equal to over \$30,000 in salary) to pack and deliver meals to clients on the Traveling Meals Program |
| \$5,000 | Grant from the Massachusetts Department of Public Health for activities of the Needham Coalition for Suicide Prevention. |
| \$12,000 | Community Donations for the Needham Coalition for Suicide Prevention. |
| \$600 | Donations from the community including donations and recycling of old cell phones for activities of the Domestic Violence Action Committee |

PUBLIC HEALTH NURSING

The Public Health Nurses investigate communicable diseases and surveillance within the community, offer advocacy, consultation, counseling, outreach/case finding, health promotion, screening and immunizations. The Nurses provide residents and town employees with education and the opportunity to adopt healthier lifestyles through:

- Wellness Clinics/Blood Pressure checks, Nutritional and other health related counseling
- Education on communicable disease, personal illnesses and disease prevention

The Needham Health Department provides community outreach through speaking engagements with community groups. Outreach is provided to the local hospital through our coalitions and committee work and speaking engagements with Medical Staff during Grand Rounds.

Outreach is increasing with our town employees through seasonal trainings and education such as mosquito and tick borne diseases as well as “How to Stay Healthy” education sent via email. Four Health Matters articles were published along with four Public Service Announcements and eight Needham Cable news interviews with regards to health education and program promotion. The focus of these programs is to keep our community updated and educated on the constant changes in Public Health.

Screening Programs

| | FY2014 | FY2015 | FY2016 |
|-----------------------------|--------|--------|--------|
| Employee Wellness | 825 | 981 | 1,028 |
| Employee Education/Training | 8 | 12 | 188 |
| Police Weight Screening | 31 | 34 | 33 |
| Wellness Office Visits | 528 | 287 | 447 |
| Wellness Clinics - Visits | 200 | 141 | 31 |

Immunizations



| | FY2015 | FY2016 |
|----------------------------------|--------|--------|
| Influenza Doses Administered | 723 | 816 |
| Other Immunizations Administered | 26 | 23 |

Federal Fuel Assistance Programs

The Salvation Army Program, “Gift of Warmth” and “FRIENDS” Programs assist those Needham residents who meet specific financial criteria, with payment towards heating and electric bills. Federal Food Stamps for Senior Citizens and disabled individuals only, are available to qualified Needham Residents. The Health Department is the local service unit for Needham.

Assistance and Human Service Programs

| | FY2015 | FY2016 |
|---|--------|--------|
| Coordinate Local Assistance (families)* | 72 | 45 |
| Federal Energy Assistance (families) | 51 | 27 |
| Salvation Army (families) | 4 | 0 |

**Funds/services contributed by local human service agencies and houses of worship*

ENVIRONMENTAL HEALTH

Environmental Health activities are determined by legal mandate, complaints, licensure, permit requirements, inquiries, and regulatory enforcement of Board of Health, State Sanitary Code,

Department of Environmental Protection, and Right-to-Know. Implementation and enforcement of State and Federal regulation requirements and applicable local laws and administrative rules and regulations is the number one priority to assure compliance with environmental quality and public health protection objectives.

The Environmental Health Agents protect the public's health by monitoring and regulating a variety of establishments throughout town. They license and conduct inspections of all retail/food service establishments (including mobile food vendors), tobacco vendors, public/semi-public pools and special purpose pools, a bottling company, and establishments that use sharps within the community. They also issue temporary food event permits and conduct inspections at all outdoor food events (annual fairs & the Farmers Market, etc.)



The agents also actively review proposed plans and conduct inspections of new/upgraded Title V septic system installations and repairs. They also conduct the following: Inspect Chapter II sanitary housing units, review subdivision plans (for off-street drainage bond release requests); and follow-up on a variety of complaints (food/nuisance/housing/tobacco).

They review the following: New and renovated food establishment design plans; additions/renovations to homes on septic systems; new or upgraded pool design plans for semi-public pools; notification of demolition applications; septic hauler/installer permit applications; and well permit applications (irrigation and geothermal). They also review domestic animal permit applications and issue annual permits along with conducting inspections and quarantine animals as needed. Tobacco compliance checks are conducted every three months and routine tobacco inspections are conducted every six months. Agents also respond to work place smoking complaints. The Environmental Health Agents actively work with other Town Departments in providing environmental risk assessment and control. In addition, to ensure environmental quality, the agents respond to environmental emergencies, such as oil leaks.



Another primary focus is to improve community awareness of public health issues and to help reduce the incidence of seasonal public health concerns by providing health education and

information to Needham residents. This is accomplished through newspaper articles, cable slots, on-site trainings, and by providing in-house brochures and State/Federal website links which contain up to date public health information. They continue to actively serve on committees in town. They continue to be involved in a variety of seminars and on-going training sessions, which include certification renewals (i.e. ServSafe Food Training, Soil Evaluator, Certified Pool Operator, Housing Inspector, etc.) to remain apprised of today's public health issues and to review the most up to date code requirements.

Inspections and Reviews

| | FY2014 | FY2015 | FY2016 |
|---|--------|--------|--------|
| Carbonated Beverages: | 1 | 1 | 1 |
| Food service: inspections, routine & complaints: | 515 | 457 | 447 |
| Chap. II housing inspections/follow-ups: | 15 | 15 | 18 |
| General nuisance complaint follow-ups: | 42 | 43 | 44 |
| Title V septic system inspections, plan reviews, and home additions & misc. | 135 | 116 | 116 |
| Title V septic systems installations: | 6 | 14 | 23 |
| Subdivision field inspections/plan reviews: | 8 | 7 | 3 |
| Swimming pool inspections: | 12 | 13 | 9 |
| Suspect food borne illness reports submitted to state: | 0 | 0 | 0 |
| Demolition reviews: | 117 | 100 | 110 |
| Tobacco compliance: Checks, complaints and inspections: | 78 | 72 | 77 |
| Hotel permits | 2 | 2 | 3 |

Licenses and Permits

| | FY2014 | FY2015 | FY2016 |
|--------------------------------------|--------|--------|--------|
| Animal Permits: | 14 | 15 | 16 |
| Bottling Plant Licenses: | 1 | 1 | 1 |
| Food Establishment Licenses: | 166 | 170 | 176 |
| One-Day & Temporary Event Permits: | 90 | 96 | 107 |
| Mobile Food Licenses: | 8 | 10 | 9 |
| Septage/Grease Hauler Permits: | 26 | 25 | 29 |
| Sharps Hauler | 2 | 2 | 2 |
| Subsurface Sewage Installer Permits: | 9 | 10 | 9 |
| Tobacco Sales Permits: | 12 | 12 | 13 |
| Disposal of sharps permits: | 8 | 10 | 10 |
| Well Permits | 8 | 14 | 6 |
| Trash/Waste Hauler Permits | 24 | 29 | 30 |



THE TRAVELING MEALS PROGRAM

The Needham Health Department's Traveling Meals Program is in its 44th year. This fee-for-service Program offers a nutritious, well-balanced lunch and dinner (delivered once a day) to eligible residents.



This Program is available to Needham residents that are housebound and meet the following criteria:

1. Living alone in their home with lack of support of family or homemaker services.
2. Resident with physical or cognitive limitations that restricts their ability to prepare or provide for their daily food.
3. Do not have transportation - unable to drive.
4. Needs the assistance of the Program for a minimum of 2 weeks.

This year, July 1, 2015 through June 30, 2016, our dedicated and committed volunteers packed and delivered eight-thousand (2 Meal Packages).



Beth Israel Deaconess Hospital Needham prepares the meals and their generous commitment to the Traveling Meals Program made it possible for this Program to continue to provide a 2-meal a day plan; a cold meal (milk, sandwich on wheat bread, juice, fruit and dessert) and a hot meal with roll and butter.

Donations from the "FRIENDS" of the Needham Board of Health and Traveling Meals Program (a fundraising committee), along with a grant from Springwell, the Elder Services Program based in Watertown, supplemented the cost of some meals for more than 50 of our Needham residents needing assistance.

SUBSTANCE PREVENTION ALLIANCE OF NEEDHAM (SPAN)

SPAN envisions Needham as a cohesive community that supports all of our youth to grow and develop to be substance free and healthy in mind, body and spirit. The Coalition's mission incorporates a collaborative, community-based and data-driven prevention approach to reduce alcohol, marijuana, and other drug use among Needham youth. Through community education, partnerships, and strategic action, we will decrease the risk factors associated with substance abuse and increase the protective factors that are shown to enhance the health and safety of youth. Priority projects during FY2016 included:

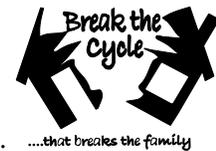


- **Community Awareness and Education** on prevention, substance, use and mental health disseminated through print and on-line media outlets: The Needham Times, Wicked Local Needham, The Hometown Weekly and Needham PATCH.
- **Counseling and Peer Support Services** including phone or in-person consultation for resident substance use and mental health support. Initial clinical review of presenting issues, referral for assessment, treatment resources, and on-going support services.
- **Support and administer the Students Advocating for Life without Substance Abuse (SALSA) program.** SALSA is a mentoring and peer leadership skills program for students who abstain from alcohol and other drug use. This program has been awarded a Prevention Leadership Citation by Norfolk DA Michael Morrissey for exemplary work. In FY2016, SALSA peer leaders, who are Needham High School students in grades 9-12, are trained to speak to middle school students, presenting themselves as healthy, happy, and productive teenagers who have chosen not to use alcohol, tobacco or other drugs. SALSA students...
 - validate the high-risk behaviors youth face,
 - model leadership as athletes, musicians, dancers, members of drama clubs and student government, and
 - teach "Refusal Skills" to 8th grade students during Health classes.



DOMESTIC VIOLENCE ACTION COMMITTEE

The Needham Domestic Violence Action Committee (DVAC) was founded in 1994 by the Needham Health Department and is Co-Chaired by the Public Health Division and the Police Department. DVAC is a community based interagency and interdisciplinary team formed to raise awareness of domestic violence. The mission of this committee is to educate the community, schools and workplace and provide them with outreach programs, resources and referral services. The Police Department



and the Health Department Co-Chair the committee. Activities have included:

<http://www.needhamma.gov/health/domesticviolence>

- Administered cell Phone Recycling Program with Shelter Alliance.
- Supported “Take Back the Night” at Needham High School has occurred for nine consecutive years! “Take Back the Night” is a National Organization devoted to ending the silence about Domestic Violence.
- Presented educational programs and information to Civic and Business groups, and at community fairs.
- Developed and maintained list of experts for referrals on the DVAC Resource Card.
- Advised and supported Needham Public Schools to create consistent messages of awareness and prevention of domestic and dating violence, including updates to health and wellness curricula.
- Coordinated and dispersed resources and set up DVAC Training with REACH for BID Emergency Room and Social Services.

NEEDHAM COALITION FOR SUICIDE PREVENTION

The Needham Coalition for Suicide Prevention was organized in May of 2006 as a community response to the recent death by suicide of four young people and is co-chaired by the Needham Public Health Division and Needham Public School Guidance Department. It is a broad based coalition of 35 members reaching out to our town’s diverse constituencies across the age continuum. We believe that suicide is preventable if we work together.



Please see the following websites for a detailed report on the committee’s efforts at <http://www.needhamma.gov/health/ncsp> and for information on suicide for all ages please see the following link <http://www.needhamacts.org>.

WEST SUBURBAN VETERANS’ DISTRICT

*Sarada Kalpee,
Director of the
West Suburban
Veterans’
District*



*Stanley W. Spear, Jr.,
Deputy Director of the
West Suburban
Veterans’ District*





The West Suburban Veterans' Services District (WSVD) includes the Towns of Needham, Wellesley, Weston and Wayland. The main office is centrally located in the Wellesley Town Hall. There are satellite offices in each town in order to provide services. Office hours for Needham are Monday from 10am – 5pm and Thursday from 9am-12pm at the Center at the Heights and 12pm-5pm at Needham Town Hall. Veterans and their families are welcome to contact the main office in Wellesley for inquiries or to schedule an appointment by calling (781) 850-5504. The WSVD Board is comprised of a total of four members with one designee from each community. A full range of benefits and services are available to veterans and their families based on certain qualifications and eligibility requirements, please visit the WSVD website at www.westsuburbanveterans.com for more information.

DEPARTMENT OF VETERANS' SERVICES- NEEDHAM

The WSVD had some changes over the past year that included the hiring of a new Director, Ms. Sarada Kalpee. Ms. Kalpee has served in the U.S. Army Reserves since 2002 and currently holds the rank of Sergeant First Class. In 2013 she was deployed to Afghanistan as part of Operation Enduring Freedom, where she served for 12 months as a Senior Mechanic. More recently, Ms. Kalpee has served as a Veterans' Service Officer for the City of Boston. Ms. Kalpee's personal understanding of veterans' needs and her growing knowledge of the services available through the Massachusetts Department of Veterans Services, the U.S. Department of Veterans Affairs, and other entities will be of tremendous value to the veterans in our District. Ms. Kalpee in her role as Director is responsible for the provisions of all veterans' services across the District. This work includes outreach to veterans' and their families, assistance with filing of claims benefits, certification of applicants' eligibility, management of the business affairs of the District and the supervision of staff along with many other duties. The District is very pleased with the work Ms. Kalpee has performed in her first year and look for even more programs and services being offered to our veterans' and their families.

As part of this transition, Mr. Spear became the District's Deputy Director. Mr. Spear previously held the position of Director and was instrumental in the startup of the District while developing key relationships across the District and with representatives of the veterans' services agency.

Ms. Sally Rose continues to provide administrative support to the District and served as a key member during the recent changes.

Director Sarada Kalpee, Deputy Director Stanley W. Spear, Jr., and the Department of Veteran Services (DVS) provided the following benefits and services to veterans and their families within Needham:

- Carried out functions assigned to the Veterans' Office by Chapter 115 of the General Laws of Massachusetts and CMR 108.
- Provided assistance in applying for US Department of Veterans' Affairs (VA) benefits.
- Maintained a depository of discharges and records of veterans.
- Oversaw the disbursements of veteran's benefits to veterans and their families.

Throughout the year there were many Veterans, spouses, and other family members who visited the office in the Needham Town Hall. We were able to provide them with flags and markers for the graves of a family member, obtain a copy of discharge papers to file for veteran benefits, burial benefits, educational and bonus assistance, and other related benefits and information.

HIGHLIGHTS OF THE VETERANS SERVICE OFFICE

- During fiscal year 2016, \$37,510.35 in Chapter 115 Benefits was provided to Needham resident veterans.
- Attended the annual Veterans' Service Officer (VSO) & MA Legislative Meeting.
- Expanded outreach efforts to the Veterans within the community.
- Attended the annual training seminar provided by the Commonwealth of Massachusetts Department of Veterans' Services.
- Held several presentations about various state and federal benefits that may be applicable to veterans and their families.
- Assisted veterans in accessing VA Health Care, GI Bill benefits, Pensions, Disability Compensation, and other VA related benefits.
- Aided veterans in obtaining various benefits provided by the Commonwealth such as the Welcome Home Bonus, Annuities, and Public Assistance.
- Attended several veteran related events at Mass Bay Community College
- Supported the Norfolk County RSVP program where volunteers drive veterans to medical appointments and other RSVP sponsored services.
- Visited many veterans and their families at their homes or skilled care facilities.
- Worked cohesively with other agencies to assist individuals in accessing additional benefits.
- Held the 1st Veterans Fair in Needham Town Hall
- Conducted numerous pinning ceremonies for WWII Veterans on the 75th Anniversary of Pearl Harbor.
- Supported American Legion Post # 14 and VFW Post # 2498 activities.

COORDINATOR OF CEREMONIES AND CARE OF GRAVES

Mr. William Topham, is the Town's Coordinator of Ceremonies and the Care of Graves and is responsible for Graves Registration activities and also serves as the Coordinator of Ceremonies. Mr. Topham works with WSVD, Director Kalpee and Deputy Director Spear in the coordination and operation of the Memorial Day and Veteran's Day observances and other related events in the Town of Needham. Mr. Topham is also responsible for some of the following:

- Fulfilling the requirements of Chapter 115, that all veterans' graves will have an American flag placed on them for Memorial Day.
- Ensuring that all veteran's graves in Needham and St. Mary's cemeteries are maintained, are cared for, and are free of debris.
- Ensuring that veterans who die without funds are properly interred.
- Organizing, coordinating, and participating in the Memorial Day Ceremonies and Parade as well as the Veteran's Day Observance.

HIGHLIGHTS – CARE OF GRAVES AND CEREMONIES

- Placed over 2300 American Flags on the graves of veterans in St. Mary's and Needham Cemeteries as well as at all of the Memorial sites within the Town of Needham.
- Organized and participated in the Memorial Day Parade and Observances.
- Assisted with the Purple Heart Recognition Day on August 7, 2016.
- Organized and led the Veteran's Day Ceremonies on November 11th.
- Increased community participation at the observances.

PURPLE HEART COMMUNITY

As part of a continued effort to honor the men and women of the town who have served bravely in the Armed Forces, at their July 21st meeting the Needham Board of Selectmen accepted a recommendation for the town to become a Purple Heart Community. Members from the Military Order of the Purple Heart (MOPH) presented the Purple Heart Community resolution. Senator Rush, Senator Ross, and Representative Garlick were in attendance and presented a Proclamation on behalf of the Commonwealth of Massachusetts. In recognition of Purple Heart Day each year on August 7th the Purple Heart Flag will be flown at Town Hall.

VETERANS ORGANIZATIONS

American Legion Post # 14 and VFW Post # 2498 each hold monthly meetings to discuss veteran's functions and topics. In addition, these meetings address other Veterans issues and concerns. A primary goal of these organizations is to offer their continued support and participation to the Needham community.

The WSVD Director is a member of the Massachusetts Veterans Service Officers Association of the Commonwealth of Massachusetts, Volunteer member for the United Service Organization New England and a board member on the Governors Veterans' Advisory Council Board.

The WSVD Deputy Director is a member of the Disabled American Veterans, the Massachusetts Veterans Service Officers Association of the Commonwealth of Massachusetts and a Past State Commander 2009-2010.

YOUTH SERVICES



Board of Directors: Karen Folb, Chair, Julie Stevens, Vice Chair, David Bookston, Kevin Keane, Susan Patkin, Sonia Raja, Jillian Smith, Vincent Springer

Department Manager: Jon Mattleman,
Department Staff: Katy Colthart, Maria Papantoniou, Elizabeth Loveless, Alexandra Kosciak, Adina Alpert, Ben Aronson (Graduate Clinical Intern), Julia Shults (Undergraduate Program Intern), Blake Schuller (Undergraduate Program Intern)



Purpose

The mission of Needham Youth Services (formerly known as the Needham Youth Commission) is to provide leadership and a community focus on youth and family issues and to promote community wellness by: Identifying and addressing youth and family needs; Advocating for youth and family interests; Partnering with other youth and family serving agencies; Developing and implementing quality programs and services; and Educating and communicating with the public regarding youth and family issues.

Needham Youth Services operates as a mental health resource offering a wide array of confidential clinical and programmatic services to children, adolescents, and families. While the department's services are reaching more people and having a greater impact, it is clear that there is an escalating demand for services, and Youth Services has worked diligently to construct meaningful services designed to meet these needs. Learn more about Needham Youth Services at: www.needhamma.gov/youth.

FY2016 HIGHLIGHTS

VIP Program

In Fiscal Year 2016, the VIP (Valuable Interactions among Peers) Program enjoyed its fourth year of operation. VIP matched high school students with elementary school age youth who had a need for additional support in their lives. The program allowed high school “Big VIPs” the opportunity to be role models for a young person in our community. The program also allowed elementary school “Little VIPs” (youth in 3rd grade to 5th grade) the opportunity to form meaningful relationships with high school youth. In the past fiscal year, the program continued to grow, and the feedback from participants was extremely positive (all participants completed an evaluation at the end of the year). In FY2016, 418 hours of volunteers participated in VIP. Learn more about the VIP Program at www.needhamma.gov/youth/vip.

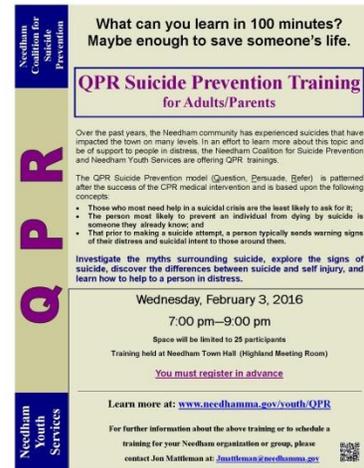
Bullying Intervention Program

Three years ago, Needham Youth Services created an innovative new effort entitled the Bullying Intervention Program (BIP). This 10 hour clinical program worked with “Aggressors” to assist them to better understand the laws, implications, and the impact of bullying. Referrals were

accepted from the Needham Public Schools, private institutions, and from parents. All participants completed an evaluation at the conclusion of the program as well as another one after three and a final evaluation after six months to better gauge the impact of this program. In addition, Needham Youth Services collaborated with the Needham Public Schools on a pamphlet for parents on Bullying. Learn more about the Bullying Intervention Program and view the pamphlet for parents at www.needhamma.gov/youth/bip.

QPR Suicide Prevention Trainings (Question, Persuade, Refer):

The QPR Suicide Prevention model was patterned after the success of the CPR (Cardio Pulmonary Resuscitation) medical intervention and was based upon the concept that the person most likely to prevent an individual from dying by suicide is someone that person already knows (e.g. parent, teacher, relative, or friend). This program has been in operation for eight years, with each training two hours in length. QPR trainings were provided for professionals, parents, and for many community groups in Needham. Program participants completed an evaluation at the conclusion of each QPR. Learn more about QPR trainings at www.needhamma.gov/youth/qpr.



Community Crisis Response: Over the past decade, the Needham community has grappled with critical youth issues such as loss, self injury, depression, and anxiety. Youth Services has responded by outreaching to youth, parents, and families in a variety of ways including individual meetings, group sessions, and the distribution of informational materials. In addition, the department was actively involved with groups such as the Needham Coalition for Suicide Prevention and the Needham Coalition for Youth Substance Abuse Prevention. In FY2016, a significant number of staff hours were devoted to creating materials, meeting with community leaders, and to directly assisting youth and/or their parents with a crisis.

Safe Surf: Internet Safety for Middle School Youth and their Parents: Initially funded by the Needham Education Foundation, this long standing program provided 6th grade students and parents with the knowledge to navigate the Internet safely. Through workshops and written materials, students and parents learned about appropriate ways to use the Internet. In FY2016, 407 youth participated in this program (as well as completed an evaluation of program). In addition, Safe Surf Informational Booklets were distributed to parents (booklets were funded by the Needham Exchange Club). Learn more about the Safe Surf Program at www.needhamma.gov/youth/safesurf.

A Conversation...For Parents of Teens: Sponsored by the Needham Women’s Club, this program has been offered to Needham parents for close to a decade. Each session allowed a maximum of nine parents per meeting, and each focused upon a specific youth-related topic such as alcohol/drugs, suicide/loss, stress, anxiety, and depression. Over fifty parents participated in this program in the past fiscal year. Learn more about “A Conversation...” at www.needhamma.gov/youth/aconversation.



Website and Social Media: The Youth Services website continued to grow in FY2016 as residents learned about services, read the Needham Youth Services Annual Report, viewed pictures of the staff and programs, and used this site to gather information about programs and mental health matters. In an effort to inform youth and families of the programs and resources of Needham Youth Services, e-mail addresses from residents were accepted and information was sent regarding programs and services (to date, over 1,200 have registered for this service). Residents can register for this free service at www.needhamma.gov/youth/email. Please visit the Youth Services website at www.needhamma.gov/youth. The department was also active on social media via a Facebook page, and over 350 people have “friended” this site, and it can be found on the Internet at: <http://www.facebook.com/needhamyouthservices>.

Individual/Family Counseling: The Masters level staff clinicians are skilled at working with youth and families who are experiencing difficulties with issues such as family discord, loss, drugs, alcohol, stress, anxiety, and other mental health concerns. Who used these counseling services? They were neighbors, cousins, children, and friends; they were people with no health insurance or expired health insurance; they were people grappling with either a short or long-term problem; but mostly, they were people who had the hope and determination that life can bring greater satisfaction and reward. It was not unusual to work with an elementary age youth coping with a significant loss, a middle school student coping with parental alcohol use, or a high school student with a drug problem. The majority of referrals were for family issues, and the schools were the largest sources of referrals. In the past year 1,005 hours of counseling were provided to Needham youth and their families. Learn more about Youth Services’ clinical work at www.needhamma.gov/youth/counseling.

Counseling/Psycho-education Groups: Group counseling/psycho-education was a practical and effective mode of both prevention and treatment and allowed the staff the opportunity to interact with greater numbers of people than individual treatment. Group intervention offered a unique opportunity for young people to learn about issues which affect their peers and to receive feedback from their peers regarding issues such as: divorce, stress, self-esteem, bullying, abuse, depression, social skills, loss, drugs/alcohol, and violence/anger. Of special note was the “Extreme Looks” program, a four-day mind/body/spirit group for teen girls. In FY2016, 193 hours of group counseling/psycho-education services were provided.

Substance Abuse Awareness Program: Youth Services continued to offer a structured 15-hour Substance Abuse Awareness Program (SAAP) for drug/alcohol-involved youth. This service provided an assessment of current substance use, intervention, education for youth and their families, and counseling services to support healthy choices. All participants and their parents attended an Alcoholics Anonymous (AA) meeting to assist in transmitting the message that drugs and alcohol can negatively impact any person without regard to age, gender, or economic status. Learn more about the SAAP Program at www.needhamma.gov/youth/saap.

Picture Perfect: Picture Perfect was a workshop for all 7th graders at Pollard Middle School that investigated the issue of how the media portrays gender roles and appearance, and explored how this can negatively impact how youth feel about themselves. This program was well received and has been in operation for twelve years at the middle school. In FY2016, over 294 youth participated in this



program. Learn more about Picture Perfect at www.needhamma.gov/youth/pictureperfect.

RAY of Hope Program: RAY (**R**ecognize **A** **Y**outh) was established by Needham Youth Services 18 years ago in an effort to acknowledge the outstanding service and positive contributions that young people are making to the Needham community. Working in collaboration with the Needham Business Association, a young person was selected each month as the RAY of Hope recipient and was awarded a certificate from Youth Services and a check from a member of the Needham Business Association. The RAY of Hope program acknowledged youth and their role in making the Needham community a special place to live. Learn more about the RAY of Hope Program at www.needhamma.gov/youth/rayofhope.



Teen Dating Violence Program: Youth Services has provided seminars on Teen Dating Violence for all 9th graders at Needham High School for more than fifteen (15) years. These seminars were designed to teach the unique aspects of Teen Dating Violence, how to recognize the warning signs, and ways to access community supports. Participants completed an evaluation of the program itself as well as a survey of their involvement in or knowledge of teen dating violence situations in their lives. Over the past year, over 300 youth were involved in this program. Learn more about the Teen Dating Violence Program at www.needhamma.gov/youth/tdv.

Patrick Forde Good Person Memorial Award: In 2005, Needham resident and community activist Patrick Forde passed away unexpectedly at the age of 51. Patrick was a person who cared deeply about Needham and about youth and families. In an effort to honor Patrick, this award, now in its 9th year, is given annually to a Needham resident who has helped make Needham a better place to live through his/her volunteer work and commitment. This award is recognition that through volunteerism and caring, each person in our community is able to enhance Needham. This year's recipient was Colleen Schaller, honored for her work with Needham youth and families. Seventy-five people attended this year's award ceremony honoring Colleen, and to learn more about the Forde Award, visit the Forde Award website at: www.needhamma.gov/youth/fordeaward.



Employment and Volunteer Programs: The Employment Program consisted of two primary services: 1) Youth investigated employment opportunities in local businesses such as offices, restaurants, etc.; and 2) Youth were linked with residents and provided around-the-home support in the form of babysitting, yard-work, snow removal and more; additionally, the Volunteer Resource Listing was maintained to inform youth of area volunteer opportunities. In the past year both business jobs and volunteer opportunities transitioned to an online program, thus youth could access this information on the Youth Services website 24/7 (and this information was updated on a weekly basis). In addition 136 youth were registered in FY2016 to provide residents with around-the-home support services. Learn more about the Employment Program at www.needhamma.gov/youth/employment and learn more about the Volunteer

Program at www.needhamma.gov/youth/volunteerprogram.

Peer Tutor Program: This program matched high school students with middle and elementary school students in need of academic or organizational/study skills assistance. Needham Youth Services' role consisted of outreach to potential participants, training of high school tutors, monitoring weekly tutoring sessions, providing support if problems occurred, and facilitating communication between tutor and participant families. Over the past year, Peer Tutor Program volunteers provided 1,352 hours of support to younger students. Learn more about the Peer Tutor Program at www.needhamma.gov/youth/peertutor.

Needham Unplugged: The 15th annual Needham Unplugged was an awareness campaign to remind families and residents to “unplug their electronics” and “plug into” each other. “Unplugged” was a reminder that there is more to life than what is on the other side of a plug. A calendar for the month of March outlined activities that did NOT require electricity and emphasized person-to-person interaction and health. The centerpiece of this year's “unplugged” was the no-homework, no sports, and no meeting night for the Needham Public Schools, and there were no town meetings and virtually no civic, religious, or community meetings took place in Needham. Many area towns such as Newton, Belmont, and Holliston were impressed enough to replicate this program in their community. Other special days included “Phone Free Friday,” “Text Free Tuesday,” and a day of no Social Networking. Special thanks to partners at the Needham Park and Recreation Department and the Charles River YMCA, Needham Board of Selectmen, and to the Needham Public Schools for their support. Learn more about Needham Unplugged at www.needhamma.gov/youth/needhamunplugged.

Graduate/Undergraduate Internship Program: In FY2016, Needham Youth Services welcomed a clinical intern from Williams James College (Formerly Massachusetts School of Professional Psychology) who provided individual, family, and group counseling services as well as extensive work on the Peer Tutor Program. In addition, the Summer College Internship Program provided support for summer programs as well as essential preparation for fall programs. Over the course of the past year, interns provided 926 hours of free service to the Needham community. Learn more about the Graduate and Undergraduate Internship Programs at www.needhamma.gov/youth/internship.

Make A Statement Day: This program was created and implemented at Needham High School for students and staff ten (10) years ago. Aimed at promoting diversity, acceptance, and understanding by creating an opportunity for students and staff to communicate about issues of importance to them, students and staff created and wore t-shirts with quotes, statistics, and/or statements about meaningful issues in order to raise awareness and have a voice. Now a well established and popular program at the high school, over 800 students and staff participated in this event this past year. Learn more about Make A Statement Day at www.needhamma.gov/youth/masd.



Make A Statement Day at

Project VAN (Volunteers Around Needham): VAN offered youth ages 13 to 17 the opportunity to work as part of a team providing valuable community service to non-profit

organizations in Needham. Sites included Charles River Center, Needham Park and Recreation Department, Needham Community Council, Needham Public Library, Needham Council on Aging, Needham Housing Authority, Needham Parks and Forestry, and Wingate at Needham. At the conclusion of each program day, participants completed an evaluation of their experience. Project VAN is generously supported by the Needham Community Council. VAN participants provided more than 341 hours of volunteer services over the past summer. Learn more about Project VAN at www.needhamma.gov/youth/projectvan.



Diversion/Restitution Program: In conjunction with the Needham Police Department and the Dedham District Court, Needham Youth Services continued to offer youth who have committed minor violations of the law the opportunity to participate in community service work in lieu of further court action and/or fines. Youth Services' role was to work with offenders and their families to identify the motivations for their behavior, to provide support as required, and to oversee the placement and completion of community service. In the past year, participating youth completed assignments at the Needham Public Library and other town departments. Learn more about the Diversion/Restitution Program on the Youth Services website at www.needhamma.gov/youth/diversion.

Seminars/Workshops/Presentations: Needham Youth Services designed and facilitated numerous trainings in the past year including one for new Needham Public School Staff, Babysitter Training Seminars, the Middle School Parenting Conference presentations at the schools and in the community, and many others. In FY2016 Needham Youth Services worked with a total of 2,435 youth, parents, and professionals in seminars and/or workshops. For a listing of presentations over the past year, visit the Parent Presentation webpage at www.needhamma.gov/youth/parentpresentations.

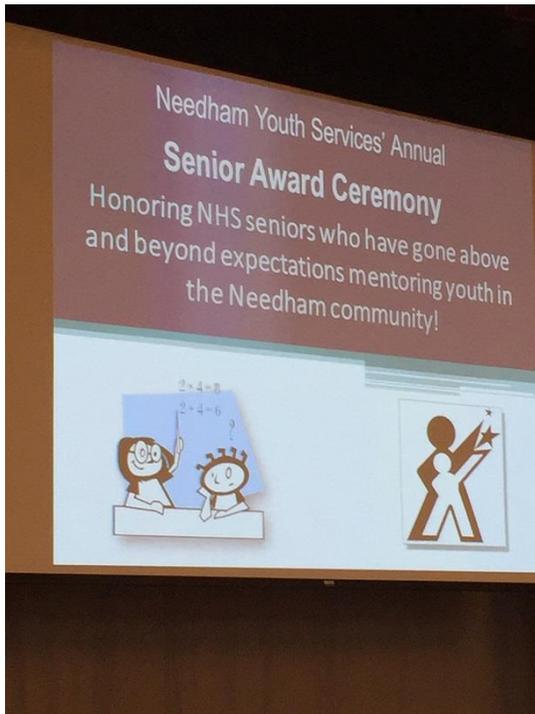
Partnerships: In recent years Needham Youth Services has received grants and/or donations from the following organizations: Needham Community Council, Tolman Trust Fund, Rotary Club of Needham Women's Club, Exchange Club of Needham, Middlesex Savings Bank, and many more local businesses, and private citizens. Needham Youth Services devoted considerable time working with the larger community and over the past year collaborated with groups/businesses such as:

- Charles River Center
- Mark's Moving and Storage
- Lisa's Boutique
- Needham Business Association
- Needham Clergy Association
- Needham Coalition for Suicide Prevention
- Needham Coalition for Youth Substance Abuse Prevention
- Needham Domestic Violence Action Committee
- Needham Exchange Club

- Needham Housing Authority
- Needham Park and Recreation
- Needham Parks and Forestry
- Needham Public Library
- Needham Public Schools
- Needham Women’s Club
- Needham Community Council
- Needham Council on Aging
- Youth Resource Network
- Project Interface
- Regional Center for Healthy Communities
- Riverside Community Care
- Rotary Club of Needham
- School Health Advisory Council
- Wingate at Needham
- YMCA - Charles River Branch

Publications: Needham Youth Services created and/or distributed many original publications in FY2016 such as those listed below (learn more at www.needhamma.gov/youth/publications).

- Needham Youth Card
- Parent Guide to Teen Parties
- Information on Suicide
- Parenting Literature
- Safe Surf: Internet Safety for Middle School Youth and their Parents



Needham Youth Services

Single Parent Support Group

Being a parent is something you wouldn't change for the world — but doing it alone can sometimes drive you to exhaustion.

Are you a single parent interested in participating in a group addressing such issues as time management, raising healthy children, taking care of yourself, while at the same time getting to know other single parents?

For information, contact:

Katy Colthart, LICSW at 781-455-7500 x264 or by email at kcolthart@needhamma.gov



Program Details

DATES:
 Tuesday, July 14th
 Tuesday, July 21st
 Tuesday, July 28th
 Tuesday, August 11th
 Tuesday, August 18th
 Tuesday, August 25th

TIME:
 6:15 - 7:45 pm

- This group is FREE
- Childcare is provided onsite
- A light dinner will be served for both parents and children
- The group will be limited to 12 participants
- We ask that you please try to attend all group meetings
- All conversations will remain confidential

You must register in advance
Registration Deadline is July 2nd

www.needhamma.gov/youth/singleparent

DEPARTMENT OF PUBLIC WORKS



Back Row – Left to Right

Robert A. Lewis, Assistant Director

John P. Regan, Fleet Supervisor

Greg M. Smith, RTS Superintendent

Edward Olsen, Parks & Forestry Superintendent

Christopher E. Seariac, Water, Sewer & Drain Superintendent

Richard P. Merson, Director

Front Row – Left to Right

Rhainhardt F. Hoyland, Highway Superintendent

Carys Lustig, Administration Supervisor

Anthony L. Del Gaizo, Town Engineer

PURPOSE

The Department of Public Works promotes programs necessary for asset management and the preservation of infrastructure in order to provide for the health, safety, welfare, and convenience expected by the community for a high standard of living and good quality of life. The function of Public Works includes rendering services to all citizens in the areas of highway maintenance and construction; removing snow; supplying and distributing water; constructing and maintaining sewer and storm water; solid waste disposal and recycling; parks and forestry maintenance. The Department provides its own administration, engineering and equipment maintenance.

FY2016 HIGHLIGHTS

- The Department continues use of the Commonwealth Connect work order system, which allows residents to report their issues directly to the Town via a smart phone application or the Town's website and allows the Town to communicate updates to residents of projects that they are undertaking.
- Recycled 3,167 tons of materials including 1,642 tons newspaper and mixed paper, including phone books and magazines; 912 tons of commingle containers, including

glass, aluminum and tin cans, milk & juice cartons, plastic food & beverage containers, and 402 tons of cardboard.

- Disposed of 9,582 tons of non-recyclable materials at Wheelabrator Millbury (Waste-to-Energy Plant).
- The recycling rate for materials dropped off in the main residential drop-off area (non-recyclable waste in yellow PAYT trash bags and recyclable paper, cardboard and containers) was 42%. The overall recycling rate for all materials collected at the RTS (which includes non-recyclable waste from commercial, municipal, and school facilities, bulky items and clean-outs and recyclable and reusable materials including scrap metal, e-waste, textiles, etc.) was 55%.
- Captured 591 tons of metal and 10 tons of tires for recycling.
- Removed 14 cubic yard boxes containing oil-based paint (est. 3 tons) and 1,960 gallons of waste oil and anti-freeze (est. 6 tons) from the waste stream.
- Collected 182 tons of textiles, books, and small household goods for donation to Goodwill & Red Cross.
- Composted 6,472 tons of yard waste and 1,198 tons of food waste.
- Removed 27 tons of E-Waste from the waste stream including computer monitors & televisions with cathode ray tubes (CRTs) which are banned from the waste stream under the Massachusetts Department of Environmental Protection's (MassDEP) waste ban regulations.
- Diverted from the waste stream 8 tons of devices that contain mercury and other metals such as mercury thermostats & thermometers, rechargeable batteries (lithium & nicad), and fluorescent light tubes. Removed freon from 707 appliances (i.e. refrigerators, air conditioners); and recycled 3 lbs of lead acid batteries.
- Performed 77 waste load inspections of vehicles on tipping floor.
- 2,689 Disposal Area user stickers were given out of which 1,376 were residential, 128 were senior, 82 were commercial, 808 were additional, 295 were replacement and 0 were weekly passes.
- The recycling program at schools & public buildings captured 115 tons of materials for recycling, recycling 29.4% of their total waste.
- The October Household Hazardous Waste Collection Day was attended by 255 vehicles.
- The RTS was open for five Sunday afternoons in November for leaf collection and 3,592 tons leaves were collected.
- Continue the repair and preservation of the Town's 123 miles of roadways including 4.23 miles of asphalt paving; 11,600 gallons of rubberized crackseal; & adjusted and repaired 178 driveway aprons.
- Repaired 28,000 feet of grass berms; installed 3,240 feet of granite curb & 30,200 feet of asphalt curb.
- Continue the preservation of the Town's 160 miles of sidewalks, including the reconstruction of 18 handicap ramps and repaired 1.70 miles of sidewalks.
- Continue to upgrade and maintain the Town's 24 signalized intersections.
- Continue upgrading Accessible Pedestrian Signal per Manual on Uniform Traffic Control Devices (MUTCD)

- Continue to improve the Snow & Ice Program to provide the best service to the Town through equipment upgrade, use of corrosive inhibited anti-icing chemical, employee training and tactical improvements, and re-design of traditional snowplow routes.
- Inspected 527 Street/Sidewalk Occupancy and Excavation Permits.
- Completed 42 project reviews for the Planning Board and 4 project reviews for Zoning Board of Appeals.
- Completed 11 Traffic Count Studies.
- Prepared 7 Traffic Regulations.
- Completed construction of Second Avenue @ Highland Avenue intersection traffic re-design for Highland Ave Corridor Project.
- Completed the construction of the Mills Field improvements.
- Completed the design of Phase II of the Rail Trail Project.
- Completed construction of the St. Mary's Water Pump Station.
- Completed construction of Lantern Lane Head Wall Replacement.
- Completed design of Norfolk Street drainage improvements.
- Continued construction on Greendale Avenue Drainage Improvements.
- Continued construction of School Street water main reconstruction.
- Continued construction of the Central Avenue at Eliot Street Bridge.
- Continued Town Wide Sewer Inflow/Infiltration (I/I) Study.
- Continued Town Wide Watershed Management Study.
- Continued construction for Edgewater Lane Culvert Improvements.
- Continued construction of Sewer Inflow/Infiltration (I/I) repairs for various areas.
- Continued construction of Pleasant Street and Norfolk Street water main replacement.
- Continued design for Downtown Streetscape improvements.
- Responded to 285 Parks & Forestry Division work requests.
- Needham recognized as Tree City USA for 21st year.
- The 2016 Arbor Day activities included the planting of 2 service berry & 1 sweet gum trees with the students at Newman Elementary School.





ARBOR DAY 4-29-16 at Newman Elementary School



ARBOR DAY 4-29-16 at Riverside Park with Grasshopper employees

FORESTRY

| | | |
|---|--|---|
| <p><u>Tree Removals and Stumping</u> FY2014 = 91 trees FY2015 = 99 trees FY2016 = 88 trees</p> | <p><u>Tree Pruning Hours</u> FY2014 = 1,736 hrs FY2015 = 1,533 hrs FY2016 = 1,441 hrs</p> | <p><u>Roadside Brush Removal and Flail Mowing</u> FY2014 = 2,196 hrs FY2015 = 2,283 hrs FY2016 = 2,353 hrs</p> |
| <p><u>Tree Planting</u> FY2014 = 200 Arbor Day seedling + 159 trees on streets and parks + nursery: 135 trees FY2015 = 200 Arbor Day seedling + 92 trees on streets and parks + nursery: 90 trees FY2016 = 600 Arbor Day seedling + 134 trees on streets and parks + nursery: 95 trees</p> | | |

PARK AND RECREATION, MEMORIAL PARK, SCHOOL GROUNDS

| | | |
|--|--|--|
| <p><u>Athletic Field Acres Fertilized</u> FY2014 = 28 acres (6 applications) + 47 acres (2 applications) FY2015 = 28 acres (6 applications) + 47 acres (2 applications) FY2016 = 32 acres (6 applications) + 47 acres (1 application)</p> | | |
| <p><u>Athletic Field Acres Aerated</u> FY2014 = 30 acres (once), 28 acres – 2 applications FY2015 = 50 acres (once), 28 acres – 2 applications FY2016 = 42 acres (once), 38 acres – 2 applications</p> | | |
| <p><u>Over-seeding</u> FY2014 = 40 acres FY2015 = 46 acres FY2016 = 50 acres</p> | <p><u>Diamond Work</u> FY2014 = 1,224 hrs FY2015 = 1,278 hrs FY2016 = 1,316 hrs</p> | <p><u>Mowing Hours</u> FY2014 = 3,816 hrs FY2015 = 3,712 hrs FY2016 = 3,676 hrs</p> |

- Repaired 33 water pipe leaks, including 14 water main breaks and 19 water service leaks.
- Responded to 22 water emergency calls (after regular business hours).
- Replaced & installed 1,339 out of 14,101 residential/municipal/condominium water meters, and replaced & installed 9 out of 722 Commercial Water Meters; total water meters in Town is 14,823.
- 22 Water service lines were replaced, including 3 lead-lined water service pipes.
- 5 new fire hydrants were installed.
- Successfully replaced 8 iron water service lines on 1 street with one inch copper tubing.
- Continue NPDES Program to remain compliant with EPA Memorandum of Agreement, including 14 catch basin replacements & 18 catch basins repaired, inspected & cleaned drain system; repaired 8 drain manholes, and bi-annual street sweeping to prevent accumulations of debris in catch basins that drain into the Charles River Watershed.
- Camera 140,307 feet & flushed 171,140 feet of sewer mains.
- Camera 75,707 feet & flushed 75,142 feet of drain lines.
- Installed 300 feet of 12 inch drain pipe at the Recycling & Transfer Station.

PUBLIC FACILITIES

DEPARTMENT OF PUBLIC FACILITIES - CONSTRUCTION

PERMANENT PUBLIC BUILDING COMMITTEE

George Kent, Chairman

Roy Schifilliti

Stuart Chandler

Peter Schneider

Natasha Espada

Irwin Silverstein

Paul Salamone

DEPARTMENT STAFF

Steven Popper, Director of Design & Construction

Hank Haff, Senior Project Manager

Phaldie Taliep, Project Manager

Michael Retzky, Project Manager

Kathryn Copley, Administrative Specialist

PURPOSE

The Public Facilities Department – Construction Division provides support for the Permanent Public Building Committee (PPBC) and helps advise and support the Town Manager on Facility construction, planning and operational needs. Town owned building projects with a total cost of \$500,000 or more that involve construction, reconstruction, enlargement, or alteration are assigned to PPBC to oversee, unless the Committee defers jurisdiction in the instance where a project includes little or no actual building construction, or where there are extenuating circumstances as to the nature of the project.

The Permanent Public Building Committee ("PPBC") was formed in June 1996 with seven members who were appointed to be responsible for overseeing the construction, reconstruction, enlargement, or alteration to buildings owned by the Town or constructed on land owned, leased or operated by the Town having a total project cost of \$500,000 or more. The PPBC is responsible for working with the individual user agencies as the need for a project, and/or a feasibility study, becomes established.

In 1998 the Town hired a Building Construction and Renovation Manager to work on the projects. In 2006 this position was restructured and is now under the Public Facilities Department umbrella -Construction Division as the Director of Design and Construction. There are currently two project managers on the staff. State Laws now require all Towns and awarding authorities to appoint Owners Project Managers (OPM) for all construction projects over \$1.5 million. The staff in this Department fulfills this requirement as the Employee OPMs on most Town projects.

FY2016 HIGHLIGHTS

The following is a summary of completed or ongoing projects the PPBC has supervised during the 2016 fiscal year (July 2015 to June 2016). These projects were initiated during the period of 2012 thru 2016 fiscal years.

Project Name: St Mary Street Pump Station
Project Status: Complete
Authorization: \$5,915,100 total
Budget Status: On Budget
Engineer: BETA Group
Owners Project Mgr: Camp Dresser & McKee Smith, Inc.
Contractor: Waterline Industries, Inc.

At the May 2012 Annual Town Meeting, Article 37: Appropriate for Water Enterprise Fund Cash Capital, was approved out of which a total amount of \$350,000 was designated for Fire Flow Improvements. The improvement is for the St Mary Street Pump Station. The project management was awarded thru design selection to Camp Dresser & McKee Smith, Inc. and the design was awarded to BETA Group.

At the May 2013 Annual Town meeting Article 47: Appropriate for St. Mary Street Pump Station was approved in the total amount of \$5,565,100 for preparation of construction documents and construction.

The construction contract was awarded to Waterline Industries in December 2013 and construction began in April 2014. Construction was substantially complete in August 2015 and reached final completion in September 2015. Beneficial occupancy by the Town occurred on June 15, 2015 allowing for pumping of MWRA water to the Town's storage tanks at Dunster and Birds Hill. SCADA implementation of the Town's water distribution system was achieved under this project.

Project Name: RTS Soil Remediation
Project Status: Complete
Authorization: \$400,000 total
Budget Status: On Budget
Engineer: Weston & Sampson Engineers, Inc.
Owners Project Mgr: Public Facilities – Construction
Contractor: Construction Dynamics, Inc.

At the October 2012 Special Town Meeting, Article 16: Appropriate for RTS Remediation, was approved in the total amount of \$400,000.00. Weston & Sampson was awarded the original study for the Salt Shed relocation thru design selection and continues to oversee the RTS Remediation. The project went out to bid in April 2013. The contractor is Construction Dynamics, Inc. The construction of the Salt Shed is complete and the Certificate of Occupancy was received on December 16, 2013.

Remediation monitoring by Weston & Sampson Engineers, Inc. was ongoing as a term of condition to the RAM plan thru December 2015. All of the wells had to test within the accepted reporting limits for a minimum of a year before testing could cease and the final report prepared, and approved by the DEP. Completion of the testing occurred in December 2015. The Permanent Solution Statement final report closed the site out.

Project Name: Hillside Elementary School Feasibility Study
Project Status: Ongoing
Authorization: \$58,237,500
Budget Status: On Budget
Architect: Dore & Whittier Architects, Inc.
Owners Project Mgr: Public Facilities – Construction
Contractor: Site Preparation - P.M. Zilioli, Inc.
Building Demolition - Green Environmental, Inc.
Construction - TBD

At the November 2013 Special Town Meeting, Article 2: Appropriate for Feasibility Study/Hillside School, was approved in the amount of \$650,000.

Additional design funds in the amount of \$45,000 were authorized at the November 2015 Special Town Meeting with the approval of Article 12.

Authorization of construction funds in the amount of \$57.542 million occurred at the Special Town Meeting in October 20016 with the approval of Article 2.

A statement of interest was submitted to the MSBA in April 2013. The MSBA agreed to partner with the Town for this project at the reimbursement rate of 32.47% of the Eligible Project Costs. The project was approved for the eligible school projects by MSBA in December 2013. Certifications were compiled during the spring for submission for Feasibility Study approval.

The Town's Public Facilities Department Construction acting as OPM was approved by the MSBA for the Feasibility Study in the fall of 2014, and the architect, Dore & Whittier Architects, Inc. was selected through Designer Selection with the MSBA in March 2015.

The study has been in process and has gone through all stages of design required by the MSBA. The Preliminary Design Program (PDP) which studied over twenty potential sites in Town and was narrowed down to nine sites on June 1, 2015.

At the November 2015 Special Town Meeting, Article 13: Appropriate for Property Acquisition was approved. The Town purchased the The Owens Poultry Farm along with several houses. P.M. Zilioli, Inc. was awarded a contract for site preparation to remediate and remove unauthorized fill and soil contaminated with poultry grease in April 2016 from the property. The site preparation and remediation was substantially complete in June 2016. Demolition of the buildings is anticipated to start in the fall of 2016 and be finished in December 2016, except for 609 Central Avenue and 45 Sunset Road which will be used in lieu of contractor trailers.

The Preferred Schematic Report (PSR), which recommended a single site (the former Owens Poultry Farm), was submitted in December 2015 and was approved by the MSBA Board in January 2016. Schematic Design was submitted in June 2016 for MSBA Board approval in July 2016. An override for Construction Funds will be presented to the Town in November 2016.

Milestone documents are posted on the Needham School Department website.

Project Name: High School Cafeteria Expansion
Project Status: Ongoing
Authorization: \$2,250,000
Budget Status: On Budget
Architect: Drummey Rosane Anderson, Inc.
Owners Project Mgr: Public Facilities – Construction
Contractor: TBD

At the May 2015 Annual Town Meeting, Article 39: Appropriate for High School Expansion for engineering and design services, was approved in the amount of \$150,000, for the Cafeteria Expansion of the project. Drummey Rosane Anderson was retained as the project designer.

Construction funds were appropriated at the November 2015 Special Town Meeting thru Article 11: Appropriate for High School Cafeteria Construction in the amount of \$2.1 million for preparation of construction documents and construction.

The construction contract was awarded to Paul J. Rogan & Sons in December 2015 and construction began in April 2016. Construction is expected to be substantially complete in August 2016 and reach final completion in the fall of 2016.

Project Name: DPW/Public Services Administration Building Location Feasibility Study
Project Status: Ongoing
Authorization: \$40,000
Budget Status: On Budget
Designer: Weston & Sampson Engineers, Inc.
Owners Project Mgr: Public Facilities – Construction
Contractor: TBD

At the May 2015 Annual Town Meeting, Article 14: Appropriate for DPW/Public Services Administration Building Location Feasibility Study, was approved in the amount of \$40,000. This study will proceed after a preferred site for the Hillside School has been approved, sometime around January 2016.

The goal of the study is to further evaluate and identify possible alternatives to relocate the full DPW program.

The designer, Weston & Sampson Engineers, Inc., was selected through Designer Selection in February 2016. The study should be completed by the fall of 2016. The feasibility study is underway.

Project Name: Rosemary Recreation Complex
Project Status: Ongoing
Authorization: \$1,000,000
Budget Status: On Budget
Architect: Bargmann Hendrie & Archetype
Owners Project Mgr.: Public Facilities – Construction
Contractor: TBD

At the May 2015 Annual Town Meeting, Article 30: Appropriate for Rosemary Pool for design and engineering, was approved in the amount of \$450,000, from Community Preservation Act funding. At the May 2016 Annual Town Meeting, Article 40: Appropriate for Rosemary Recreation Complex design, was approved in the amount of \$550,000 for the second phase of the design.

A Request for Qualifications for design services was advertised in June 2015 and the interviews and designer selection occurred in July 2015. The architect, Bargmann Hendrie & Archetype was selected through the Designer Selection process. Schematic Design was completed December 2015. ???

Further design funds were appropriated at the May 2016 Annual Town Meeting. The architect will continue with the design development and construction document phase. The facility will have to close for the 2017 season due to the expiration of the existing DEP permits. It is anticipated that the facility would be reconstructed and open for the 2018 season, pending construction funding appropriations at the May 2017 ATM.

Project Name: Police & Fire Stations
Project Status: Ongoing
Authorization: \$140,000
Budget Status: On Budget
Architect: Kaestle Boos Associates, Inc.
Owners Project Mgr.: Public Facilities – Construction
Contractor: TBD

At the November 2015 Special Town Meeting, Article 10: Appropriate for Fire Station 2 Feasibility Study, was approved in the amount of \$50,000. At the February 2016 Special Town Meeting, Article 3: Appropriate for Police/Fire Station 1 Feasibility Study, was approved in the amount of \$90,000.

These two studies will be conducted together and will include a review of the operational needs of both police and fire departments, assessments of the facilities and space needs, study of demolition, rebuilding and phasing of the projects and cost estimates of various options.

A Request for Qualifications for design services was advertised in March 2016 and the interviews and designer selection occurred in April 2016. The architect, Kaestle Boos Associates, Inc. was selected through the Designer Selection process. The feasibility study is underway.

Project Name: Memorial Park Building and Grounds Feasibility Study
Project Status: Ongoing
Authorization: \$50,000
Budget Status: On Budget
Architect: TBD
Owners Project Mgr.: Public Facilities – Construction
Contractor: TBD

At the May 2016 Annual Town Meeting, Article 43: Appropriate for General Fund Cash Capital - Memorial Park Bldg. & Grounds Feasibility Study was approved in the amount of \$50,000.

The goal of this study is a full review of the building and grounds and lead to recommendations for either renovations or reconstruction to meet current needs.

The architect is anticipated to be selected through the Designer Selection Process in the fall of 2016.

Project Name: HS Classroom Expansion Alternatives Feasibility Study
Project Status: Ongoing
Authorization: \$65,000
Budget Status: On Budget
Architect: TBD
Owners Project Mgr.: Public Facilities – Construction
Contractor: TBD

At the May 2016 Annual Town Meeting, Article 43: Appropriate for General Fund Cash Capital - HS Classroom Expansion Alternatives Feasibility Study was approved in the amount of \$65,000.

The goal of this study is to review classroom expansion alternatives at the Needham High School. An architect for this project is anticipated to be selected in the fall of 2016.

NEEDHAM SOLAR PROJECT

The Public Facilities Department – Construction Division continued to facilitate the Needham Solar project at the RTS Capped Landfill, working as Project Manager with the Solar Energy Exploratory Committee (SEEC), and the Town Manager. Grant funding for Owner’s Agent Technical Assistance was applied for in September 2013 and received in October to supplement town funding for the Owner’s Agent, Beacon Solutions, Inc.

Six Solar Warrant articles were drafted and then approved by November 2013 Town Meeting. An RFP was issued in September 2013 for Energy Management Services for Solar Photovoltaic Installations. Eleven companies responded in October 2013 and four companies were shortlisted and interviewed. Brightfields Development, LLC was selected with a design that proposed a 3.7 MW DC installation creating around 4,800,000kWH/year. The 20-year EMSC was signed in

April 2014. The developer secured financing partnering with SolarCity, received all Planning Permits, DEP permits, and Interconnection permits in 2015. Construction started in June 2015, and interconnection occurred in the spring of 2016. A ceremonial ribbon cutting occurred around Earth Day 2016 with a dedication of the “Solar Sam” Weihe kiosk.

LOOKING FORWARD

Upcoming future projects include continuation of design for the Police & Fire Stations, High School Classroom Expansion, Memorial Park Building and Grounds, and construction of the new Hillside School, Rosemary Recreation Complex and the reconstruction of the DPW Facility at 470 Dedham Avenue and the relocation of the Fuel Island currently at that address.

Support for the School Department includes evaluating continued occupation and future renovations to the Emery Grover Building. In addition, projects anticipated include refurbishment of the Hillside Elementary School envisioned to be used as potential future swing space for School Administration, Mitchell Elementary School rebuild and Pollard Middle School addition and renovation. The above projects are included as part of the most recent Master Plan.

The Permanent Public Building Committee is challenged by the enormously important and complex projects that have been appropriated by the Town. Successful and timely execution of these projects is essential to satisfying full integration within the Towns infrastructure.

DEPARTMENT OF PUBLIC FACILITIES - OPERATIONS

PURPOSE

The Public Facilities Department, Operations Division identifies, plans for, coordinates, and executes routine daily maintenance and custodial care of all Town buildings. In addition, the Department formulates long-range building related capital needs, including cost estimates and feasibility assessments, for planning purposes.

Carys Lustig, Acting Director of Facility Operations
Wayne Whisler, Facility Operations Shift Supervisor
Andrew Hall, Facility Operations Shift Supervisor
Cecilia Simchak, Administrative Analyst
Jenissa Aybar, Department Specialist
Niki Rumbos, Department Assistant

The Spring 2006 Annual Town Meeting created the Department of Public Facilities under the direction of the Town Manager. The new department was preceded by the Municipal Building Maintenance Board which has been in existence since 1995.

Buildings cared for and maintained by the Public Facilities Department include: Town Hall, Public Safety Building, Fire Station #2, Public Library, DPW Main Building, Public Services Administration Building, Charles River Water Treatment Facility, Ridge Hill Reservation (three buildings), Carleton Pavilion, Center at the Heights (Council on Aging), Memorial Park Fieldhouse, Needham High School, Pollard Middle School, Newman Elementary School, Broadmeadow Elementary School, Eliot Elementary School, Mitchell Elementary School, Hillside Elementary School, High Rock School, Emery Grover School Administration Building,

and the Daley Maintenance Building.

FY2016 HIGHLIGHTS

Broadmeadow Elementary School:

- Cleaned all duct work throughout the building and repaired as necessary
- Retrofitted exterior lights and gym lights to LED lights
- Revised flue system and installed barometric dampers
- Replaced the combustion chamber on RTU 3
- Added additional sections to the boiler stack



Daley Building:

- Repaired cracks in the walls



Center at the Heights:

- Connected the generator

Fire Station #2:

- Cleaned all duct work in the building and repaired as necessary

Memorial Park

- Installed two hand dryers in one set of bathrooms
- Repaired the steps on the gazebo

Department of Public Works:

- Repaired a faulty door at the Garage
- Installed lighting in the sidewalk bays

Public Services Administration Building:

- Repaired the front door
- Converted exterior lighting to LED lighting





Eliot Elementary School:

- Replaced multiple windows throughout the building
- Cleaned all the duct work in the building and repaired as necessary
- Retrofitted parking lot lights and exterior lights to LED lights
- Added an additional aiphone station to allow for keycard entry into the building
- Refinished the wood floors throughout the building

Emery Grover:

- Installed an 8' privacy fence around the fuel tank

DeFazio and Carleton Pavilion:

- Installed two hand dryers in one set of bathrooms



Public Safety Building:

- Repaired all masonry joints and flashing around the chimney
- Painted the cupola surrounding the building
- Cleaned all duct work in the building and repaired as necessary
- Repaired multiple lights throughout the building



Charles River Water Treatment Plant:

- Repaired the air handler

High Rock

- Repaired the dishwasher and stove in the school kitchen
- Repaired the condensing motors

Transfer Station

- Installed three roof purlins in the 3 bay building and two roof purlins on the roof of the tipping floor
- Repaired the overhead door on salt shed



Library

- Repaired multiple lights
- Repaired holes in the sidewalk and reset the railings
- Cleaned all duct work in the building and repaired as necessary
- Repaired the chiller
- Repaired the sewage ejector pump
- Replaced 8 valve bodies

Kendrick Street Pumping Station:

- Replaced the exhaust fan for the wet well area

Needham High School

- Subdivided a set of rooms, painting the walls and installing new phone lines
- Replaced the emergency phone and emergency lights
- Installed a cement slab in the bus loop
- Installed a new water bottle filling station
- Repaired the boiler



- Retrofitted exterior lights and gym lights to LED lights
- Repointed and sealed the grand stairwell
- Replaced the BMS server
- Repaired pole lights in the parking lot
- Painted the balconies behind the school
- Refinished the wood floors



Hillside

- Replaced the exterior lighting
- Installed insulated shades in multiple rooms
- Repaired piping for the boilers
- Cleaned all ductwork in the building and repaired as necessary
- Repaired the deck
- Repaired the glass and installed Lexan in the stairwell
- Retrofitted lighting to LED lights

Mitchell

- Retrofitted lighting in the gym to LED lights
- Repaired the windows in the lobby of the court yard
- Painted the front, left side, and rear of the school
- Installed a switch that electrically raises and lowers basketball hoops
- Refinished the wood floors throughout the building
- Painted the exterior of the building



Chestnut Street:

- Painted the exterior of the building



Newman

- Reconnected the boiler stacks
- Retrofitted lights to LED lights
- Repaired the ramp and stairs to the courtyard
- Refinished the wood floors throughout the building

Pollard

- Installed a service for four receptacles in the media center
- Completed asbestos abatement and air quality monitoring
- Replaced the tile floor
- Removed and installed a new HVAC system in multiple rooms
- Reconstructed and updated one set of restrooms
- Cleaned all duct work throughout the building and repaired as necessary
- Painted the auditorium
- Retrofitted lighting in the gym and auditorium to LED lights
- Removed and replaced 452 lockers
- Refinished the wood floors throughout the building



Town Hall

- Repaired multiple columns
- Refinished the wood floors throughout the building



COMMUNITY SERVICES

COMMISSION ON DISABILITIES

Elaine Saunders, co-chair, Jeanie Martin, co-chair, Susan Crowell, secretary, Tatiana Swanson, treasurer and ADA liaison, and members Leon Foster, Debbi Heller, Bruce Howell, Barbara Moss, and Dale Wise. Liaison to the School Committee is Trisha Mullen; Needham Police Department Community Service Officer is Karl Harmon; Consultant from MetroWest Center for Independent Living is Paul Spooner.

The Needham Commission on Disabilities (NCOD) meets on the third Tuesday of the month except for the months of July, August and December with the following membership: 9 members; a majority of whom are disabled; one of whom must be a family member of a person with a disability; and one of whom must be an appointed town employee, and other interested Needham residents.

PURPOSE

- To advise municipal officials, public and private agencies, and other individuals to ensure compliance with federal, state and local disability laws.
- To promote full integration of persons with disabilities into the community.
- To provide information, referrals, and technical assistance to individuals, businesses and organizations in all matters pertaining to disability issues.
- To participate in a variety of forums and media events to develop public awareness of persons with disabilities, and compliance with the Americans with Disabilities Act (ADA).
- To award grants to community based organizations that increase awareness of and educate persons about disabilities, and that help persons with disabilities participate more fully in programs and activities in Needham.

BUDGET

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|---|-----------------|
| Office Supplies: filing cabinet and printer cartridge | \$203.78 |
| Two members attend Access Monitor training | \$170.00 |
| TOTAL | \$373.78 |

FY2016 HIGHLIGHTS

- Worked in conjunction with the Metro West Center for Independent Living in Framingham and the Massachusetts Office on Disability on all legal and technical matters pertaining to the disabled.
- Contacted the owner of 1299 Highland Avenue regarding problems that resulted when the handicapped parking space was used as a receptacle for snow.
- Reviewed and assessed sites in Needham for ADA code violations including 272 Chestnut Street, New Garden Restaurant and the Post Office.
- Advised town officials and local businesses regarding the number and dimensions of handicapped parking spaces and of proper signage required for HP spaces in order to ensure compliance with ADA and the Architectural Access Board (AAB) regulations.

- Advised the Superintendent of the Highway Department, the Town Engineer and the Needham Police about the necessity of providing and maintaining accessible pedestrian signals at pertinent crosswalks in Needham. Also contacted them regarding the replacement of non-functioning streetlights in a residential area of Needham.
- Continued to make available handicapped parking signs that comply with state regulations and town by-laws at a reduced cost to Needham businesses and town departments.
- Continued to sponsor a Needham resident who has been trained to assist the Needham Police by taking photographs of violators of handicapped parking regulations.
- Continued to award grants to individuals and organizations for materials and programs relating to persons with disabilities. (Funds made available from fines accrued from handicapped parking violations.)
- Worked on updating the NCOD brochure which is available at various town sites and is included in a welcoming packet for Needham newcomers. Enlisted the assistance of a Needham High School student to take photos of accessible equipment provided by NCOD grants to appear in the updated brochure.
- NCOD members made presentations regarding disability issues and worked interactively with students from Eliot, Hillside, Broadmeadow and Olin College.
- Consulted with architects and project managers regarding the Needham High School cafeteria expansion, the proposed new Hillside School and the Rosemary Recreation Project to ensure that compliance with ADA and AAB is achieved.
- Developed an NCOD grant application that appears on the Town of Needham website.
- A guest speaker from the Massachusetts Office on Disability presented information to NCOD on disability issues of mutual interest and weekly updates were received from the Disability Policy Consortium.
- Met with the director of Parks and Recreation to consult and advise on a variety of accessibility issues along the ADA Reservoir Trail.
- An NCOD member, a trained town volunteer and the Town Clerk continued to work together to promote use and understanding of the Automark voting machine which allows persons with visual disabilities to vote independently.
- An NCOD member served as a representative to the Downtown Streetscape Planning Committee to ensure that accessibility issues are addressed including handicapped parking and pedestrian access.
- Two NCOD members completed Access Monitor Training that was sponsored by the Mass Office on Disability.
- Remained informed about regulations and issues concerning people with disabilities through subscriptions to publications, newsletters and through the public media.
- Continued to sponsor a weekly presentation on the Needham Cable Channel of the Ablevision program by Project Triangle, which highlights accomplishments of persons with disabilities.

FY2017 FORECAST/GOALS

- To continue to work with the School Administration, Town Clerk, Town Engineer, Highway Department, Permanent Public Building Committee, the Park and Recreation Department and other pertinent Town of Needham departments in an advisory capacity to

ensure compliance with AAB and ADA building codes at schools, playgrounds, private businesses, community based agencies and other municipal buildings as they are renovated.

- To work with Needham Public Housing, its residents and Needham businesses to provide a safe environment and accessibility compliance including ramps, railings, entrances and lighting.
- To continue to inform non-compliant business property owners of regulations regarding proper handicapped parking signage and offer properly worded handicapped parking signs to public and private organizations and businesses at a reduced cost.
- To continue to work with the Needham Police to enforce proper usage of handicapped parking spaces through a program that tickets violators.
- To participate in the Downtown Streetscape Committee and the Local Emergency Planning Committee to promote awareness of disability issues.
- To utilize funds accrued from handicapped parking fines for the specific benefit of persons with disabilities in the community through the issuing of grants.
- To continue to work with the Town Clerk’s office to promote use of the Automark voting machine, so that persons with visual impairment can vote independently.
- To continue to work with town officials to bring the Town of Needham into compliance with state and federal regulations regarding all accessibility issues.
- To complete the updated NCOD brochure and distribute it throughout the town.
- To dispense information and to serve as a resource to individuals and entities in the Town of Needham on issues relating to persons with disabilities.
- To continue to facilitate registration of persons with disabilities in the Enhanced 911 program and Emergency Management Program, in conjunction with Needham Town Hall and the Needham Police.
- To encourage Needham citizens to attend NCOD meetings which are publicly posted.
- For further information about the Needham Commission on Disabilities and about attending a meeting, please call NCOD at (781) 455-7500.

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| COMMUNITY PRESERVATION COMMITTEE |
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Staff:

*Patricia Carey, Staff Liaison
Kristen Wright, Recording
Secretary*

Members:

*Gary Crossen, Chairman
Lita Young, Vice Chair
Paul Alpert
Robert Boder
Reg Foster
Ron Furman
Mark Gluesing
Peter Oehlkers
Chris Gerstel*

Appointed by:

*Board of Selectmen
Board of Selectmen
Planning Board
Historical Commission
Housing Authority
Town Moderator
Town Moderator
Conservation Commission
Park and Recreation Commission*

**PURPOSE AND
MISSION**

Massachusetts General Law (M.G.L.) Chapter 267 of the Acts of 2000, Section 2,

defines community preservation as “the acquisition, creation and preservation of open space, the acquisition, creation and preservation of historic structures and landscapes and the creation and preservation of community housing.” Needham voted to accept the legislation in November

2004. The Community Preservation Committee is appointed to make recommendations for use of the Community Preservation Fund.

FY2016 ACCOMPLISHMENTS AND ACTIVITIES

- The Needham Community Preservation Fund received its state distribution of \$579,514 from the Commonwealth in December 2015, a 29.7% match. The percentage from the state has varied from a low of 26.64% to a high of 100%. In total, \$7,631,362 has been received from the state as of December 2015. The Town collected \$2,027,077 in FY2016 through the local surcharge.
- The Committee held a public hearing in March 2016 to gather public input on the proposals under review for funding.
- At May, 2016 Annual Town Meeting, the Committee recommended and Town Meeting approved the funding of the following proposals:

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|------------|-------------------------|--|
| \$ 60,000 | Planning Department | Community Housing Specialist |
| \$ 310,000 | DPW | Memorial Park Drainage |
| \$ 25,000 | Conservation Commission | Trails: Student Conservation Association |
| \$ 118,000 | DPW | Design: Rosemary Lake Sediment Removal |
| \$ 550,000 | Park and Recreation | Design: Rosemary Recreation Complex |

- In addition to funding the proposals at the Annual Town Meeting, and as required by the state legislation, funds were spent or put in reserve for Community Housing and Open Space. The debt service for Town Hall is also paid through CPA funds, meeting the obligation for spending under Historic Resources. Remaining funds, totaling \$1,537,037 were placed in the Annual Reserve, for future projects in those categories or Recreation. Approximately, five percent of the revenue was put into the CPA Administrative budget.

STATISTICS

- The Community Preservation Fund has provided financial support to fifty-six (56) projects, with a total of \$24,426,352.

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|------------------------------|---------------|
| Community Housing total | \$ 1,444,500 |
| Open Space total | \$ 2,084,619 |
| Historic Preservation total | \$ 15,301,733 |
| Recreation and General total | \$ 5,595,500 |

GOLF CLUB ADVISORY COMMITTEE

Daniel Dain (Chair), Roy Cramer, Jack Heavy, Richard Reilly, Jon Schneider, Mary Grace Summergrad

PURPOSE

The Golf Club Advisory Committee members are appointed by the Selectmen to act as a liaison between the Needham Golf Club and the Board of Selectmen. The Committee monitors Club operations to ensure that the Club is operated in accordance with the terms of the Lease with the

Town. The Committee also provides a forum for residents to obtain information about the operation of the Club and to resolve any disputes with the Club. The Committee reports to the Board of Selectmen.

The Needham Golf Club is a private non-profit corporation organized in 1923. The Club operates a 9-hole golf course designed by a disciple of Donald Ross. The Club owns approximately 6.7 acres of land fronting on Green Street. The club house, parking lot and ninth green are on land owned by the Club. The remainder of the golf course is on approximately 58.8 acres of land leased from the Town.

The current Lease, approved by Town Meeting in 2008, expires on April 30, 2029, but is subject to the right of the Town to terminate at any time for “any lawful municipal purpose” upon action by the Town Meeting. Under the terms of the Lease, residents have the right to use the golf course for one full weekday, one partial weekday, and one partial weekend day. Greens fees charged are the same fees that members pay for their guests. In addition, the Club accommodates the Needham High School Golf Team and allows use of the premises for winter recreation. The Lease imposes various restrictions on membership including a requirement that 90% of new members must be residents of Needham.

The Golf Club Advisory Committee meets prior to the beginning of the golf season and at the end of the season and holds special meetings if matters arise at other times.

FY2016 HIGHLIGHTS

- The Committee met with Club President Kevin McNamara and Club Vice President Phil Atwood twice during 2016, on April 25 and November 14.
- At the two meetings, the Committee reviewed with the Club’s leadership the Club’s compliance with the terms of the Lease, including rights of winter recreation, Needham High Golf Team access, and resident days; as well as resident composition of new accepted members and the Club membership, and the prohibition of discrimination on the basis of sex, race, color, creed, sexual orientation, and national origin.
- The Club reported that fewer than 90 percent of new members for the calendar 2016 season were residents, below the threshold set forth in Lease section 9.2. The Club received a waiver from the Town Administrator under section 9.5.
- The Committee also reviewed with the Club whether there had been any issues with the neighborhood during the year. The Club reported few if any issues with neighbors. Committee members did not report learning of any neighbor complaints.

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| <h2>HUMAN RIGHTS COMMITTEE</h2> |
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Abdul Cader Asmal (Clergy Association)
JoAnne Coffey-McCormick
Barry Ehrlich
Cynthia Ganung (Clergy Association,
IJTF, Diversity Initiative)
Kerry Hurwitch
Amelia Klein (Co-Chair FY2016,
Diversity Initiative)

John Kraemer (liaison – NPD)
Ashok Mehta
Bud Schram
Jennifer Howard Schroeder - Chair
Matt Schroeder (NHS)
Marlene Schultz - Vice-Chair
(Co-Chair FY2016)



MISSION

The Town of Needham's Human Rights Committee strives to reaffirm the worth and dignity of every human being. The diversity of the Needham Community is embraced and celebrated through the following NHRC activities:

- Education: Advocate appreciation for and respect for diversity
- Community Outreach: Organize community events to constructively promote diversity and tolerance
- Community Response: Respond to issues that challenge the human rights of any individual or group in the Needham Community

NHRC LOGO



The NHRC logo design, which is universally recognized, combines the shape of a hand with that of a bird (dove). It was created by an international committee for the promotion and protection of human rights.

MEMBERSHIP

Official members of the Needham Human Rights Committee are Needham residents who volunteer to serve on the Committee. They are appointed by the Board of Selectmen.

The Committee shall consist of 12 members. When practicable, the Committee should include representatives or designees of the Needham Police Department and the Needham Public School Department (ex officio and non-voting), the Needham Commission on Disabilities, and the Needham Housing Authority. Membership should also include a representative of the local clergy, a senior citizen, a tenant of the Needham Housing Authority, a realtor, and a Needham High School student. [Charge, Human Rights Committee, Approved Aug. 12, 2008]

MEETINGS

Human Rights Committee meetings are usually held the *third Thursday* of each month at Needham Town Hall, Highland Room, 7:30-9:00 pm. Meetings are open to the public and all meeting dates and agendas are posted on the Town website. On occasion, guest speakers are invited by the Committee to share their expertise in the area of human rights. Guest speakers play an important role as resources for planning future NHRC events. The Committee welcomes all Needham residents who are interested in human rights to attend a meeting and to learn about the work of the Committee.

SPONSORED COMMUNITY EVENTS

Organizing community events and educational forums related to human rights plays a major role in the work of the NHRC. Following are highlights for the Fiscal Year 2016.

Needham 4th Annual Diversity Summit – October 17, 2015 Pollard Middle School

The Needham Diversity Summit brings together community leaders, friends, neighbors and students to explore, foster, strengthen and celebrate Needham's diversity - of socioeconomic status, race, sexual orientation, gender (including identity and expression), religion, ethnic identity, ability and age. The Summit attempts to empower groups that may otherwise feel unable or that lack the confidence to share their experiences and voices, and to provide a safe and inviting space for audiences to listen and respond. The NHRC was a co-sponsor of the day-long event. NHRC members served on the Diversity Summit Planning Committee and attended and hosted the Diversity Summit. NHRC members also led workshop sessions, an integral part of the

Diversity Summit program.

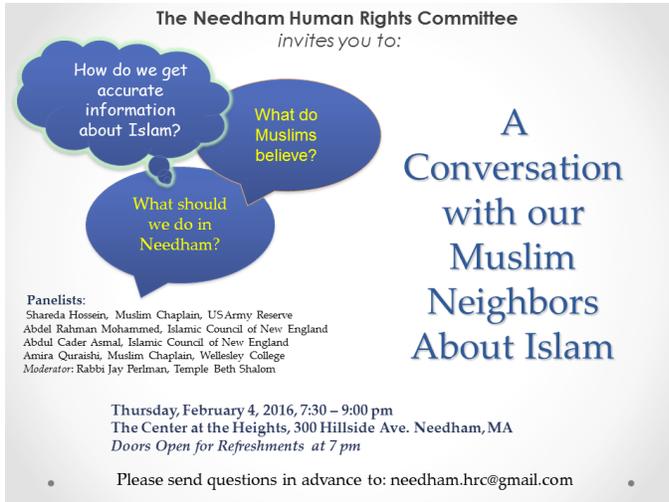


Martin Luther King Jr. Day Celebration - January 18, 2016 Needham High School

This annual community event celebrates the legacy and the life and achievement of Dr. Martin Luther King, Jr. The central focus of the MLK Day is children. Most of the performances are by or for children of all ages. An annual highlight is a combined choir of children from diverse Needham communities and groups. Middle school students conducted a ceremony of lighting candles in honor of those who have inspired them. Other program highlights included a keynote speaker, storytelling activities for children, a dance ensemble presentation, and a student art display. NHRC was a co-sponsor of the celebration. Committee members served on the MLK Day Planning Committee, organized and provided refreshments, attended and hosted the event. Additional sponsors were The Clergy Association, the Needham School Department and its

METCO Program, and the Needham Diversity Committee. (Photo courtesy Needham Diversity Initiative, Inc.)

A Conversation with Our Muslim Neighbors - February 4, 2016 Center at the Heights



Residents of Needham had a firsthand opportunity to meet and interact with Muslim panelists from different cultural, economic and professional backgrounds. The distinguished guest speakers provided a comprehensive look at Islam (a handout was provided that compared and contrasted the beliefs of orthodox Islam and radical Islamic cults), and discussed anti-Muslim statements and beliefs that generate fear and misconceptions about Islam. The event was described as *an excellent opportunity for interfaith, intercultural learning and exchange* by

attendees. The evening agenda highlighted questions voiced by members of the audience with responses from the panelists. An ensuing conversation took place after the event on the NHRC Town Hall webpage, where numerous questions and answers were posted. The NHRC is planning follow-up educational forums with input from the Needham Community.

Global Refugee Crisis, Voices from Massachusetts – June 1, 2016 Center at the Heights



NHRC co-sponsored a community forum together with the Immigration Justice Task Force. Guest speaker Merissa Khurma worked with various economic development projects in Jordan focusing on fiscal reform, and workforce development and the Syrian refugee crisis. Ms. Khurma spoke about the refugee crisis, international community response, future challenges, and community opportunities. Joining the guest speaker were two women whose families were

resettled in the Boston area. They shared their experiences as refugees living in camps in Syria (a picture of the camp is shown on screen). Information about ways to assist the resettlement of refugees and immigrants in the Boston area was highlighted. One initiative from the Needham Community involved a collection campaign for household items in order to equip refugee family apartments. The NHRC is a member of the Needham Refugee Resettlement Partnership.

COMMUNITY RELATIONSHIPS

In pursuing its mission, the NHRC seeks opportunities to collaborate - and develop on-going relationships - with groups in the Needham Community. Following are examples of ways the NHRC has made efforts to reach out to both official and non-official Town Committees and organizations.

- **NEEDHAM HOUSING AUTHORITY** Members of the NHRC have had on-going conversations with the Executive Director and the Resident Services Coordinator to discuss common interests and means of support. The Committee's goal was to learn about the needs of residents living in NHA units, and how well residents of Needham public housing are integrated into the Community. The Committee continues to seek candidates who are residents of the Needham Housing Authority to serve on the NHRC, and has collaborated with NHA officials in promoting resident representation on the Committee.
- **MEDIA SOURCES** The NHRC has developed close links with local media sources. Direct contact with editors and journalists has helped the Committee promote its events and generate interest in human rights. Committee members have attended information sessions organized by the Needham Times and have had opportunities to meet the staff, learn how and when to send press releases and calendar listings, and how to "pitch" a story for their organization. The Needham Times has been supportive of the mission of the NHRC and has highlighted its work in major articles and guest columns. The Hometown Weekly has consistently responded to press releases and published lead articles about Committee events in a timely fashion.
- **NEEDHAM PUBLIC SCHOOLS** Members of the Committee have met with the Superintendent and Needham Public School officials to discuss ways to collaborate and to share resources. The NHRC is committed to developing on-going relationships with school personnel and students. Their input is critical in the planning of educational forums which address the challenges faced by youth in our community. The NHRC provides opportunities for NHS students to take on leadership roles as members of the Committee, and to take initiative in providing student participation and input in the planning of events. The Needham High School representative who serves on the Committee provides an important link to faculty and student groups.
- **NEEDHAM COUNCIL ON AGING** The co-chairs of the NHRC have met with the Executive Director of the Council on Aging to plan events at the Center at the Heights which accommodate the needs of older adults. The Director has been supportive in helping the Committee reserve dates and space at the Center to host key events. The Center staff members have generously given their time and energy in organizing and

facilitating event activities. Two events were held at the Center at the Heights this past year (*A Conversation with Our Muslim Neighbors* - February 4, 2016 and *Global Refugee Crisis, Voices from Massachusetts* – June 1, 2016).

- **NEEDHAM DIVERSITY INITIATIVE, INC.** The Needham Diversity Initiative is a grass-roots, community organization of individuals who live, work or study in Needham. Many are educators and have been involved with diversity training in the past (e.g., via their profession or membership in Needham’s Human Rights Committee, Needham Clergy Association, or Immigration Justice Task Force). The NDI organizes on-going events, workshops, and community forums which provide opportunities for residents of Needham to learn about the diverse populations within their community, to examine diversity issues, and to build diverse coalitions. Two members of the NHRC serve on the Board of the Needham Diversity Initiative. The NHRC has been an annual co-sponsor of the Needham Diversity Summit and the Martin Luther King Day Celebration.
- **NEEDHAM CLERGY ASSOCIATION** Two members of the NHRC are active members of the Needham Clergy Association. Both groups have shared information about their work with members of their respective organizations, and have supported and attended public events organized by each group. One example of an event attended by NHRC members was a Needham Interfaith Community Vigil in Response to the Tragedy in Orlando, held on June 19, 2016.
- **NEEDHAM IMMIGRATION JUSTICE TASK FORCE** One member of the NHRC is a member of the Immigration Justice Task Force and has been an important link to the group. The NHRC has supported the activities of the IJTF and has attended and co-sponsored events they have organized. The work of the IJTF is relevant to the work of the Committee: both groups are advocates for human rights. The IJTF has been an important source of information about current issues and actions taken in relation to immigration policies, many that involve residents and employees in the Town of Needham.
- **NEEDHAM REFUGEE RESETTLEMENT PARTNERSHIP** Several Needham faith-based and community organizations have formed a consortium to 1) inform Needham residents about the global and national refugee resettlement crisis, 2) explore ways to create community partnerships to help transition immigrants in the Boston area, and 3) consider the possibility of becoming partners in the *Resettle Together – Partners in Local Refugee Resettlement program*. The International Institute of New England (IINE) is one of three resettlement agencies in Massachusetts that provides many opportunities for surrounding partnering communities (such as Needham) to support the resettlement process through advocacy, pre-arrival support, social events, and working directly with clients. Two members of the NHRC serve on a steering committee for the consortium project.

HUMAN RIGHTS RESOURCE GROUPS

The NHRC has kept informed about human rights issues by connecting to regional organizations and groups who serve as resources to the Committee. These resources enhance the work of the

Committee in planning educational forums, and in responding to issues that challenge the human rights of any individual or group in the Needham Community.

- **MASSACHUSETTS ASSOCIATION OF HUMAN RIGHTS AND RELATIONS COMMISSIONS (MAHRC)** The Massachusetts Association of Human Rights and Relations Commissions is an organization of municipal and local agencies responsible for promoting human and civil rights and harmonious relationships among diverse groups at a local level. The mission of MAHRC is to provide local and statewide leadership in the areas of human rights and intergroup relationships. MAHRC accomplishes this charge by promoting networking initiatives, developing educational strategies and model programs; and serving as a resource for new and existing human rights and relations commissions.

NEEDHAM HISTORICAL COMMISSION

Robert Boder, Carol Boultris, Rose Doherty, Gloria Greis, Richard Hardy (Chair), Jeffrey Heller, Miles Shore

The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission seeks to identify places of historic or archeological value, and to coordinate with other town boards bodies to preserve the town's historical heritage.

The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the Demolition Delay By-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings. There are seven members on the Historical Commission. The Board of Selectmen appoints members of the Commission for three year, staggered terms.

FY2016 ACTIVITIES

- Over the course of the year the Historical Commission met with the owners of 1427 Great Plain Avenue (Daniel Kingsbury House) 62 Noyes Street (Rimmele Cobbler Shop) 301 Neihoiden Street (George W.C. Washburn House) for renovation, repairs of their historical houses.
- The Needham Historical Commission consulted with representatives of BETA group on the reconstruction / restoration of Cook's Bridge.
- The Historical Commission has been working with the Board of Selectmen in reviewing the current demolition delay by law.
- The Commission provided input and advice to the Massachusetts Water Resources Authority (MWRA) and a community group interested in the restoration of historic railings on the Sudbury Aqueduct (Echo Bridge) at hemlock Gorge. The Commission voted to support CPC partial funding of the restoration of the railings, other support will be provided by the City of Newton CPC, the MWRA and privately raised funds.
- Members of the Historical Commission represented the Commission as members of the town's Downtown Streetscapes Committee, Town common planning, Large House Study Committee and as a designated member of the Community Preservation Committee.

- Long time chair and historical commission member Carol Boulris resigned from the commission. The Needham Historical Commission would like to make special note of Ms. Boulris's long service to the town of Needham both for her service on the historical commission, school committee and other town committees over the years.

NEEDHAM FREE PUBLIC LIBRARY



Board of Trustees

Margaret L. Pantridge, Chair

Lois C. Bacon

Rose A. Doherty

Richard C. Hardy

Thomas M. Harkins

Gregory J. Shesko

Carol J. Thomas

The Board of Library Trustees derives its authority from Massachusetts General Laws, Chapter 78, Sections 10 and 11, and the Needham Town Charter Part 3, Section 19.

In conjunction with its Strategic Plan, the Board of Library Trustees has adopted the following Vision and Mission Statements.

VISION STATEMENT

The library will provide and expand resources and information to satisfy curiosity and will provide opportunities to discover and share new ideas.

The library will be a vibrant and welcoming place for all people to gather, meet, and learn.

The library will create opportunities for programs, services, and outreach, by building partnerships with institutions, such as schools, businesses, and organizations.

MISSION STATEMENT

The Needham Free Public Library provides access to materials, resources, and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.

LIBRARY STAFF

*Ann C. MacFate, Director; Dana Mastroianni, Assistant Director; Diane T. Browne, Technical Services Supervisor; Paula A. Dugan, Children's Supervisor; Stefanie L. Claydon, Reference Supervisor; Danielle Tawa, Technology Specialist/Archivist; Gay Ellen Dennett, Reference Librarian/Program Specialist; Sarah N. Breen, Reference Librarian/AV Specialist; Deborah A. Lovett, Circulation Supervisor; Carolin S. Davis, Assistant Children's Librarian; Manuela R. LaCount, Assistant Cataloger; Karen H. Donaghey, Library Assistant; Lu-Ann M. Caron-Leslie, Library Assistant; **Part-Time Reference Staff:** Jeffrey R. Arnold, Erin G. Bassett, Judith E. Nudelman, Leigh R. Rudikoff, Anne M. Thie, **Part-Time Children's Staff:** Elise R. Katz, Veronica L. McCarthy, Erica M. Ruscio, Diane L. Shetler, Caren M. Tolleth, Part-*

Time *Administrative Assistant*: Jenna A. White, *Part-Time Library Assistants*: Sandra J. Bedigan, Abigail L. Bilbrey, Annalisa Bishop, Charlotte R. Buxton, Judith G. Johnson, Janet S. Krawiecki, James Lawrence-Archer, Cheryl Miller Smith, Christine M. Moynihan, Deborah J. Reardon, Janet B. Scherrer, Nancy D. Teich, Joan P. True, Lisa M. Vergara, *Custodial Staff*: Angel R. Lopez, Raymond B. Cranton, and Howard R. Egerton.

FY2016 HIGHLIGHTS

JULY

- 624 children participated in the Summer Reading Clubs.
- The library instituted a series of programs for ‘twens (ages 10-12) that included a Pokémon League, drawing superheroes, and craft activities.
- Both the Needham Police Department and the Needham Fire Department presented children’s programs on what it is like to be a policeman or a fireman.
- The highly successful “Nature Talks” program presented two programs on mushroom identification that included a guided mushroom foraging walk.

SEPTEMBER

- Popular lecturer Dr. Gary Hylander returned with a new series, *America in the Gilded Age*.
- The afternoon and evening book discussion groups resumed, with the afternoon group reading *Euphoria* by Lily King and the evening group reading *The Burglary* by Betty Medsger.
- The Friends of the Needham Public Library held another incredibly successful fall book sale.

OCTOBER

- Work was completed on a new Library Wireless System that was funded by the Friends of the Needham Public Library and the Library Foundation of Needham.
- Sixty-five children enjoyed a pumpkin decorating contest and a visit from a “great pumpkin.”
- The Children’s Department presented parenting workshops on cognitive development and social/emotional development.

NOVEMBER

- The library participated in International Games Day, featuring a collection of games for ages 10 and up.
- The Massachusetts Board of Library Commissioners certified the library for FY2016.
- The Community Room Audiovisual Upgrade, sponsored by the Friends and the Foundation was completed.



DECEMBER

- 760 people enjoyed three New Year’s Needham children’s programs—*Magic of the*

Steelgraves (two programs) and *Karen K and the Jitterbugs*.

- The Children's Department introduced a new third-Saturday-of-the-month program, *Family Activity Morning*.
- The Newman School first graders created decorated book bags which were given to the library to give to people who need a bag for their library books.

JANUARY

- Dr. Jeffrey M. Karp presented the first program in the 2016 McIver Lecture Series—*Tomorrow's Technology Today: 21st Century Medical Innovation*.
- History lecturer Dr. Gary Hylander introduced his timely, new series, *Presidential Elections*.
- The Board of Library Trustees approved a new five-year Strategic Plan. The trustees presented the Plan to the Board of Selectmen.



FEBRUARY

- The second *Tomorrow's Technology Today* McIver Series lecture featured Professor Andrew Bennett exploring the civilian use of drones.

MARCH

- Children in grades 3 – 5 chatted, through Skype, with a NASA engineer who is participating in the development of the transportation systems that will take people beyond Earth orbit and into deep space.
- Local lecturer Bob Begin examined the leadership style and organizational skills of *Antarctic Explorers of the Early 20th Century*.
- The final McIver lecture in the series *Tomorrow's Technology Today* was *The Internet of Things* with Dr. David Rose.
- More than 3,000 people enjoyed the more than fifty pieces of art in mixed mediums (presented by talented Needham High School students) and the accompanying fantastic floral interpretations (presented by members of the Temple Beth Shalom Garden Club, the Needham Garden Club, and the Kalmia Garden Club) at the annual Needham Art in Bloom show.



APRIL

- The library celebrated its 100th Anniversary of doing business at the corner of Highland Avenue and Rosemary Street. More than 300 children enjoyed a puppet show and a magic show, while adults were entertained with music from 1916. Everyone appreciated the refreshments.
- The Children's Department expanded its World Language storytime programs, adding its first Chinese language storytime to the existing Spanish language storytimes.

MAY

- Marina Palmiero donated an oil painting done by her deceased grandfather Giovanni Castano, a well-known American artist, restorer, appraiser, art dealer, and Needham resident.

JUNE

- Use of the library’s downloadable programs continued to increase in FY2016 with downloadable book use increasing by 77%, downloadable music by 59%, and downloadable magazines by 9.6%
- More than 340,000 people visited the library in FY2016.
- During FY2016 the Children’s Department held a record 379 programs, with a record breaking 14,311 children in attendance.
- The library sent 61,613 items to other libraries to fill requests and other libraries sent 66,390 items to Needham to fill patron requests.



FY2017 FORECAST

The library trustees and staff will continue to work on the goals delineated in the new Strategic Plan. Use of downloadable books, magazines, and music will continue to increase; however, use of print materials will continue to remain as the most popular library service. The library will experiment with a variety of databases, in order to offer citizens the information that they seek.

DONATIONS TO THE LIBRARY

During FY2016, fifty-one people volunteered 1,222 hours of service to the library. Volunteers mended the library’s books, filed reserved items on the shelves at the Circulation Desk, dusted and straightened the library’s shelves, and put returned materials back on the shelves. In addition, the Library Trustees, Friends of the Library, and the Library Foundation of Needham worked many hours presenting programs, book sales, and other special events. The Friends and the Foundation made it possible for the library to offer state-of-the-art audiovisual facilities to Community Room users and for library users to enjoy updated and secure wireless services. Additionally the Friends of the Library paid for subscriptions to international magazines; museum passes; adult and children’s library programs; playaways; DVDs; audio books; the *Universal* Class database, young adult books, graphic novels, audiobooks, and playaways; and two new copy machines for public use. The Library Foundation of Needham provided funds for many of the library’s programs, a pass to the Danforth Museum, and a pass to the Concord Museum. The Needham Garden Club supplied weekly flower and plant arrangements for the library’s lobby, purchased the pass to the Garden in the Woods, and maintained planters in the main entrance lobby and at the Highland Avenue entrance. The Lions’ Club donated funds for the purchase of books for the library’s Large Print Collection. The Quinobequin Quilters provided the library with a pass to the Quilt Museum. The Massachusetts Department of Conservation and Recreation gave the library a Massachusetts ParksPass to the State’s parks. Other people, clubs, groups, and organizations that made significant donations to the library in FY2016 include:

Project VAN (Volunteers Around Needham)
 Needham High School Community Classroom Program
 The Needham High School Anime Club
 The Estate of Mary Dickert
 Volante Farms
 Children's Room World language storytime presenters

Thank you to the many individuals who displayed their paintings and pictures in the Friends' Gallery and showed their handicraft work in the library's display cases. You provided everyone with a visual feast. Thank you also to the many individuals who made memorial and honoring donations to the library during FY2016. The Trustees and staff are grateful to everyone who made a donation to the library. You enrich the library's collections, as well as the lives of the people of Needham.

| | <u>FY2014</u> | <u>FY2015</u> | <u>FY2016</u> |
|------------------------------------|---------------|---------------|---------------|
| Memorials and Cash Donations | \$64,203 | \$43,015 | \$22,555 |
| Value of books, DVDs, etc. donated | \$ 4,285 | \$ 5,342 | 4,805 |

DEPARTMENTAL STATISTICS

| | <u>FY2014</u> | <u>FY2015</u> | <u>FY2016</u> |
|---|---------------|---------------|---------------|
| <i>Adult Department:</i> | | | |
| Circulation (books, DVDs, CDs, periodicals, ebooks, eperiodicals, emusic) | 300,691 | 302,867 | 302,171 |
| Items loaned to other libraries | 67,779 | 63,120 | 61,613 |
| Items borrowed from other libraries | 62,979 | 60,595 | 66,390 |
| Total money returned to Town from fines, fees, lost books, etc. | \$54,375 | \$54,350 | \$42,091 |
| <i>Reference Department:</i> | | | |
| Reference questions answered | 17,680 | 17,974 | 18,242 |
| Directional questions answered | 3,669 | 4,133 | 6,784 |
| Number of people using Genealogy Room | 76 | 64 | 100 |
| Number of people using Study Rooms | 5,011 | 5,252 | 6,394 |
| Remote Access | 187,105 | 261,555 | 255,752 |
| <i>Children's Department:</i> | | | |
| Circulation (books, DVDs, CDs, periodicals) | 225,107 | 210,600 | 213,527 |
| Reference questions answered | 12,978 | 12,048 | 13,717 |
| Story times and other programs | 337 | 368 | 379 |
| Attendance at programs | 13,029 | 12,078 | 14,311 |
| <i>Catalog Department:</i> | | | |
| Adult books added to collection | 7,476 | 7,185 | 6,498 |
| Adult books withdrawn | 8,881 | 10,387 | 11,395 |
| Children's books added to collection | 3,696 | 2,596 | 3,910 |
| Children's books withdrawn | 2,418 | 4,404 | 2,460 |
| Audio items added | 1,692 | 1,487 | 1,106 |

| | | | |
|------------------------|---------|---------|---------|
| Audio items withdrawn | 279 | 427 | 904 |
| Visual items added | 2,192 | 1,641 | 1,961 |
| Visual items withdrawn | 1,264 | 1,451 | 1,428 |
| Total Collection | 179,135 | 174,979 | 171,951 |

| | | | |
|-----------------------------------|---------------|---------------|---------------|
| MISCELLANEOUS STATISTICS | <u>FY2014</u> | <u>FY2015</u> | <u>FY2016</u> |
| Number of registered borrowers | 18,439 | 19,103 | 18,492 |
| Total hours open | 3,348 | 3,328 | 3,392 |
| Attendance | 349,478 | 342,488 | 343,858 |
| Number of Community Room Bookings | 509 | 489 | 510 |

NEEDHAM HOUSING AUTHORITY

Oversight of Needham Housing Authority is provided by the following five members of the NHA Board of Commissioners all of whom are residents of Needham. Four of the NHA Commissioners are elected by the Town and one Commissioner is appointed by the Governor. The commissioners' service expires in the following manner:

| | Office | Term expires |
|---------------------------------------|--------------|--------------|
| Reginald Foster, Governor's Appointee | Chair | May 2021 |
| Scott Brightman | Vice Chair | April 2019 |
| Karen Hughey, Resident Commissioner | Treasurer | April 2021 |
| Andrew Cohen | Commissioner | April 2018 |
| Peter Pingitore | Commissioner | April 2020 |

Needham Housing Authority's mission is to provide decent, safe and affordable housing for low to moderate income families and individuals and to offer programs and resources to improve the quality of life for residents, program participants and the broader Needham community while respecting the rights and privacy of all. For over 65 years, the Authority has faithfully served the town of Needham by administering State and Federal aided housing programs that provide affordable and low income housing opportunities for Needham's elderly, disabled, and family populations.

Needham Housing Authority provides executive and management services to Wellesley Housing Authority through a management agreement. Wellesley Housing Authority owns and/or manages 235 units of state subsidized family and elderly housing, and has 11 federal Section 8 vouchers. The Authority owns and/or manages 436 units of affordable housing distributed as follows within the town of Needham:

| Units | Program | Location | Bedroom size |
|-------|------------------------------------|--------------------------|--------------|
| 152 | State (Ch.667) Elderly/disabled | Linden & Chambers Street | 1 BR |

| Units | Program | Location | Bedroom size |
|--------------|-----------------------------------|--|------------------------------|
| 8 | State (Ch.689) Special Needs | 1415 Great Plain Avenue | 1 BR |
| 46 | Federal Elderly/disabled | Seabeds Way | 1 BR |
| 30 | Federal Family | Captain Robert Cook Drive | 2, 3 & 4 BR |
| 60 | Federal Family | High Rock Estates | 2 & 3 BR |
| 20 | Project-Based Vouchers-Sect. 8 | High Rock Homes (Rentals) | 2 & 3 BR |
| 20 | Mixed Finance | High Rock Townhomes Homeownership-Condo | 2 & 3 BR |
| 100 | Federal Section 8 | Housing Choice Vouchers | Scattered in private housing |

STAFFING

The Executive Director currently supervises six administrative staff employees and five maintenance staff employees at Needham Housing Authority as well as four administrative staff employees and four maintenance employees at Wellesley Housing Authority.

Needham Housing Authority administrative staff is composed of the following individuals:

| | |
|-------------------------------|-----------------|
| Executive Director | Paul Dumouchel |
| Assistant Executive Director | Vacant |
| Director of Leased Housing | Patricia Edmond |
| Office Manager | Sandra Amour |
| Bookkeeper | Carol Capone |
| Resident Services Coordinator | Penny Kirk |
| Receptionist | Marie Celestin |

Needham Housing Authority maintenance staff is composed of the following individuals:

| | |
|----------------------------------|----------------|
| Facilities & Maintenance Manager | Gary Kuphal |
| Maintenance Foreman | Bryan Trundley |
| Maintenance Mechanic | Dan Mann |
| Maintenance Mechanic | Al Conti |
| Maintenance Mechanic | Gregory Gillis |

The Authority remains committed to providing high quality maintenance, property management, and resident services in order to serve its clients and preserve the existing housing stock as a public resource for decades to come. Staff members regularly attend seminars and training programs to enhance their professional effectiveness.

BUDGET DATA

Needham Housing Authority maintains separate budgets for each of its programs. Monthly rent receipts are the major source of funding for the Authority. Additional operating and capital improvement subsidies are provided through the Department of Housing and Urban

Development for the federal programs and the Massachusetts Department of Housing and Community Development (DHCD) for the state programs.

The Authority receives no Town of Needham money for its continued operation and is not part of the Town's budget. Under a management agreement with Wellesley Housing Authority, Needham Housing Authority collects a monthly management fee for the administration and oversight of its programs and properties.

The annual budget of Needham Housing Authority is a public record and is available for review at the Authority's office at 28 Captain Robert Cook Drive, Needham. The latest audit was completed for FYE December 2015 and was performed by Guyder Hurley, Certified Public Accountants.

FY2016 HIGHLIGHTS

- The Seabeds Way Reconstruction project was completed at a final cost of approximately \$1.2 million. This was to deal with the extensive damage caused by the ice dam problem of the winter of 2014-2015.
- Capital improvement projects included 2 roof replacements as well as sidewalk paving throughout the Linden Street property.
- Additional capital improvement projects included boiler replacement at Mathews House, our 689 development.

WAIT LIST

- The average wait time for a one bedroom unit is one to two years; the two and three bedroom list is closed, and the wait for four bedrooms is over 5 years.

PERSONNEL

- Debra Jordan resigned as Executive Director in June of 2016. Paul Dumouchel, Assistant Director, was named Interim Executive Director while the Board conducted a search.
- Paul Dumouchel was appointed Executive Director in October of 2016.
- Gregory Gillis was hired in our Maintenance Department in January of 2016.

HIGH ROCK ESTATES

The High Rock Estates family housing consists of 60 single family homes located on Fairview St., Memorial Circle, Yurick Rd., Murphy Rd., and Linden St. The homes are part of the federal portfolio and are subsidized through the Department of Housing and Urban Development.

LINDEN/CHAMBERS STREET SENIOR HOUSING

The Linden/Chambers senior housing complex continues to provide conveniently located, affordable housing options for seniors and disabled individuals. The Board of Commissioners continues to explore the feasibility of redeveloping this community and replacing the current units with modern, one bedroom apartments with increased accessibility for disabled residents.

Care Connections, a cooperative venture with Springwell and Needham Housing Authority provides support for senior and disabled residents who require a little assistance with their

activities of daily living. Springwell provides two overnight on-site personnel for urgent care at Linden/Chambers. An additional full-time care coordinator works with residents and sets up services such as homemaking, transportation, medication reminders, at-home meal delivery and other available community services. The costs for these resident services are income and need based and are provided to residents on a sliding scale.

Needham Housing Authority is pleased that this option exists for Needham residents and we remain committed to helping our senior residents live independently for as long as possible. Interested seniors or families of seniors may request an application for housing by contacting Needham Housing Authority management office at 781-444-3011.

CAPTAIN ROBERT COOK DRIVE AND SEABEDS WAY

Captain Robert Cook Drive is a family complex, which receives funding from the Department of Housing and Urban Development. Upgrades this year included improvements to the playground area. Seabeds Way, a senior complex, funded by the Department of Housing and Urban Development, suffered significant winter damage, and has been under reconstruction throughout the year. Residents remained in place during reconstruction. Annual federal capital funds and an emergency capital fund grant were used to partially fund the repairs.

COMMUNITY PARTNERSHIPS

The Authority works in collaboration with many local organizations and businesses including Needham Community Council, Cradles to Crayons, Toys for Tots, Needham High School, Babson College, Olin College, Noble and Greenough School, Needham Parks and Recreation Department, the Linux Club, and the Kalmia Club, and several churches and synagogues. These important partnerships provide residents with additional services and opportunities.

RESIDENT SERVICES

Our Resident Services Coordinator assists families and seniors residing in our communities by connecting them to area service agencies and resources. Penny Kirk, Resident Service Coordinator, works closely with the Needham School Department coordinating the school curriculum with the After School Program provided at the Cook's Drive Community Room. Student volunteers from Babson College, Needham High School, and Noble and Greenough School come to the program four days per week. Generous donations from Needham Bank, Dedham Bank, Needham Women's Club, Roche Brothers, and Muzi Motors provide some of the funding for this program. Trader Joe's provides free fruit and vegetables. Residents of Seabeds Way also benefit from the Trader Joe's donations. Cradles to Crayons, Toys for Tots and Backpack Basics are organizations that provide clothing and books, holiday toys and back to school backpacks. Occasional parties and entertainment are provided at the Chambers and Seabeds Community Rooms. The Police organize an annual cookout for the Captain Robert Cook Drive family neighborhood.

CONTACT INFORMATION

The administrative office is located at 28 Captain Robert Cook Drive in Needham. You may contact NHA staff by phone at 781-444-3011 or by email: NeedhamHA@aol.com. The office is open Monday through Friday from 8:00 A.M. until 4:00 P.M.

PARK AND RECREATION COMMISSION



Park and Recreation Commission

Matthew M. Toolan, Chairman

Christopher J. Gerstel, Vice Chairman

Cynthia J. Chaston, Member

David C. DiCicco, Member

Michelle S. Geddes, Member

Staff

Patricia M. Carey, Director

Robyn Fink, Assistant Director

Sarah Mallard, Recreation Supervisor

Kristen Wright, Administrative Specialist

PURPOSE

Empowered by Chapter 45 of the General Laws of the Commonwealth of Massachusetts, the Park and

Recreation Commission:

- Provides balanced, year-round recreation programming and leisure services for all ages.
- Serves as steward of over 300 acres of public parkland including the Town Forest; and schedules recreation and athletic facilities.
- Manages Rosemary Pool and Lake as the principal aquatic recreation facility.
- Provides long-range open space and recreation planning.
- Coordinates and provides support services for many community organizations.
- Provides youth leadership training and volunteer resource development.

The five members of the Park and Recreation Commission are elected to three-year terms. The Commission typically meets on the second and fourth Mondays of each month.

FY2016 HIGHLIGHTS

The benefits of Park and Recreation services, in communities across the country, are endless, and the Needham Park and Recreation Commission is proud of the partnerships it has developed with many in the Town to enhance the lives of all Needham residents.

The National Recreation and Park Association has conducted research on three core principles that include *Conservation*: protecting open space, connecting children to nature, and engaging communities in conservation practices; *Health and Wellness*: leading the community to improved health and wellness through parks and recreation; and *Social Equity*: ensuring all people have access to the benefits of parks and recreation. Needham Park and Recreation continues to strive to meet these three pillars through services, programs and facilities.

ECONOMIC BENEFITS

- Commission waived Summer Program and Rosemary Pool fees of over \$31,000 for Needham individuals and families in need of assistance, to enable all to have access to recreation and leisure activities, a slight increase from prior years;
- Commission generated almost \$247,000 in revenue that was deposited into the Town's General Fund;
- Department offered programs through the use of a revolving fund fees, generating almost \$290,000 in revenue for the cost of running those programs, and fee-based services, including Field Maintenance and Athletic Field lights fees;
- Commission conducted annual review of program fees, ensuring that all direct costs were covered by the fees paid by residents who participate in programs;
- Assisted with field maintenance projects financed through Field Maintenance Fee, paid by groups using town-owned athletic fields, allowing the DPW Parks and Forestry Division to reduce the damage to fields from overuse;
- Louise Condon Realty, Needham Exchange Club, Dedham Institute for Savings Bank, Middlesex Savings Bank, Roche Bros, Copley Motorcars, Rep. Denise Garlick, and many Needham residents donated funds in support of the 2016 summer Arts in the Parks concert series. Parent Talk was the generous donor for the 2016 Children's Theatre performances;
- Town Meeting continued to support the Athletic Facility Improvement Fund to prepare for future capital improvements on athletic fields and other related projects including the Memorial Park Building, and the balance after May 2016 Town Meeting was approximately \$2 million;
- Director served as staff liaison to the Community Preservation Committee;
- Projects funded from Community Preservation Funds in FY2016 include the second phase of design funds for a new Rosemary Recreation Complex; design funds for removal of sediment in Rosemary Lake; drainage improvements to Memorial Park; and the Student Conservation Association trail renovation projects. The Director attended that 15th anniversary celebration of the Community Preservation Act at the State House.

COMMUNITY BENEFITS

- They Bay Colony Rail Trail officially opened in Spring 2016, with a celebration honoring all the individual donors contributing through the Bay Colony Rail Trail Association, state funds appropriated through the assistance of Rep. Denise Garlick, and Town funds appropriated through the Community Preservation Fund. Signs were installed, and future projects include the creation of formal parking, a connection to Chestnut Street, and eventually, connection to Dover and Medfield;
- Design tasks continued on the Reservoir All-Person Trail and the process for permitting began, with the hope that construction funds will be available in FY2018 for construction of the trail and fishing docks for people of all physical abilities;
- With the design from Weston and Sampson, the new fields at Newman were built with appropriate drainage and new wetlands restoration areas. In addition, the Eastman Conservation Trail was rebuilt with boardwalks and stone dust surfaces, an amphitheater and outdoor classroom;

- Continued to work with the MWRA on the creation of a pedestrian path along the two sections of the Sudbury Aqueduct in Needham, with one section coordinated through the campuses of Babson College and Olin College;
- BH+A was hired by the PPBC to design the new Rosemary Recreation Complex. After numerous iterations with indoor and outdoor pools, the Park and Recreation Commission finally determined that two smaller pools would be built within the frame of the existing pool, providing a fitness pool and a recreation pool. In addition, a spray park would be added adjacent to the pool, the bathhouse would be rebuilt on the lower level, and a second floor would feature a multi-purpose room for year-round recreation, as well as office space for the Park and Recreation Department and the Health Department. Town Meeting approved the second phase of design funds at the May 2016 Town Meeting, through a Community Preservation appropriation. The complex permitting phase will be undertaken in FY2017, with the hope that construction funds will be awarded in May 2017 Town Meeting. It is hoped that the new facility will open in Summer 2018;
- The Park and Recreation Commission held “Meet the Commissioner” events at Rosemary Pool to gain input from pool patrons on important issues related to new design options;
- Part-time playground maintenance specialist performed weekly maintenance tasks at each site;
- Youth Services’ Project Van provided a summer carnival day at Cricketeer Adventure program, and worked on a park clean-up project at DeFazio Park tot-lot with DPW Parks and Forestry;
- Held Field Scheduling Summits, with sport league officials for 14th year, regarding annual use of athletic fields, and continued long-term project on working with leagues to revise field scheduling policies to relieve overuse of fields and to benefit participants;
- Celebrated the contributions of the DPW to Park and Recreation facilities and projects with “Touch the Trucks,” an annual community event;
- The middle school Youth Center program was transferred from the Health Department to Park and Recreation, and TGIF (Teens, Games, Infinite Fun) was created for fun, monthly Friday nights. Activities included bubble soccer, obstacle courses, laser tag, table games, music/DJ, and lots of time to create new friends;
- Summer staff pre-season training included an active participation presentation by CT Camp Guys, in collaboration with Westwood and Norwood;
- Small repair projects were done at the Ridge Hill garage, to insure safety for on-going use as summer program sites;
- Assisted MA Division of Conservation and Recreation with construction of ADA trail from Highland Avenue to 2nd Avenue, connecting to the Barnes Trail along with Charles River;
- Worked with resident sponsored committee studying the concept of a community center;
- Department added Instagram to the social media outlets, with a page for the department and a separate page for TGIF. Information provided on the department’s Facebook page increased;
- Assistant Director served on the Youth Resource Network to help address specific needs of school-age youth and families that reside and/or attend public schools in Needham.

ENVIRONMENTAL BENEFITS

- Director served on Town's Integrated Pest Management (IPM) Committee with the Town Manager, Parks and Forestry Superintendent, Health Director, Conservation Agent, and Supervisor of Custodians, assisting with enforcement of IPM Plan and Child Safety Act;
- Continued implementation of goals in Open Space and Recreation Plan, and have funds to begin an update of the Plan;
- Assistant Director serves as Trails Coordinator, assisting boards with jurisdiction over Needham's trails;
- Seventeen Trails Stewards regularly walk designated sections of trails at eight locations, assisting with light maintenance and reporting issues to Trails Coordinator;
- Assistant Director coordinated park and trail clean-up projects in the spring and fall, with more than 1,200 pounds of trash picked up, and works with community groups to do clean-up projects throughout the year;
- "Take a Hike" free trail walks offered in the spring and fall, including the new Bay Colony Rail Trail, the new Eastman trail, and the Ridge Hill Esker Trail;
- Trash left behind at parks, athletic fields, school sites, tennis courts, playgrounds and trails continues to be a discussion, and educational campaigns continue to encourage residents to pick-up trash at any of these sites;
- Continued implementation of projects listed in completed Trails Master Plan.

PERSONAL BENEFITS

- Department is part of national campaign to get "Kids into Nature." More than 100,000 annual hours have been tracked at Park and Recreation sponsored programs, with the numbers increasing each year;
- Extra emphasis has been placed on focusing on fitness in Park and Recreation programs, as well as insuring that nature is incorporated or featured in programs;
- Participated in discussions with Board of Health and Health Department on concussion awareness and possible regulations for coaches participating in concussion awareness training. Youth sports organizations were involved in discussions and an effort is underway to create an easy-to-use tracking system for coaches training;
- Worked on concept with DPW to improve safety of parking lot at DeFazio Park;
- Held successful annual Spooky Walk in collaboration with Needham Business Association and annual Fishing Derby at the Reservoir with the support of local fishing organizations;
- Assistant Director worked with YMCA and Youth Services on annual "Needham Unplugged", including one family night without homework, meetings or events;
- New program offerings included Terrier Sports Dodgeball for 8-11 year olds; TGIF events for middle school; and extreme volleyball on trampolines for middle school;
- Assistant Director and Administrative Specialist joined Employee Engagement committees, as part of a Town initiative supported by the Town Manager to ensure all employees feel engaged in their workplace and that they consistently contribute to the future of Team Needham;
- Director, Assistant Director and Recreation Supervisor attended workshops and seminars, including bringing children back into nature; social media; playground safety and ADA requirements; the concerns related to overweight children and obesity;

harassment and bullying; the study of youth sports; integrated pest management; customer service; safe pool operations; creative programming; funding resources; and training of staff.

OTHER

NORFOLK COUNTY COMMISSIONERS

To the Citizens of Norfolk County:

As your elected Board of County Commissioners, we respectfully submit this annual report, including the County Treasurer's report pursuant to Massachusetts General Laws Chapter 35 section 34, and reports of County departments.

Incorporated in 1793, the County of Norfolk includes twenty-eight cities and towns, mostly located to the South and West of Boston. Norfolk County is known as the County of Presidents because it is the birthplace of four Presidents of the United States: John Adams, John Quincy Adams, John F. Kennedy and George Herbert Walker Bush.

Norfolk County's administrative offices are located at 614 High Street in Dedham. The County Commissioners are assisted by staff under the supervision of an appointed County Director. Principal County departments include the Registry of Deeds, Agricultural High School, Treasurer's Office, Facilities Maintenance Department, County Engineering, RSVP volunteer program, Veterans' Services, and Wollaston Recreational Facility.

The County Commissioners are committed to working with the local officials in the 28 cities and towns of Norfolk County to provide regional solutions to mutual concerns. By working together communities can provide some services to residents in a more cost effective and efficient manner.

Although we have experienced increased economic activity in the past year, most communities still face fiscal constraints. Endeavoring to you the County as a resource and catalyst in promoting shared services is opportune.

Over the past year we have completed many maintenance projects on County owned facilities. These buildings are a valuable asset of the County taxpayers and their proper care is of utmost importance. One of the largest projects in Fiscal Year 2016 was the installation and repair of masonry and roofing system at the Registry of Deeds. The Commissioners thank Register of Deeds William P. O'Donnell for his cooperation and support throughout this project which assured the integrity of this historic building.

As in past years, we wish to take this opportunity to thank the County's department heads and employees, as well as elected officials, both state and local, for all their efforts on behalf of Norfolk County and its communities.

As County Commissioners, we are privileged to serve you.

Very truly yours,

Francis W. O'Brien, Chairman
John M. Gillis
Peter H. Collins

Administrative Offices – P.O. Box 310 – 614 High Street – Dedham MA 02027-0310
Telephone: 781- 234-3430 Facsimile: 781-326-6480 E-mail: info@norfolkcounty.org

NORFOLK COUNTY REGISTRY OF DEEDS

William P. O'Donnell, Norfolk County Register of Deeds

The Registry of Deeds is the principal office for real property records in Norfolk County. The Registry receives and records hundreds of thousands of documents annually. It houses more than 5 million land documents dating back to 1793. The Registry is a primary and indispensable resource for title examiners, mortgage lenders, municipalities, homeowners, and other individuals with a need for land record information.

The Registry operates under the supervision of the elected Register, William P. O'Donnell. In continuous operation for more than two hundred years, the Registry's mission has remained the same; to maintain and provide for accurate, reliable and accessible land records to all residents and businesses of Norfolk County.

FY2016 REGISTRY ACHIEVEMENTS

- Register William P. O'Donnell and his staff continue their direct outreach to town halls, senior centers and civic groups across Norfolk County to provide Registry services. Register O'Donnell was the guest speaker at the Needham Exchange Club meeting on September 17, 2015 and the Register held office hours at Needham Town Hall on January 21, 2016.
- The Registry of Deeds newly renovated walk-in Customer Service and Copy Center continues to provide residents and businesses with quality service in all areas of Registry operations. You can contact the Customer Service and Copy Center at 781-461-6101. Hours of operations are 8:30am to 4:30pm, Monday through Friday.
- Electronic recording which is recording documents over the internet continues to expand with 44,350 documents recorded electronically and 4.9 million in recording fees collected in FY2016.
- The internet library of images, accessible to the public through the Registry of Deeds' online research system at www.norfolkdeeds.org continues to expand. Today all documents dating back to the first ones recorded in 1793 - are available for viewing.
- This year, numerous technological improvements were implemented including upgrades to the registry server and network infrastructure. The Registry's website

www.norfolkdeeds.org is routinely updated and enhanced to include the latest resources such as real estate statistics and news, answers to frequently asked questions and the newest consumer programs available to the public.

- The Registry of Deeds publicly rolled out its Consumer Notification Service. This consumer/public safety program allows any county resident to opt in to this free notification service and be alerted when any document – fraudulent or otherwise – is recorded against their name. For more information, please see our website at: www.norfolkdeeds.org.
- Register O'Donnell hosted several free computer seminars at the Registry to provide hands-on-training to the public, including trade groups, on how to access land record information using the Registry's new website technology.

NEEDHAM REAL ESTATE ACTIVITY REPORT

During FY2016, real estate activity in Needham saw decreases in both total sales volume and average sales price.

There was a 2% increase in documents recorded at the Norfolk County Registry of Deeds for Needham in FY2016, resulting in an increase of 156 documents from 7,147 to 7,303.

The total volume of real estate sales in Needham during was \$568,609,810, a 33% decrease from FY2015. The average sale price of homes and commercial property was down 34% in Needham. The average sale was \$994,073.

The number of mortgages recorded (1,777) on Needham properties in FY2016 was up 2% from the previous fiscal year. Total mortgage indebtedness also increased 2% to \$1,012,432,693 during the same period.

There were 2 foreclosure deeds filed in Needham during FY2016, representing a 100% increase from the previous year when there was 1 foreclosure deed filed.

Homestead activity decreased 2% in Needham during FY2016 with 655 homesteads filed compared to 668 in FY2015.

Finally, our objective at the Registry will always be to maintain, secure, accurate and accessible land records for the residents and businesses of Norfolk County. It is a privilege to serve you.

Respectfully submitted by,



William P. O'Donnell
Norfolk County Register of Deeds
649 High St., Dedham, MA 02026



METROPOLITAN AREA PLANNING COUNCIL (MAPC)

Life isn't easy for folks who spend their days promoting smart growth, regional collaboration, equity, and a robust approach to climate change. But then again, the leaders and staff at MAPC are not given to easy tasks. We love the unique and historical region we call Metro Boston, and we are committed to **all** the people who call it home – men and women, young and old, rich and poor, residents of all sexual orientations and gender identities, racial, ethnic and religious backgrounds, people with disabilities, and all people who have recently arrived from near and far.

In 2016, MAPC continued to transform the planning field with exciting new practices – integrating arts and culture into land use projects, weaving web-based tools into local decision-making, expanding our public safety work to help address the opioid crisis, baking public health into municipal planning, and exploring the impact of automated vehicles on the region's mobility. Whether it's making the region safer, ensuring equitable access to opportunity, or planning for the effects of climate change, MAPC will continue to make sure that leaders and stakeholders have the facts and strategies they need to improve the quality of life for everyone who lives and works here.

Uncertain political times lay ahead, but MAPC remains steadfastly committed to our core values of equity and inclusion. We will work with anyone who wishes to advance the goals contained in *MetroFuture* -- sustainable development, preservation of our environment, a stronger and fairer economy, and a better life for everyone. We will oppose all efforts to roll back the gains we have made, and we will resist every effort to turn the residents of our region against one another, or to close the doors of our region to newcomers who can make our future even stronger. Depending on the path chosen by the federal government, the responsibility may fall to local and state leaders to demonstrate that fairness and inclusion can generate the strongest economy and the brightest future for America. We know our region's leaders will accept that challenge, and MAPC will work with them to craft the plans and policies to make that happen. No one is going to let Massachusetts go backwards.

We are honored to continue making Metro Boston a national model in smart growth planning, public policy, and civic engagement. Join us online at mapc.org and on Twitter @MAPCMetroBoston to get more involved.

HIGHLIGHTS OF OUR WORK

With a visionary regional plan, *MetroFuture*, and a strong set of strategic priorities to guide us, MAPC proudly provides cost-effective, collaborative services to cities and towns throughout our region while following and modeling new innovations nationally. One of the most rapidly-evolving technologies in transportation -- **autonomous vehicles** -- is sure to have a significant impact on life in our area, potentially changing the way we get around and how we plan for future transportation needs.

MAPC is following the evolution of driverless car technology closely, particularly as it is likely to be adopted first by ride-sharing companies such as Uber and Lyft, which are themselves subject to new regulations under state law. As the technology is adopted, we hope ride-sharing

companies will make good on promises to report anonymized trip-level data, which would allow planners at MAPC and elsewhere to better model future travel behavior and prioritize investments.

We held a very well-attended forum on driverless cars this year at MIT, and plan to follow up with more educational and policy-oriented opportunities in 2017 so our cities and towns can adapt and plan for this new frontier.

Additionally, our transportation team has done groundbreaking work in the realm of **value capture** in 2016. Value capture allows property taxes on new growth in a set area around a transportation investment to pay off the bonds on the project, and is being used for the first time in our region on the Green Line Extension through Somerville. In Massachusetts, value capture tools -- which include special assessments and taxes, tax increment financing, various forms of developer contributions, and joint development or other public sector real estate transactions -- are being considered as one potential source that can be tapped to provide much-needed funding for a variety of state and local transportation projects. We commissioned a special report this year to evaluate Massachusetts's existing value capture tools and to identify opportunities for expanding its use to pay for transit, transit-oriented development (TOD) and other transportation infrastructure. We are also planning a series of information sessions in 2017 to help state and local leaders understand how value capture can benefit areas across Greater Boston; stay tuned at mapc.org for more information on a training or info session near you.

MAPC's regional greenway program, **LandLine**, continues to grow as we partner with communities and organizations throughout the region to identify potential gaps in the network. Each month new corridors are identified, and our transportation staff works continuously with a constellation of local planners and state partners to identify and open new trails to public access - including the ever-growing aqueduct trail system across MetroWest, which will eventually cover 68 miles atop MWRA aqueducts, and the Mass Central Rail Trail (or Wayside Trail) in Wayland and Weston, which has been a collaborative effort among those two towns and the energy utility Eversource. For more information about LandLine, which will soon have a newly revamped, interactive web home, visit mapc.org/landline.

MAPC continues to develop new **bicycle and pedestrian plans** in our communities, and to do local follow-up to ensure our recommendations are considered and implemented. In 2016, we worked with Middleton to create a bicycle and pedestrian network plan, and with Beverly to see through some bike lane recommendations from our two-year-old bike network plan with the city. In line with this work, we continue to place special emphasis on assisting cities and towns in adopting and implementing **Complete Streets and right-sized parking**.

Parking is a hotly-debated issue across our region, but until recently there has been very little hard data on how much parking our region has – and how much we need. MAPC's new "Perfect Fit Parking" initiatives aims to foster a better understanding of parking supply and demand among multi-family residential developments. Using an on-the-ground, middle-of-the-night counting strategy, our staff assessed 80 developments in five municipalities (Arlington, Chelsea, Everett, Malden and Melrose), finding that one quarter of the available spaces were empty overnight, representing a tremendous waste of space and money. Compounding this oversupply,

trends show that demand for parking is falling across the region but especially in Boston and the immediately surrounding Inner Core communities. More households are forgoing vehicle ownership, or choose only to own one car per family, preferring walking, biking and public transit to driving. We will be expanding this Perfect Fit Parking work to more communities soon, and have already begun to survey Cambridge. To learn more about the project and how communities can better plan parking requirements in alignment with actual demand, visit perfectfitparking.mapc.org.

In Spring 2016, **Ashland, Framingham, Longmeadow, Lynn, Natick, Norwell and Weymouth** were ranked by Smart Growth America as among the top “Complete Streets” policies in the nation. Complete Streets are roadways that are safe, accessible and comfortable for all users, regardless of age, physical ability, income, or how they choose to travel: by transit, on foot, by bike or public transit. Complete Streets increase safety, promote economic development, and enhance public safety; MAPC provides technical assistance to communities looking to develop and implement Complete Streets policies. Working with MassDOT, which offers a special funding incentive program to cities and towns that adopt Complete Streets policies, we have helped many municipalities to write Complete Streets policies and bicycle and pedestrian network plans. As of mid-2016, 70 cities and towns registered for the MassDOT Complete Streets program, with 44% of those cities and towns serving populations at or below the median household income.

We also are growing and building on past successes in the arena of **Master Planning**, which was a priority area for us while developing our strategic vision for the next few years. In 2016, we worked with Manchester-by-the-Sea, Medford Square, Natick Center, Swampscott, Hanover, Boxborough and Melrose to complete master plans for entire municipalities or specific areas, such as a downtown. We have also completed **Housing Production Plans** for Quincy, Rockland, and Woburn, and crafted Open Space and Recreation Plans for Lynn, Littleton, Saugus and Hanover, and are just beginning two others in Malden and in Stoneham.

We’ve also seen the results of our work, in particular **developing new zoning** for cities and towns, in on-the-ground economic development, housing and retail. In October 2015, the Town of Framingham voted to support zoning changes to the downtown area designed to make it more attractive and vibrant; previous zoning laws had posed a barrier to appealing new development, and MAPC helped the town to rezone this critical district to encourage transit-oriented residential development attractive to young professionals who commute by train. Now, this development is starting to take place, spurring an economic revitalization that will be key to Framingham retaining businesses and residents. Additionally, in Marlborough, we helped to develop new zoning that allows for mixed use by right, expanded the allowed commercial uses, eliminated first-floor parking requirements for first floor commercial uses, and significantly reduced parking requirements for residential uses in the downtown. Two new developments were just recently approved as a result of this zoning work in late 2016 in Marlborough, and we are excited to our work have real revitalizing effects on the ground already.

This year, we are proud to unveil an innovative new work area **integrating arts into planning**. At the turn of the New Year, we are poised to add an artist in residence to our staff as well as a regional planner focused on the arts, and have created an all-new division in our Land Use shop

that will focus on creative place-making, arts focused civic engagement opportunities, and planning for bringing public art into economic development plans and projects. We've taken the first steps toward building this practice with three projects in 2016 – the Albion Arts Corridor Economic Development Plan, which utilizes arts and culture to drive activity and economic development in Downtown Wakefield; the Upham's Corner cultural planning project, which will work in tandem with the "Boston Creates" initiative to examine arts in cultural assets in that neighborhood; and the Arlington Arts and Culture action plan, which MAPC is helping the town to develop in order to identify and strengthen arts and culture opportunities in Arlington. In Wakefield, participants also offered planners feedback on new development and arts-related activity proposals for the downtown, and submitted ideas to help make Wakefield an arts and culture destination.

Learn more about this new area of work online at our arts and planning toolkit, www.artsandplanning.org. The toolkit, which was recently awarded a special recognition by the Massachusetts Chapter of the American Planning Association (MA-APA), presents urban planners with proven strategies for engaging arts, culture and the creative community in ways that advance smart growth and livability goals.

Our Municipal Collaboration and Public Health teams partnered this year to find new ways of helping schools to access healthy and local food. One way we do that is by collaboratively procuring specialized products that are drawn from local sources. At the request of local districts, the first such procurement was for mushroom beef burgers. The request was for antibiotic-free and hormone-free beef patties, frozen and delivered to all locations designated by participating school districts, which included Cambridge, Somerville, Watertown, Waltham and Quincy. WE are also making it easier for school districts to buy fresh fruits and vegetables. On behalf of 10 school districts, we are helping to streamline purchasing and source more local produce from farms across New England; these efforts support the health and academic performance of nearly 50,000 students enrolled in participating schools, including 12,000 children who qualify for free meals, and boost the region's food economy while encouraging sustainable practices throughout the supply chain.

The Public Health team also worked with the Massachusetts Department of Public Health to present estimates of walking and bicycling activity to the Centers for Disease Control and Prevention. The work is developing a new method, with state and national applicability, for evaluating how changes to the built environment and new programs affect changes in walking and biking behavior.

We have also been assisting Lynn in coordinating its Prevention and Wellness Trust fund project, which focuses on tobacco cessation, reducing senior falls, and addressing pediatric asthma, among other interventions. Our staff has been on site in Lynn several days a week directly supporting the city's local public health team and working with partner organizations in the city.

In late 2016, MAPC's Public Health Department, along with WalkBoston and the Pioneer Valley Planning Commission, were awarded a contract by the Massachusetts Department of Public Health to develop a Vision Zero Strategic Plan for the state. The "vision zero" notion comes

from Sweden and combines a public health approach with transportation safety planning, with the goal of eliminating of traffic-related fatalities and severe injuries. MAPC and partners will develop the strategic plan by June 30, 2017 and hope to have several years of additional support from MDPH in order to implement the plan.

Climate change has remained a critical area of focus for our cities and towns, and is likely to garner even more concern locally with uncertainty looming around personnel, policy and practice at the federal level. This year, we continued to place emphasis on helping cities and towns both inland and coastal to anticipate the effects of a changing climate, always with a data-backed and community-driven approach and an eye toward planning for the most vulnerable populations first. We completed a draft action plan for the Quincy Coastal Resilience Project in late 2016 and have begun working with local climate working groups in Braintree, Newton, and the MAGIC subregion.

Read more at mapc.org/environment.

The world of clean energy planning is almost growing faster than we can keep up with it, though we think we do a pretty good job! An infusion of funding and an unwavering commitment to innovation has spurred our energy team into emerging areas of practice this year, such as a groundbreaking new statewide contract to allow municipalities to purchase electric vehicle supplies, anti-idling technology and after-market conversion tools, all of which will reduce the negative impacts on air quality of most municipal fleets. Two workshops around the region have informed local departments of public works about the program to purchase green vehicle technology, including information on financing tools and conversations with the actual vendors on the state contract.

MAPC has also been integrally involved in the implementation of the 2008 Global Warming Solutions Act and its greenhouse gas emissions targets. Our staff advised state officials on the likely direction of these regulations and identified which sectors should be targeted for greatest impact; overall, we support establishing declining caps on emissions from the transportation sector and the natural gas distribution system. Our comments related to the natural gas system focused largely on so-called "super emitter leaks," or WHAT, and we called for improving coordination between natural gas companies and municipalities when it comes to repairing gas leaks and timing that in line with anticipated roadway repairs and repaving. To that end, our Clean Energy and Data Services teams collaborated on a web tool, FixOurPipes.org, which is an interactive report that shows the severity of the gas leak problem in Massachusetts, and suggests best practices for municipalities and utilities to coordinate on fixing them. We hosted workshops around the region in 2016 to bring together gas companies and cities and towns, to help them work together around replacing leak-prone gas mains when paving and municipal infrastructure projects are taking place.

Additionally, MAPC staff is working on a green infrastructure partnership with the Trust for Public Land and the 14 municipalities of the Metro Mayors Coalition; its goal is to launch a region-scale, web-based GIS tool to help communities identify optimal locations for green infrastructure. Medford and Melrose will be the first communities to work with MAPC under the project, beginning this year.

In late 2016, MAPC Clean Energy staff submitted applications on behalf of Bolton, Malden, Marshfield and Medfield for Green Communities designation by the state. MAPC developed municipal energy reduction plans for each community, identifying baseline energy use and pinpointing projects and measures for reducing energy consumption locally over the next five years. Bolton, Malden and Medfield also received fuel-efficient vehicle policies drafted by MAPC; all four communities will be eligible for significant grant funding if designated as Green Communities, with the money intended to fund energy efficiency and renewable energy projects that can be completed with help from MAPC.

Throughout the year, MAPC recruited municipalities to its Community Electricity Aggregation project; as of December, Arlington, Brookline, Gloucester, Hamilton, Somerville, Stoneham, Sudbury and Winchester are expected to begin their programs in early 2017, joining this year's participant, Melrose, which signed two electricity supply contracts containing renewable energy credits that will help build new renewable generating facilities such as wind turbines in the New England region.

In November, more than a dozen urban core mayors and state and federal partners gathered in Boston for the second Metro Mayors Coalition Climate Summit, coordinated by staff from MAPC's Clean Energy and Government Affairs teams. All 14 municipalities in the coalition signed a climate commitment, agreeing to aim for making a series of steps toward reducing overall emissions in the region, and all agreed on a strategy to protect the area's most critical infrastructure by working collaboratively. The Metro Mayors Climate Mitigation Commitment was inspired by last year's Paris Climate Accord, signed by more than 190 countries, and pledges that these communities will reach "net zero" as a region by the year 2050. Because cities contribute higher rates of emissions and also remain home to some of the most vulnerable areas and residents, and given the national climate, it's now more important than ever for urban mayors to work together to mitigate the effects of climate change and to publicly demonstrate their commitment to doing so -- and MAPC is proud to be a leader and a convener in this regard.

To learn more about all our energy work, visit www.mapc.org/clean-energy.

In the arena of housing, many of our planners across Smart Growth and Data Services are working to ensure the needs of our current and future residents are met so the region can continue to thrive. Metro Boston has one of the most innovative and competitive economies in the country; however, to keep that economy growing over the next 15 years, our region will need at least 717,000 new workers just to fill positions left vacant by retirees – and even more to staff new jobs that will be created. MAPC estimates those new entrants to the workforce will form nearly 500,000 new households by 2030, all of them in need of a place to live. If we continue to add low-wage jobs at the current rate, about a third of all new working households will be considered low income 15 years from now, and a quarter will be middle income, making between \$60k and \$120k per year, while nearly half will be high income. While many single-family homes will be freed up by downsizing Baby Boomers, that can only meet 60% of the housing demand – meaning all communities must encourage a diversity of housing being created, especially rental, multi-family, and affordable unit to accommodate our future workforce. Research we conducted with the Urban Land Institute this year shows that Metro Boston will need an additional 200,000 units of workforce housing by 2030, especially in Inner

Core communities that have been losing middle-income working households at a faster rate than the rest of the region. To learn more about the region's housing needs and how our staff is collaborating to address them, visit <http://www.mapc.org/uli-workforce-housing>.

While housing trends show a need for a more diverse stock of home types, mobility projections show similarly interesting changes and trends in how people get around. We are tracking changes in vehicle ownership and driving patterns at <http://vehiclecensus.mapc.org>, a new site that catalogs information about nearly every vehicle registered in Massachusetts from 2009 to 2014 while protecting personally identifiable information. In the MAPC region, hybrid and plug-in electric vehicles are more prevalent than the rest of Massachusetts, and are growing rapidly -- more than doubling over the five year period from 2009 to 2014 to more than 89,000 statewide. The number of fully electric vehicles, while smaller, has grown dramatically from just 23 in late 2009 to nearly 1,500 at the end of 2014. In our forthcoming Transportation Indicators report with Northeastern's Dukakis Center, "Staying on Track," we learned that Greater Boston's residents increasingly prefer walking, biking and public transit over driving for getting around the region. The report measures changes in how people use the entire transportation system, and lays out goals for investment the state should make to keep up with these changing preferences. These indicators show automobile dependence dropping in urban areas especially, as more development comes to the areas surrounding our public transit stations, though deferred maintenance and poor on-time performance by the MBTA has likely kept more residents from making the leap from car to train. Similarly, investment in biking and walking infrastructure has been slow in our region, despite data showing more people are commuting on foot and bicycle.

To dig deeper into these findings, visit http://regionalindicators.org/topic_areas/2.

In September, our Data Services staff launched the new "Local Access Score" web tool at MassDOT'S Moving Together conference. This new data resource provides a measure of how useful a street is for connecting residents with schools, shops, restaurants, parks and transit, assigning different roadways a utility score. Already these scores have been used to help cities and towns set priorities within their Complete streets improvement plans, and will inform MassDOT's statewide bicycle and pedestrian planning. Visit localaccess.mapc.org to learn more and use the tool!

Throughout this past year, our Digital Services team worked with the City of Boston to redesign and automate the city's youth jobs program for faster matching of applicants and positions. The process, which used to take place by phone over several months each year, now features an algorithm that allows youth to submit topical areas of interest and matches them to jobs within a reasonable commute time. We hope this will ensure that more teens who want to work can indeed find jobs that meet their criteria, opening up doors of opportunity for youth across the city. See more at livingcities.org/work/civic-tech-and-data-collaborative/about.

Our staff also launched two new tools this year – KnowPlace and KeepCool. KnowPlace makes neighborhood-level data aggregation easy by allowing users to draw their own neighborhood boundaries to create custom reports on demographics, housing, transportation, and more. Visit <http://knowplace.us> to check it out! This summer, we developed the Keep Cool app, a pilot initiative of the Metro Boston Climate Preparedness Taskforce. Covering the 14 communities of the Metro Mayors Coalition, Keep Cool provided residents with an online resource to locate

nearby places for keeping cool this past summer. Cooling spaces included water parks, pools, libraries, and beaches. This app also aimed to offer heat safety tips and information on emergency cooling centers during extreme heat events, and increase awareness on the effects of climate change. The app will be available each summer and aims to prevent heat-related fatalities and illnesses, foster tighter intergenerational social networks, and develop data-driven information to identify high-risk zones to help target cooling interventions. Keep Cool is mobile-optimized, so visit keepcool.mapc.org on your smartphone today.

In October, Data Services collaborated with our Municipal Governance Team as well as Government Affairs and Communications to host a conference on municipal information technology. The conference, "Making I.T. Work," was attended by more than 250 town managers, municipal I.T. directors, and mayors for discussions on modernizing local government through data and modernized I.T. practices. More than 190 municipalities were represented at the half-day conference, where Lieutenant Governor Karyn Polito and State Senator Karen Spilka offered keynote remarks and kicked off a day of learning around regionalizing I.T. services, recruitment and retention for public sector I.T. staff, open data laws and public records, funding opportunities and procurement.

Staff from Clean Energy and Government Affairs also coordinated a very successful boat tour of Boston Harbor this fall, bringing together mayors and managers, local staff, state officials, and academic experts to see first-hand some of the challenges that rising seas and more damaging storms could bring to the properties surrounding Boston Harbor. We visited the Food Distribution Centers in Chelsea and Everett, the Amelia Earhart Dam, and the Schrafft's site in Boston. In each case, speakers described vulnerabilities and discussed possible ways to address them.

Our legislative affairs team worked hard this year across all the agency's policy goals, few more fervently than the drive to revamp Massachusetts's outdated zoning laws. While not ultimately successful in passing both branches, the legislation moved further along than it ever has before, leaving us hopeful we can make headway in the very near future and give cities and towns the tools they need around modernized zoning and managing growth effectively. When the legislative session ended in the wee hours of July 31, several of our other legislative priorities were included in major bills that passed this session.

The final version of the Municipal Modernization bill included both our Parking Benefits Districts bill and our Regionalization bill. The bill also includes two provisions that will allow cities and towns to lower speed limits. The final version of the Economic Development bill has many provisions, one of which allows for the creation of a new starter home zoning overlay under 40R. Energy legislation passed at the end of the session requires that utilities solicit contracts for 1600 megawatts of offshore wind energy by 2017, which represents the largest procurement of offshore wind in the US. It also requires the procurement of hydropower and requires that preference is given to proposals that include both hydroelectric generation and other Class 1 renewables, a provision that we supported. The legislation also includes Property Assessed Clean Energy (PACE), which will make clean energy upgrades more accessible to home and building owners by removing the barrier of high up-front costs. It addresses gas leaks by requiring the Department of Public Utilities to identify and repair environmentally significant

leaks. The legislation includes language that will allow utilities to receive a remuneration of 2.75% of the annual value of the long term contracts for offshore wind and hydro. Legislation regulating Transportation Network Companies (TNCs) sets up a new division in the Department of Public Utilities to regulate services like Uber and Lyft. It requires that drivers undergo a CORI checks and other background checks. The legislation creates a new fee charging TNCs 20 cents per ride, 10 cents of which will go back to the municipality where the trip originated, 5 cents of which goes to MassDOT, and 5 cents of which goes to MassDevelopment.

We were pleased to have so many important legislative victories this session and we are working on disseminating this information to our cities and towns. The Legislative Session will start at the beginning of January, and we look forward to a productive and exciting year ahead.

The state's Executive Office of Public Safety will continue engaging MAPC as fiduciary agent for the **Homeland Security Program** in Massachusetts, giving us oversight of the state's central, northeast, southeast and western Homeland Security regions. We provide management, administrative, and planning support to these four regions and their local advisory councils. We also work with our counterpart regional planning agencies (or RPAs) in those areas, including the Central Massachusetts Regional Planning Commission, Southeastern Regional Planning and Economic Development District, and the Franklin Regional Council of Governments. We look forward to continuing our work with EOPSS and the Homeland Security Regions to enhance emergency preparedness capabilities at the state, regional, and local levels.

As part of MAPC's Federal Fiscal 2014 Statewide Fiduciary contract, performance metrics were developed and implemented to track the timeliness of our procurements and payments to vendors on behalf of the Homeland Security Councils. MAPC developed a program to capture procurement and payment data related to this effort, which showed that MAPC conducted 178 procurements for the Homeland Security Councils over the course of approximately 20 months, with 98% of these procurements being completed within the expected timeframe. Of the 151 payments that were made to vendors for these projects, 97% were made within the expected timeframe.

Through a competitive grant received jointly by the Northeast and Southeast Homeland Security Regions, MAPC will be leading the process to develop, facilitate, and evaluate a full-scale structural collapse rescue exercise in fall of 2017. The exercise will involve specialized technical rescue teams from all five Homeland Security Regions across the Commonwealth working together with the Massachusetts National Guard to rescue and provide medical care to victims trapped in a simulated building collapse scenario. The event will last 72 hours, and involve approximately 350 civilian first responders and 200 members of the National Guard. MAPC kicked off the planning process for the exercise this month in late 2016.

Our municipal collaboration team also works to secure cost savings for public works, police, and fire departments across Eastern Massachusetts through our **collective purchasing program**. In Fiscal 2016, the team boasted total sales of \$23.3 million or 517 police and DPW vehicles, and \$11.9 million or 240 vehicles sold in Fiscal 2017; on the fire apparatus and ambulance side of the program, Fiscal 2016 vehicle sales totaled \$28.8 million or 73 pieces of equipment, and Fiscal 2017 sales totaled \$13.2 million, or 35 pieces of fire and ambulance equipment.

Last year, with funding from the MetroWest Health Foundation, MAPC worked with police departments in Framingham, Holliston, Marlborough, Natick, and Southborough to equip officers with naloxone doses and to facilitate relationships between police and local pharmacies or medical supply companies to purchase **naloxone doses**. Early in 2016, began helping first responders and their medical and social service partners in MetroWest develop an effective regional response to the opioid crisis. We are proud to be continuing this work.

Our team also worked with Revere, Chelsea, and Winthrop this year to sign an inter-municipal agreement to create a new regional entity, the North Suffolk Public Health Collaborative. In creating the Collaborative, the communities have committed to work together to develop and implement regional strategies that address local chronic health illnesses such as diabetes, asthma, heart disease, mental health problems, and substance abuse. This effort, funded with District Local Technical Assistance (DLTA) funds over a period of several years, will help community leaders to develop a cost-effective model for enhancing public health programs and services by conducting joint health assessments, establishing more consistent programs for residents to access across the three communities, and by coordinating municipal public health efforts with other programs currently being provided by area stakeholders.

We continue to work with law enforcement and prevention partners in Cambridge, Chelsea, Everett, Malden, Quincy, Revere, Somerville, and Winthrop to manage the Shannon Community Safety Initiative, a grant program designed to address youth and gang violence in six Metro Mayors Coalition communities. We are honored to continue facilitating this program in tandem with our community partners and believe it has a very real impact on at-risk youth and crime prevention.

As changes the world of planning, so too does our Community Engagement team, which has grown and evolved focus this year to both provide more trainings to partner organizations and stakeholders, and to stay abreast of the latest methods in popular education, to better organize our own civic engagement strategy and more effectively design and facilitate meetings. In addition, with support from the Barr Foundation, we are beginning this year to contemplate the next iteration of our regional plan, *MetroFuture*. Most likely the eight-year-old plan will undergo a thorough update rather than a total rewrite, and staff have already begun researching key areas for improvement and interviewing other regional planning agencies across the country to learn from their work.

Finally, in an effort toward transparency and efficiency, this year we have combined several of our project funding opportunities into one Technical Assistance Program, which we are abbreviating "TAP." We've rebranded our call for applications and streamlined multiple submittal processes, and will accept proposals on a rolling basis throughout the year. Revamping this process will, we hope, encourage greater participation by municipalities and enable us to creatively formulate the best funding packages we can from varying sources -- in turn bringing more expertise and planning work to more places. For more information, you can contact our new Manager of Technical Assistance, Jennifer Erickson, at jerickson@mapc.org.

To see all the projects we are currently doing in your community, as well as a summary of key accomplishments from the past, don't forget to visit projects.metrofuture.org!

This year, we are focused on empowerment -- the power of local, the power of region, and the power of data. We hope you will join us in making Greater Boston a better place to live, work and play, with uncompromising commitment to the values, inclusion and equity for all.

THREE RIVERS INTERLOCAL COUNCIL (TRIC)

Representing the Towns of Canton, Dedham, Dover, Foxborough, Medfield, Milton, Needham, Norwood, Randolph, Sharon, Stoughton, Walpole, and Westwood

The Three Rivers Interlocal Council (TRIC) is an independent membership organization within the Metropolitan Area Planning Council comprised of thirteen communities southwest of Boston. All meetings and events are open to the general public. The Coalition is staffed by Gregory Miao, Municipal Services Specialist. Sarah Raposa, AICP, Town of Medfield, is the Chair and Liz Dennehy, Town of Walpole, is the Vice-Chair. The mission of TRIC is to support cooperative municipal planning that links the impacts of growth and development in each town to aggregate impacts felt throughout the region.

In 2016, TRIC met monthly to review and discuss issues of inter-municipal significance. Participants at TRIC meetings can include Local Council Representatives, town planners, membership of Boards of Selectmen and Planning Boards, Town Administrators, and Chambers of Commerce, and interested citizen-planners.

Presentations of significance at TRIC meetings in 2015 included Municipal Sign Regulations, Form-Based Code, Stormwater Mangement, Clean Energy Strategies, the District Local Technical Assistance grant program, discussions with staff from the Boston Region Metropolitan Planning Organization about transportation infrastructure priorities for the TRIC communities, and review, discussion, and comment of the family of Boston Region MPO planning documents. The TRIC communities are also continuing exchange of information with the intent of understanding how the development goals of communities interact with one another, and maintaining purposeful links to established working groups that are exploring transportation issues.

The Neponset Valley Chamber of Commerce remains a strong partner to the municipalities in maintaining strong regional advocacy links to state and federal transportation planning organizations and continues to host TRIC meetings at its new location at 520 Providence Highway, Suite 4 Norwood, MA 02062.

Meetings & Events

| | |
|-------------|---|
| January 19 | TRIC met to hear a presentation from Sean Pfalzer, Mark Abbot, and Ali Kleyman from the Boston Region MPO to discuss: (1) an overview of Boston Metropolitan Planning Organization (MPO) Long Range Transportation Plan, (2) development of next Transportation Improvement Program (TIP) and funding process for municipal priority projects, (3) discuss potential transportation planning activities for the TRIC region, and (4) an overview of MBTA's long range planning process called Focus 40. |
| February 23 | TRIC met in Norwood to hear a presentation from Gregory Miao, Municipal Services Specialist at MAPC, on municipal strategies for signage and billboard regulations and how they are constrained by 1 st Amendment freedom of speech protections. This presentation was followed by a tour of |

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| | Norwood's new Public Works facility. |
| March 15 | TRIC met in Norwood to hear a presentation from Ralph Willmer, FAICP and Principal Planner at MAPC on community Master Plans and the planning process. This presentation was followed by a discussion of the Elm St. & Rustcraft Rd. corridor with Rich McCarthy, Planning Director for the Town of Dedham. |
| April 19 | TRIC met in April to head a presentation from David Loutzenheiser, Senior Transportation Planner at MAPC to discuss bicycle transportation and best practices for bicycle planning. This discussion was preceded by a brief discussion supporting Milton's advocacy for maintain service levels on the Ashmont-Mattapan trolley line. |
| May 17 | TRIC met in May to discuss form-based code with Matt Lawlor from Robinson & Cole LLP. |
| June 21 | TRIC met in Medfield to bid goodbye to the previous Subregional Coordinator, Steve Winter, and discuss local economic development efforts. This meeting included a visit to the old Medfield State Hospital site, which the Town has purchased and is now in the midst of planning for. |
| July 19 | TRIC did not hold a meeting this month. New Subregional Coordinator, Gregory Miao, worked with the TRIC Chair and Vice-Chair to develop a new Working Plan for FY 2017. New meeting topics identified included transportation planning, tiny houses, arts planning, stormwater management, clean energy planning, regional economic development and municipal collaboration. |
| August 16 | TRIC did not hold a meeting this month. |
| September 20 | TRIC hosted two clean energy related presentations. The first presentation was by MAPC's Clean Energy Team and its awarded consultant, Good Energy, about the deregulated electricity market and how Community Electricity Aggregation (CAE) can help communities save on their municipal energy bills. The second presentation was by Philip Kreycik of Meister Consultants about the new federal SolSmart program, which promotes the development of residential solar energy through recognition of communities that takes steps to reduce barriers to residential solar installations. |
| October 18 | TRIC hosted Ian Cooke, Executive Director of the Neponset River Watershed Association to lead a discussion on Municipal Stormwater Management, the an overview of the EPA's new MS4 Permit (which takes effect July 1, 2017), and how changes to the Permit will affect planning activities within the TRIC region. |
| November 15 | TRIC hosted representatives from the Boston Region Metropolitan Planning Organization (MPO) to introduce the MPO and learn about the Transportation Improvement Program (TIP) and Unified Planning Work Program (UPWP). Discussion included the MPO's work process, brainstorming possible UPWP and TIP projects in the region, and review regional projects currently listed in the TIP. |
| December 20 | TRIC did not hold a meeting this month. |

NORFOLK COUNTY MOSQUITO CONTROL DISTRICT

David A. Lawson, Director

NCMCD operations apply an Integrated Pest Management (IPM) approach to mosquito control that is rational, environmentally sensitive, and cost effective.



SURVEILLANCE

We are engaged in an intensive monitoring process through weekly field collections and data analysis in collaboration with the Massachusetts Department of Public Health (MDPH) to detect for disease-vectoring mosquitoes. Virus isolations assist us in focusing our surveillance to hot zones thereby allowing us to alert nearby towns of a potential epidemic.

Virus Isolations in the town:
 Two WNV isolations in 2016 (1 on 8/2, 1 on 9/13)
 Requests for service: 64

WATER MANAGEMENT

Communication with residents and town/state/federal officials, site visits, monitoring, wildlife management, and land surveys while maintaining regulatory compliance is integral to the management of waterways that may contribute to mosquito breeding. Pre- to post-management documentation allows us to assess the efficacy of our work.

| | |
|---------------------------------------|-------------|
| Culverts cleared | 30 culverts |
| Drainage ditches checked/hand cleaned | 6,150 feet |
| Intensive hand clean/brushing* | 0 feet |
| Mechanical water management | 0 feet |
| Tires collected | 0 |

** Combination of brush cutting and clearing of severely degraded drainage systems or streams by hand.*

LARVAL CONTROL

When mosquito larval habitat management is not possible, larval mosquito abatement is the most environmentally friendly and effective method of disease control. An intensive monitoring program, aides in our decision to effectively target culprit locations.

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| Spring aerial larvicide applications (April) | 259.9 acres |
| Summer aerial larvicide applications (May – August) | 0 acres |
| Larval control - briquette & granular applications by hand | 0.7 acres |
| Rain basin treatments – briquettes by hand (West Nile virus control) | 2,626 basins |
| Abandoned/unopened pool or other manmade structures treated | 1 |

ADULT CONTROL

Adult mosquito control is necessary when public health and/or quality of life is threatened either by disease agents, overwhelming populations, or both. Our surveillance program, along with service request data and state of the art GPS and computer equipment, allows us to focus our treatments to targeted areas.

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|---|-------------|
| Adult aerosol ultra low volume (ULV) applications from trucks | 1,425 acres |
| Barrier applications on municipal property | 0 |

| Method | Board/Committee | Member / Term Expiration |
|---------------|------------------------------|--|
| Elected | Board of Assessors | Thomas P. Colarusso 2019 |
| Elected | Board of Assessors | Kurt Ochella 2017 |
| Elected | Board of Assessors | Ted Owens 2018 |
| Elected | Board of Health | Edward V. Cosgrove, Ph.D. 2017 |
| Elected | Board of Health | Stephen P. Epstein 2019 |
| Elected | Board of Health | Jane Fogg 2018 |
| Elected | Commissioners of Trust Funds | Barry Coffman (<i>through March 2015</i>) |
| Elected | Commissioners of Trust Funds | Jack Cogswell 2017 (<i>appointed 4.12.15</i>) |
| Elected | Commissioners of Trust Funds | Joseph P. Scalia 2019 |
| Elected | Commissioners of Trust Funds | Heydon David Traub 2018 |
| Elected | Constables | Paul F. Hunt 2017 |
| Elected | Constables | Charles G. Wright 2017 |
| Elected | Housing Authority | Scott Brightman 2019 |
| Elected | Housing Authority | Andrew Lewis Cohen 2018 |
| Elected | Housing Authority | William DeBear (<i>through April 2016</i>) |
| Elected | Housing Authority | Karen Sue Hughey 2021 (<i>elected 4.12.16</i>) |
| Elected | Housing Authority | Peter J. Pingatore 2020 |
| Elected | Housing Authority | Reginald Foster (<i>State Appointee</i>) |
| Elected | Moderator | Michael K. Fee 2019 |

| Method | Board/Committee | Member / Term Expiration |
|---------------|------------------------------|--|
| Elected | Park & Recreation Commission | Cynthia Chaston 2019 |
| Elected | Park & Recreation Commission | David DiCicco 2018 |
| Elected | Park & Recreation Commission | Michelle Geddes 2019 (<i>elected 4.12.16</i>) |
| Elected | Park & Recreation Commission | Christopher Gerstel 2018 |
| Elected | Park & Recreation Commission | Michael J. Retzky (<i>through December 2015</i>) |
| Elected | Park & Recreation Commission | Matt Toolan 2017 |
| Elected | Planning Board | Paul Alpert 2020 |
| Elected | Planning Board | Bruce T. Eisenhut (<i>through April 2016</i>) |
| Elected | Planning Board | Ted Owens 2021 (<i>elected 4.12.16</i>) |
| Elected | Planning Board | Elizabeth Grimes 2018 |
| Elected | Planning Board | Martin Jacobs 2017 |
| Elected | Planning Board | Jeanne S. McKnight 2019 |
| Elected | School Committee | Connie Barr 2019 |
| Elected | School Committee | Heidi Black 2018 |
| Elected | School Committee | Andrea Longo Carter 2019 (<i>appointed 9.8.15</i>) |
| Elected | School Committee | Michael Greis 2017 |
| Elected | School Committee | Susan Neckes 2018 |
| Elected | School Committee | Kim Marie Nichols 2017 |
| Elected | School Committee | Aaron Pressman 2019 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|----------------------------|--|
| Elected | Selectmen | John A. Bulian 2018 |
| Elected | Selectmen | Matthew D. Borrelli 2017 |
| Elected | Selectmen | Marianne B. Cooley 2017 |
| Elected | Selectmen | Maurice P. Handel 2018 |
| Elected | Selectmen | Daniel P. Matthews 2019 |
| Elected | Town Clerk | Theodora K. Eaton 2019 |
| Elected | Trustees of Memorial Park | Mark Forbes 2018 |
| Elected | Trustees of Memorial Park | John Gallelo 2017 |
| Elected | Trustees of Memorial Park | James Healy 2019 |
| Elected | Trustees of Memorial Park | Charles J. Mangine 2019 |
| Elected | Trustees of Memorial Park | William J. Topham 2018 <i>(elected 4.14.15)</i> |
| Elected | Trustees of Public Library | Lois C. Bacon 2019 |
| Elected | Trustees of Public Library | Rose Doherty 2019 |
| Elected | Trustees of Public Library | Richard Hardy 2017 |
| Elected | Trustees of Public Library | Thomas M. Harkins 2017 |
| Elected | Trustees of Public Library | Margaret Pantridge 2018 |
| Elected | Trustees of Public Library | Gregory John Shesko 2018 |
| Elected | Trustees of Public Library | Carol Jean Thomas 2017 |
| Appointed by Board of Selectmen | Town Manager | Kate Fitzpatrick 2019 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|---------------------------------------|---------------------------------|
| Appointed by Board of Selectmen | Town Counsel | David S. Tobin 2017 |
| Appointed by Board of Selectmen | Board of Appeals | Kathleen Lind Berardi 2017 |
| Appointed by Board of Selectmen | Board of Appeals | Peter Friedenbergs 2019 |
| Appointed by Board of Selectmen | Board of Appeals | Howard S. Goldman 2017 |
| Appointed by Board of Selectmen | Board of Appeals | Jon D. Schneider 2019 |
| Appointed by Board of Selectmen | Board of Appeals | Jonathan D. Tamkin 2018 |
| Appointed by Board of Selectmen | Cable Television / Advisory Committee | Michael Greis 2018 |
| Appointed by Board of Selectmen | Cable Television / Advisory Committee | Peter E. Hess 2017 |
| Appointed by Board of Selectmen | Cable Television / Advisory Committee | Tom Loughran 2019 |
| Appointed by Board of Selectmen | Cable Television / Advisory Committee | Dan Schwartz 2017 |
| Appointed by Board of Selectmen | Cable Television / Advisory Committee | Jonathan D. Tamkin 2018 |
| Appointed by Board of Selectmen | Commission on Disabilities | Susan Crowell 2018 |
| Appointed by Board of Selectmen | Commission on Disabilities | Debbi Heller 2018 |
| Appointed by Board of Selectmen | Commission on Disabilities | Bruce A. Howell 2018 |
| Appointed by Board of Selectmen | Commission on Disabilities | Jeanie Martin 2019 |
| Appointed by Board of Selectmen | Commission on Disabilities | Barbara Moss 2018 |
| Appointed by Board of Selectmen | Commission on Disabilities | Elaine Saunders 2018 |
| Appointed by Board of Selectmen | Commission on Disabilities | Colin (Dale) T. Wise 2018 |
| Appointed by Board of Selectmen | Conservation Commission | Janet Bernardo 2019 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|------------------------------|---|
| Appointed by Board of Selectmen | Conservation Commission | Artie Crocker 2019 |
| Appointed by Board of Selectmen | Conservation Commission | Stephen Farr 2018 |
| Appointed by Board of Selectmen | Conservation Commission | Peter Oehlkers 2019 |
| Appointed by Board of Selectmen | Conservation Commission | Cory Rhodes 2017 |
| Appointed by Board of Selectmen | Conservation Commission | Alison G. Richardson 2018 <i>(appointed 8.18.15)</i> |
| Appointed by Board of Selectmen | Conservation Commission | Sharon Soltzberg (resigned 12.20.2016) |
| Appointed by Board of Selectmen | Council of Economic Advisors | Peter Atallah 2018 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Matt Borrelli 2018 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Glen Cammarano 2017 |
| Appointed by Board of Selectmen | Council of Economic Advisors | William Day 2017 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Elizabeth Grimes 2018 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Maurice P. Handel 2017 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Bob Hentschel 2019 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Bruce Herman 2018 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Richard Putprush 2019 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Tom Jacob 2016 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Martin Jacobs 2018 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Brian Nadler 2017 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Janet O'Connor 2018 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|--------------------------------|---------------------------------|
| Appointed by Board of Selectmen | Council of Economic Advisors | Matt Talcoff 2017 |
| Appointed by Board of Selectmen | Council of Economic Advisors | Michael Wilcox 2019 |
| Appointed by Board of Selectmen | Cultural Council | David Ecsedy 2017 |
| Appointed by Board of Selectmen | Cultural Council | Joanne Feinberg 2017 |
| Appointed by Board of Selectmen | Cultural Council | Mary Murphy Hensley 2017 |
| Appointed by Board of Selectmen | Cultural Council | Michael Labrecque 2017 |
| Appointed by Board of Selectmen | Cultural Council | Ronald Lowry 2017 |
| Appointed by Board of Selectmen | Cultural Council | Kristen Mazzocchi 2017 |
| Appointed by Board of Selectmen | Cultural Council | Elise Miller 2017 |
| Appointed by Board of Selectmen | Cultural Council | Laurence Richmond 2017 |
| Appointed by Board of Selectmen | Cultural Council | Elizabeth Wells 2018 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | Steven Carlson 2016 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | Roy Cramer 2018 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | Daniel Dain 2018 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | Jack Heavey 2019 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | Richard M. Reilly 2019 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | Jon Schneider 2017 |
| Appointed by Board of Selectmen | Golf Course Advisory Committee | MaryGrace Summergrad 2017 |
| Appointed by Board of Selectmen | Historical Commission | Robert Boder 2019 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|------------------------------------|--------------------------------------|
| Appointed by Board of Selectmen | Historical Commission | Carol Johnson Boultris 2017 |
| Appointed by Board of Selectmen | Historical Commission | Rose Doherty 2017 |
| Appointed by Board of Selectmen | Historical Commission | Gloria P. Greis 2018 |
| Appointed by Board of Selectmen | Historical Commission | Richard C. Hardy 2019 |
| Appointed by Board of Selectmen | Historical Commission | Jeffrey Heller 2018 |
| Appointed by Board of Selectmen | Historical Commission | Miles Shore, M.D. 2019 |
| Appointed by Board of Selectmen | Human Rights Committee | Abdul Cader Asmal 2019 |
| Appointed by Board of Selectmen | Human Rights Committee | Barry Ehrlich 2017 |
| Appointed by Board of Selectmen | Human Rights Committee | Cynthia Ganung 2019 |
| Appointed by Board of Selectmen | Human Rights Committee | Amelia Klein 2018 |
| Appointed by Board of Selectmen | Human Rights Committee | Ashok Mehta 2018 |
| Appointed by Board of Selectmen | Human Rights Committee | Joanne McCormick 2017 |
| Appointed by Board of Selectmen | Human Rights Committee | Albert "Bud" Schram 2017 |
| Appointed by Board of Selectmen | Human Rights Committee | Jennifer Howard Schroeder 2018 |
| Appointed by Board of Selectmen | Human Rights Committee | Marlene Schultz 2017 |
| Appointed by Board of Selectmen | Human Rights Committee | Jeremy Sutherland 2016 |
| Appointed by Board of Selectmen | MBTA Advisory Board | Richard S. Creem 2017 |
| Appointed by Board of Selectmen | Metropolitan Area Planning Council | Maurice Handel 2018 |
| Appointed by Board of Selectmen | Metropolitan Area Planning Council | Lee Newman 2019 (<i>alternate</i>) |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|---|--|
| Appointed by Board of Selectmen | MWRA Advisory Board | John Cosgrove 2017 |
| Appointed by Board of Selectmen | MWRA Advisory Board | Chris Seariac 2019 (<i>alternate</i>) |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Robert Boder 2019 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Crystal Carter 2016 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Alan Glou 2018 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Arnold M. Goldstein 2018 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Michael Greis 2018 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Peter E. Hess 2017 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Tom Loughran 2019 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Michael J. Riley 2017 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Dan Schwartz 2017 |
| Appointed by Board of Selectmen | Needham Community Television Development Corporation (NCTDC) | Jonathan Tamkin 2018 |
| Appointed by Board of Selectmen | Needham Community Revitalization Trust Fund Committee (NCRTF) | Robin Brodsky 2019 (<i>appointed 2.9.16</i>) |
| Appointed by Board of Selectmen | Needham Community Revitalization Trust Fund Committee (NCRTF) | William Dermody 2017 |
| Appointed by Board of Selectmen | Needham Community Revitalization Trust Fund Committee (NCRTF) | Carol deLemos 2018 |
| Appointed by Board of Selectmen | Needham Community Revitalization Trust Fund Committee (NCRTF) | Paul Good 2018 |
| Appointed by Board of Selectmen | Needham Community Revitalization Trust Fund Committee (NCRTF) | Timothy Kickham 2019 |
| Appointed by Board of Selectmen | Needham Community Revitalization Trust Fund Committee (NCRTF) | MaryRuth Perras 2017 |
| Appointed by Board of Selectmen | Norfolk County Advisory Board | Ted Owens 2017 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|--|---|
| Appointed by Board of Selectmen | Property Tax Assistance Committee | Jill C. Kahn-Boesel 2017 |
| Appointed by Board of Selectmen | Property Tax Assistance Committee | Elizabeth Handler 2017 |
| Appointed by Board of Selectmen | Property Tax Assistance Committee | Peter Hess 2017 |
| Appointed by Board of Selectmen | Property Tax Assistance Committee | Thomas Mulhern 2017 |
| Appointed by Board of Selectmen | Property Tax Assistance Committee | Evelyn Poness (<i>ex-officio</i>) |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | John Bulian 2017 |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | Patricia Carey |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | Christopher Gerstel 2019 |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | James Goldstein 2017 |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | Dmitry Gorenburg 2017 |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | Gerry Koss 2017 |
| Appointed by Board of Selectmen | Rail Trail Advisory Committee | Edward Olsen |
| Appointed by Board of Selectmen | Regional Transportation Advisory Council | Rhain Hoyland 2017 |
| Appointed by Board of Selectmen | Regional Transportation Advisory Council | David Montgomery 2017 |
| Appointed by Board of Selectmen | Registrars of Voters | Ann Cosgrove 2018 |
| Appointed by Board of Selectmen | Registrars of Voters | John W. Day 2019 |
| Appointed by Board of Selectmen | Registrars of Voters | Barbara B. Doyle 2017 |
| Appointed by Board of Selectmen | Registrars of Voters | Theodora K. Eaton (<i>ex-officio</i>) |
| Appointed by Board of Selectmen | Solid Waste and Recycling Advisory Committee | William Connors 2019 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|--|---|
| Appointed by Board of Selectmen | Solid Waste and Recycling Advisory Committee | David Ecsedy 2017 |
| Appointed by Board of Selectmen | Solid Waste and Recycling Advisory Committee | Jeffrey Heller 2018 |
| Appointed by Board of Selectmen | Solid Waste and Recycling Advisory Committee | Steve Rosenstock 2018 <i>(appointed 12.8.15)</i> |
| Appointed by Board of Selectmen | Solid Waste and Recycling Advisory Committee | Irwin Silverstein 2017 |
| Appointed by Board of Selectmen | Taxation Aid Committee | Jack Cogswell 2019 <i>(appointed 2.9.16)</i> |
| Appointed by Board of Selectmen | Taxation Aid Committee | Elizabeth Handler 2017 |
| Appointed by Board of Selectmen | Taxation Aid Committee | Thomas J. Mulhern 2017 |
| Appointed by Board of Selectmen | Taxation Aid Committee | Helen Newton 2019 |
| Appointed by Board of Selectmen | Taxation Aid Committee | Evelyn Poness <i>(ex-officio)</i> |
| Appointed by Board of Selectmen | Technology Advisory Board | David Davison <i>(ex-officio)</i> |
| Appointed by Board of Selectmen | Technology Advisory Board | Wade Davis 2016 |
| Appointed by Board of Selectmen | Technology Advisory Board | Kenny Freundlich 2016 |
| Appointed by Board of Selectmen | Technology Advisory Board | Ann Gulati <i>(ex officio)</i> |
| Appointed by Board of Selectmen | Technology Advisory Board | Clifford Hayden 2019 |
| Appointed by Board of Selectmen | Technology Advisory Board | Roger MacDonald <i>(ex-officio)</i> |
| Appointed by Board of Selectmen | Technology Advisory Board | Michael Mathias 2017 |
| Appointed by Board of Selectmen | Technology Advisory Board | Carl Rubin 2017 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Anthony DelGaizo 2018 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Stephen Delisi 2018 |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------------|--|---------------------------------|
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | John Kraemer 2017 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Jeffrey MacMann 2019 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Richard Merson 2018 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Donna Mullin 2019 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Ford Peckham 2017 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Mark Rosen 2017 |
| Appointed by Board of Selectmen | Traffic Management Advisory Committee | Glen Schneider 2017 |
| Appointed by Board of Selectmen | Water & Sewer Rate Structure Committee | John P. Cosgrove, Jr. 2017 |
| Appointed by Board of Selectmen | Water & Sewer Rate Structure Committee | Tom Loughran 2019 |
| Appointed by Board of Selectmen | Water & Sewer Rate Structure Committee | Nick Renzulli 2017 |
| Appointed by Board of Selectmen | Water & Sewer Rate Structure Committee | Steve Rosenstock 2017 |
| Appointed by Board of Selectmen | Water & Sewer Rate Structure Committee | John Tallarico 2019 |
| Appointed by Moderator | Finance Committee | Barry Coffman |
| Appointed by Moderator | Finance Committee | John Connelly |
| Appointed by Moderator | Finance Committee | Carol Smith-Fachetti |
| Appointed by Moderator | Finance Committee | Tom Jacob |
| Appointed by Moderator | Finance Committee | Kenneth Lavery |
| Appointed by Moderator | Finance Committee | Richard Lunetta |
| Appointed by Moderator | Finance Committee | Louise Miller |

| Method | Board/Committee | Member / Term Expiration |
|----------------------------|----------------------------------|--|
| Appointed by Moderator | Finance Committee | Richard Reilly |
| Appointed by Moderator | Finance Committee | Richard Zimbone |
| Appointed by Moderator | Personnel Board | Patricia A. Forde |
| Appointed by Moderator | Personnel Board | Joseph Herlihy |
| Appointed by Moderator | Personnel Board | Vivian Hsu |
| Appointed by Moderator | Personnel Board | Richard Lunetta |
| Appointed by Moderator | Personnel Board | Barry Pollack |
| Mixed Appointing Authority | Community Preservation Committee | Paul Alpert (<i>Planning Commission</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Robert Boder (<i>Historical Commission</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Gary Crossen (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Reginald Foster (<i>Housing Authority</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Ron Furman (<i>Moderator</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Christopher Gerstel (<i>Park & Recreation</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Mark Gluesing (<i>Moderator</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Peter Ohelkers (<i>Conservation Commission</i>) |
| Mixed Appointing Authority | Community Preservation Committee | Lita Young (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Contributory Retirement Board | Sandra Cincotta (<i>appointed 1.26.16</i>) |
| Mixed Appointing Authority | Contributory Retirement Board | Elizabeth Dennis (<i>through December 2015</i>) |
| Mixed Appointing Authority | Contributory Retirement Board | John P. Krawiecki (<i>by vote of employees and retirees</i>) |

| Method | Board/Committee | Member / Term Expiration |
|----------------------------|-------------------------------|--|
| Mixed Appointing Authority | Contributory Retirement Board | Robert Mearls (<i>by members of the Retirement Board</i>) |
| Mixed Appointing Authority | Contributory Retirement Board | Evelyn Poness |
| Mixed Appointing Authority | Contributory Retirement Board | Thomas A. Welch, II (<i>by vote of employees and retirees</i>) |
| Mixed Appointing Authority | Council on Aging | Scott Brightman |
| Mixed Appointing Authority | Council on Aging | Ed Cosgrove |
| Mixed Appointing Authority | Council on Aging | Carol deLemos |
| Mixed Appointing Authority | Council on Aging | Phyllis Fanger |
| Mixed Appointing Authority | Council on Aging | Daniel Goldberg |
| Mixed Appointing Authority | Council on Aging | Monica Graham |
| Mixed Appointing Authority | Council on Aging | Penny Grossman |
| Mixed Appointing Authority | Council on Aging | Susanne Hughes |
| Mixed Appointing Authority | Council on Aging | Tom Keating |
| Mixed Appointing Authority | Council on Aging | Elaine Kleiman |
| Mixed Appointing Authority | Council on Aging | Lianne Relich |
| Mixed Appointing Authority | Council on Aging | Colleen Schaller |
| Mixed Appointing Authority | Design Review Board | Artie Crocker (<i>alternate</i>) (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Design Review Board | Robert Dermody (Board of Selectmen) |
| Mixed Appointing Authority | Design Review Board | Nelson Hammer (Planning Board) |
| Mixed Appointing Authority | Design Review Board | Mark Gluesing (Board of Selectmen) |

| Method | Board/Committee | Member / Term Expiration |
|----------------------------|-------------------------------------|--|
| Mixed Appointing Authority | Design Review Board | Richard M. Reilly, Jr. (<i>alternate</i>) (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Design Review Board | Deborah Robinson (<i>Planning Board</i>) |
| Mixed Appointing Authority | Design Review Board | Stephen Tanner (<i>Planning Board</i>) |
| Mixed Appointing Authority | Permanent Public Building Committee | Stuart Chandler |
| Mixed Appointing Authority | Permanent Public Building Committee | Natasha Espada |
| Mixed Appointing Authority | Permanent Public Building Committee | George Kent |
| Mixed Appointing Authority | Permanent Public Building Committee | Stephen Popper, <i>Dir. Public Facilities, Construction</i> |
| Mixed Appointing Authority | Permanent Public Building Committee | Paul Salamone |
| Mixed Appointing Authority | Permanent Public Building Committee | Roy Schiffiliti |
| Mixed Appointing Authority | Permanent Public Building Committee | Peter Schneider |
| Mixed Appointing Authority | Permanent Public Building Committee | Irwin Silverstein |
| Mixed Appointing Authority | Transportation Committee | Duncan Allen (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Transportation Committee | Richard Creem (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Transportation Committee | Justin McCullen (<i>Planning Board</i>) |
| Mixed Appointing Authority | Transportation Committee | David Montgomery (<i>Moderator</i>) |
| Mixed Appointing Authority | Transportation Committee | Stephen McKnight (<i>Planning</i>) |
| Mixed Appointing Authority | Transportation Committee | Denise Garlick (<i>ex-officio</i>) |
| Mixed Appointing Authority | Youth Commission | David Bookston (<i>School Committee</i>) |
| Mixed Appointing Authority | Youth Commission | Karen Folb (<i>Park & Recreation Commission</i>) |

| Method | Board/Committee | Member / Term Expiration |
|----------------------------|---|---|
| Mixed Appointing Authority | Youth Commission | Kevin Keane (<i>Board of Selectmen</i>) |
| Mixed Appointing Authority | Youth Commission | Susan Patkin (<i>Moderator</i>) |
| Mixed Appointing Authority | Youth Commission | Sonia Raja (<i>School Committee</i>) |
| Mixed Appointing Authority | Youth Commission | Jillian Smith (<i>School Committee</i>) |
| Mixed Appointing Authority | Youth Commission | Vincent Springer (<i>Police Department</i>) |
| Mixed Appointing Authority | Youth Commission | Julie Stevens (<i>Finance Committee</i>) |
| Appointed by Town Manager | Administrative Assessor | Hoyt Davis |
| Appointed by Town Manager | Assistant Town Clerk | Helen Atkinson |
| Appointed by Town Manager | Animal Control Officer | Danielle Estrella |
| Appointed by Town Manager | Assistant Director of Public Works | Robert Lewis |
| Appointed by Town Manager | Assistant Town Manager/Finance Director | David Davison |
| Appointed by Town Manager | Assistant Town Manager/Director of Operations | Christopher Coleman |
| Appointed by Town Manager | Director of Emergency Management | Dennis Condon |
| Appointed by Town Manager | Director of Human Resources | Elizabeth Dennis (<i>to January 2016</i>) |
| Appointed by Town Manager | Director of Human Resources | Rachel Glisper (<i>March 2016</i>) |
| Appointed by Town Manager | Director of Information Technology | Roger MacDonald |
| Appointed by Town Manager | Director of Public Facilities - Construction | Steven Popper |
| Appointed by Town Manager | Director of Public Facilities - Operations | Chip Laffey |
| Appointed by Town Manager | Director of Public Health | Timothy McDonald |

| Method | Board/Committee | Member / Term Expiration |
|---------------------------|--|---|
| Appointed by Town Manager | Director of Public Works | Richard Merson |
| Appointed by Town Manager | Director, West Suburban Veterans Services | Sarada Kalpee |
| Appointed by Town Manager | Director of Youth Services | Jon Mattleman |
| Appointed by Town Manager | Environmental Health Agent | Tara Gurge |
| Appointed by Town Manager | Executive Director, Council on Aging | Jamie Gutner |
| Appointed by Town Manager | Fire Chief/Superintendent of Fire Alarms | Dennis Condon |
| Appointed by Town Manager | Inspector of Buildings | David Roche |
| Appointed by Town Manager | Inspector of Plumbing and Gas | Larry DiBona |
| Appointed by Town Manager | Inspector of Wiring | Scott Chisholm |
| Appointed by Town Manager | Library Director | Ann MacFate |
| Appointed by Town Manager | Park and Recreation Director | Patricia M. Carey |
| Appointed by Town Manager | Planning Director | Lee Newman |
| Appointed by Town Manager | Police Chief / Keeper of the Lockup | Philip E. Droney (<i>through December 2015</i>) |
| Appointed by Town Manager | Police Chief / Keeper of the Lockup | John Schlittler (<i>12.22.15</i>) |
| Appointed by Town Manager | Supervisor, Garage & Equipment | Bill Stockwell (<i>through 12.4.15</i>) |
| Appointed by Town Manager | Supervisor, Garage & Equipment | John Regan (<i>5.9.16</i>) |
| Appointed by Town Manager | Superintendent, Highway | Rhainhardt Hoyland |
| Appointed by Town Manager | Superintendent, Parks & Forestry / Tree Warden | Edward Olsen |
| Appointed by Town Manager | Superintendent, Water and Sewer | Christopher Seariac |

| Method | Board/Committee | Member / Term Expiration |
|--------------------------------------|--|---------------------------------|
| Appointed by Town Manager | Town Accountant | Michelle Vaillancourt |
| Appointed by Town Manager | Town Engineer | Anthony DelGaizo |
| Appointed by Town Manager | Treasurer and Tax Collector | Evelyn Poness |
| Appointed by Town Manager | Veterans' Burial Agent/Veterans' Graves Officer | Bill Topham |
| Appointed by Elected or Appointed | Executive Director, Needham Housing Authority | Paul Dumouchel |
| Appointed by Elected or Appointed | Executive Secretary to Finance Committee | Louise Mizgerd |
| Appointed by Elected or Appointed | Superintendent of Schools | Daniel E. Gutekanst |

Town Meeting Members 2016

A

2017

| | | |
|---------------|-------------|---------------------|
| Davidson | Alan J. | 26 Elder Road |
| Genova | John D. | 11 Jennifer Circle |
| Gosmon | Cheryl A. | 209 St. Mary Street |
| Keane-Hazzard | Mary E. | 198 Webster Street |
| O'Brien, Jr. | Norman F. | 59 Webster Street |
| Schneider | Louise I. | 11 Jennifer Circle |
| Spiros | Carolyn M. | 60 Wayne Road |
| Sterling | Nicholas P. | 60 Webster Street |

2018

| | | |
|---------|--------------|--------------------|
| Bailey | Erik J. | 64 Hillside Avenue |
| Cooper | Emily Rose | 56 Lee Road |
| Creem | Richard S. | 12 Gary Road |
| Diodato | John F. | 7 William Street |
| Gratz | Donald B. | 330 Central Avenue |
| Miller | Rachel B. | 33 William Street |
| Sargent | Elizabeth M. | 43 Webster Street |
| Spiros | Van J. | 60 Wayne Road |

2019

| | | |
|-------------|-----------------|-----------------------|
| Brown | Lance R. | 18 Webster Street |
| Herrick | Walter D. | 131 Pine Grove Street |
| Hotchkiss | John Downey | 42 Webster Street |
| Miller | Michael S. | 33 William Street |
| Nissen | Suzanne Fiering | 16 Homsy Lane |
| Scott | James Allan | 52 Elder Road |
| Silverstein | Irwin | 44 Reservoir Avenue |
| Silverstein | Nina | 44 Reservoir Avenue |

Town Meeting Members 2016

B2017

| | | |
|------------|----------------|---------------------|
| Freedberg | Cathy M. | 112 Jarvis Circle |
| Grimes | Elizabeth Jane | 12 Clarke Road |
| Harris | David C. | 94 Cynthia Road |
| Kurkjian | Catherine E. | 43 Briarwood Circle |
| Moody | Richard B. | 22 Parish Road |
| Pendergast | Kevin T. | 24 Bess Road |
| Rooney | Jodi Lynn | 617 Central Avenue |
| Rosenstock | Steven M. | 44 Bess Road |

2018

| | | |
|-----------|-----------------|---------------------------|
| Bloom | Elizabeth M. | 30 Nehoiden Street |
| Borrelli | Marianna | 651 Central Avenue |
| Cogswell | John H. | 865 Central Avenue #O-506 |
| McConchie | Scott | 101 Hillside Avenue |
| Nicols | Kim Marie | 12 Crescent Road |
| Pyle | Margot Copeland | 865 Central Avenue #G-402 |
| Shapiro | Stacie M. | 12 Pine Grove Street |
| Toran | Sarah Ann | 945 Central Avenue |

2019

| | | |
|---------------|------------|----------------------|
| Agler | Stuart B. | 30 Parish Road |
| Doyle | William G. | 208 Forest Street |
| Frankenthaler | John J. | 33 Brookside Road |
| Freedberg | Richard M. | 112 Jarvis Circle |
| Jacob | Thomas M. | 67 Clarke Road |
| Markell | Lori A. | 62 Cynthia Road |
| Rovner | Gerald C. | 48 Cynthia Road |
| Von Herder | Dorothea | 208 Hunnewell Street |

Town Meeting Members 2016

C

2017

| | | |
|-----------|-----------|-------------------------|
| Alpert | Peter A. | 108 Locust Lane |
| Barnett | Bruce S. | 249 Marked Tree Road |
| Callanan | Paula R. | 1699 Great Plain Avenue |
| Cox | David R. | 94 Oxbow Road |
| Gluesing | Mark J. | 48 Mackintosh Avenue |
| Lueders | Carl J. | 34 Whitman Road |
| Masterman | James D. | 53 Canavan Circle |
| Miller | Louise L. | 5 North Hill Avenue |

2018

| | | |
|-------------|---------------|-----------------------|
| Alpert | Paul S. | 116 Pine Street |
| Barnes, Jr. | Joseph P. | 589 High Rock Street |
| Brightman | Scott M. | 88 Standish Road |
| Cox, Jr. | Gilbert W. | 49 Colonial Road |
| Neckes | Susan B. | 36 Gay Street |
| Owens | Ted | 54 Whitman Road |
| Tillotson | Paul B. | 21 Howe Road |
| Tobin | Sandra Balzer | 59 Winding River Road |

2019

| | | |
|------------|--------------|--------------------------|
| Aqualimpia | Carlos | 7 Jenna Circle |
| Barber | Susan A. | 74 Stockdale Road |
| Carter | Andrea Longo | 18 Colonial Road |
| Goldberg | Lois R. | 76 Brewster Drive |
| Haslip | John H. | 43 Whitman Road |
| Isenberg | Paul David | 44 Stewart Road |
| Landau | R. Cynthia | 57 Pine Street |
| Zappala | Lisa W. | 379 Charles River Street |

Town Meeting Members 2016

D

2017

| | | |
|----------|------------|---------------------------|
| Burgiel | Lori L. | 144 Oak Street |
| Conturie | Cynthia L. | 96 Robinwood Avenue |
| Donald | Ross M. | 25 Chambers Street Unit H |
| Levy | Joshua W. | 42 Village Lane |
| Lunetta | Richard J. | 182 Marked Tree Road |
| Mann | Richard S. | 196 Bridle Trail Road |
| McNeill | Gary B. | 54 Deerfield Road |
| Soisson | Thomas F. | 128 Maple Street |

2018

| | | |
|-----------------|--------------|----------------------|
| Black | Heidi C. | 7 Maple Terrace |
| Clarke | Holly Anne | 1652 Central Avenue |
| Cramer | Roy A. | 1796 Central Avenue |
| D'Addesio | Kathryn L. | 110 Linden Street |
| Der Marderosian | Ann | 800 South Street |
| Eisenhut | Bruce T. | 106 Marked Tree Road |
| Lewis | Kathleen M. | 17 Maple Street |
| Shesko | Gregory John | 114 Maple Street |

2019

| | | |
|----------|----------------|-------------------------|
| Foster | Reginald C. | 898 South Street |
| Gerstel | Christopher J. | 184 Maple Street |
| Leghorn | Joseph J. | 40 Linden Street |
| Mullen | Kurt M. | 11 Aldridge Road |
| Pressman | Aaron M. | 1012 South Street |
| Rauch | Evan F. | 224 Country Way |
| Tedoldi | M. Kathleen | 13 Maple Street |
| Walitt | Arthur | 46 Charles River Street |

Town Meeting Members 2016

E2017

| | | |
|-------------|---------------|-----------------------|
| Braman | Robert R. | 76 Lawton Road |
| Brandish | Philip Edward | 44 Pleasant Street |
| Crowell | Theodore M. | 39 Lawton Road |
| Cummings | Lawrence R. | 27 South Street |
| Durda | Paul J. | 149 Laurel Drive |
| Francesconi | Irene M. | 5 George Aggott Road |
| Stevens | Julie E. | 18 George Aggott Road |
| Wolfe | Cynthia J. | 191 Fox Hill Road |

2018

| | | |
|------------|--------------|---------------------|
| Barr | Constance S. | 205 Edgewater Drive |
| Chaston | Cynthia J. | 119 Fox Hill Road |
| Cosgrove | Ann M. | 17 Laurel Drive |
| Fachetti | Carol A. | 187 South Street |
| Harrington | Alisha Beth | 28 Oakhurst Circle |
| Murray | Phillip R. | 453 Warren Street |
| Peckham | Ford H. | 26 Lawton Road |
| Robey | Philip V. | 12 Fletcher Road |

2019

| | | |
|--------------|-------------|---------------------|
| Blakelock | David K. | 217 Edgewater Drive |
| Cosgrove III | Edward V. | 17 Laurel Drive |
| Greendlinger | Risa J. | 513 Chestnut Street |
| Hurley | Amy | 154 South Street |
| Ruth | Ronald W. | 248 Warren Street |
| Seidel | Victor Paul | 56 Green Street |
| Siegenthaler | Paul A. | 1049 Webster Street |
| Weiner | Theodore | 88 Pleasant Street |

Town Meeting Members 2016

F

2017

| | | |
|-----------|-------------|---------------------|
| Cohen | Lawrence J. | 77 Warren Street |
| Goldin | Rochelle E. | 68 Warren Street |
| Goldstein | Carl | 210 Parish Road |
| Kirk | John P. | 100 Warren Street |
| MacMahon | Mary Anne | 89 Warren Street |
| McDonough | Barry R. | 33 Oakland Avenue |
| McKay | Michael | 31 Gage Street |
| Piltch | Mary E. | 17 Meadowbrook Road |

2018

| | | |
|----------|-------------|-------------------------|
| Borrelli | Alison S. | 1175 Great Plain Avenue |
| Connelly | John P. | 67 May Street |
| Davis | Gail E. | 233 Nehoiden Street |
| Davis | Richard W. | 233 Nehoiden Street |
| Madsen | Fabienne A. | 45 Walnut Street |
| Sexton | Jennifer S. | 62 Newell Avenue |
| Winnick | Deborah S. | 12 Mallard Road |
| Zoppo | William A. | 330 Nehoiden Street |

2019

| | | |
|----------|---------------|--------------------------|
| Coffman | Barry J. | 837 Great Plain Avenue |
| Heller | Jeffrey D. | 1092 Central Avenue |
| Kalish | Leslie A. | 48 Lake Drive |
| McKnight | Jeanne S. | 100 Rosemary Street #336 |
| Muldoon | Kenneth Scott | 83 Fair Oaks Park |
| Okerman | William J. | 100 Meetinghouse Circle |
| Price | Karen N. | 48 Lake Drive |
| Verdun | Michael L. | 35 Meetinghouse Circle |

Town Meeting Members 2016

G

2017

| | | |
|------------|-------------|--------------------------|
| Attridge | Paul H. | 59 Powers Street |
| Blake | Julia C.H. | 763 Great Plain Avenue |
| DeMeis | Richard | 126 Powers Street |
| Dermody | Robert J. | 162 Fair Oaks Park |
| Keyes | Georgina Y. | 261 Manning Street |
| Pittman | Andrew J. | 75 Prince Street |
| Robey | Kathleen D. | 150 Warren Street Unit 2 |
| Smart, Jr. | Robert T. | 25 Mayo Avenue |

2018

| | | |
|-----------|------------|------------------------|
| Abbott | Susan W. | 60 Otis Street |
| Dirks | Katy M. | 674 Webster Street |
| Gallagher | Fran | 692 Great Plain Avenue |
| Harkins | Thomas M. | 24 May Street |
| Kane | Matthew A. | 28 Bradford Street |
| McCaffrey | Maureen T. | 285 Manning Street |
| McGarvey | Susan B. | 66 Upland Road |
| Welby | Susan | 857 Webster Street |

2019

| | | |
|--------------|--------------|-----------------------|
| Beacham, Jr. | Peter W. | 249 Harris Avenue |
| Crawford | Michael J. | 213 Warren Street |
| Crimmings | John D. | 32 Plymouth Road |
| Distler | Michael A. | 122 Washington Avenue |
| Freundlich | Kenneth B. | 54 Bradford Street |
| Kaufman | Gary Michael | 12 Eaton Road |
| McDonnell | Ryan D. | 42 Woodlawn Avenue |
| Oberle | Mark A. | 15 Otis Street |

Town Meeting Members 2016

H

2017

| | | |
|-----------|-------------|------------------------|
| Cosentino | Julia Satti | 265 Great Plain Avenue |
| Kardok | Michael C. | 55 Berkshire Road |
| McCarthy | Nancy E. | 29 Sterling Road |
| McDonough | Mark | 173 Fairfield Street |
| Noonan | Terence P. | 125 Broad Meadow Road |
| Olive | Peter R. | 133 Thornton Road |
| Wu | Harmony H. | 99 Fairfield Street |
| Zimbone | Richard A. | 10 Woodbury Drive |

2018

| | | |
|-------------|---------------|------------------------|
| Brinkhaus | Heinz R. | 10 Lancaster Road |
| Cruickshank | M. Patricia | 64 Elmwood Road |
| Gillogley | Thomas Edward | 4 Wendling Road |
| Handler | Elizabeth P. | 317 Great Plain Avenue |
| Larsen | Robert Y. | 150 Tudor Road |
| Margolis | Marjorie M. | 20 Mann Avenue |
| Milligan | Paul T. | 224 Elmwood Road |
| Reilly | Richard M. | 15 Whittier Road |

2019

| | | |
|-----------|---------------|-------------------|
| Avedikian | Isabel F. | 148 Valley Road |
| Barzilay | Ilan | 77 Thornton Road |
| Bruel | Hilary Hanson | 87 Thornton Road |
| Diener | Michael A. | 30 Kenney Street |
| Han | Karen E. | 34 Grosvenor Road |
| Kingston | John A. | 70 Grosvenor Road |
| Orscheln | Eileen K. | 67 Whittier Road |
| Wixon | Amy M. | 92 Grosvenor Road |

Town Meeting Members 2016

I

2017

| | | |
|-------------|---------------|---------------------|
| Bagshaw | Lisa Dannibal | 41 Dartmouth Avenue |
| Ecsedy | David J. | 20 Holland Terrace |
| Kahn-Boesel | Jill C. | 44 Brookline Street |
| Murphy | Lorraine M. | 59 Beaufort Avenue |
| Sexton | Nancy E. | 3 Arden Street |
| Supple | David Paul | 58 Helen Road |
| Tibma | Mary D. | 7 Upland Road |
| Walsh | Maura O. | 8 Fairfax Road |

2018

| | | |
|-----------|---------------|----------------------|
| Atallah | Peter D. | 18 Lindbergh Avenue |
| Connolly | Peter Stephen | 1104 Beaufort Avenue |
| Escalante | David J. | 103 Woodledge Road |
| Gallo | John L. | 298 Brookline Street |
| Hutcheson | Laurie B. | 384 Hillcrest Road |
| Robey III | Paul | 38 Brookline Street |
| Sockol | Lois F. | 611 Greendale Avenue |
| Sockol | Ron | 611 Greendale Avenue |

2019

| | | |
|-----------|-------------|----------------------|
| Crocker | Artie R. | 17 Fairlawn Street |
| Ecsedy | Claire Dee | 20 Holland Terrace |
| Golden | Joel S. | 22 Edwardel Road |
| Ochalla | Josephine | 166 Lindbergh Avenue |
| Pingitore | Peter J. | 146 Hillcrest Road |
| Renzulli | Nicholas S. | 77 Edwardel Road |
| Weinstein | Anne W. | 3 Carey Road |
| Whitney | Kathleen D. | 75 Kingsbury Street |

Town Meeting Members 2016

J

2017

| | | |
|----------|--------------|-------------------------|
| Barker | Catherine J. | 13 West Street |
| Bonasia | James S. | 174 Tower Avenue |
| Chandler | Stuart B. | 123 Paul Revere Road |
| Downs | Robert A. | 51 Virginia Road |
| Mathias | Michael M. | 354 Webster Street |
| Murphy | Jane B. | 760 Highland Avenue #17 |
| Shannon | Karen R. | 13 Bennington Street |
| Whitney | Debra A. | 36 Hunting Road |

2018

| | | |
|------------------|------------------|----------------------|
| Arrieta-Ruetenik | Georgina A. | 236 Greendale Avenue |
| Dermody | William R. | 12 Concord Street |
| DiCicco | David C. | 24 Mellen Street |
| Epstein | Stephen K. | 117 Richdale Road |
| Greis | Michael J. | 384 Webster Street |
| Kaponya | Elizabeth Nicole | 27 Highland Terrace |
| McCourt | Christine S. | 181 Richdale Road |
| Mullin | Donna M | 131 Paul Revere Road |

2019

| | | |
|------------|--------------|-----------------------|
| Borowsky | Mark L. | 584 Hunnerwell Street |
| Deutsch | Robert E. | 14 Highview Street |
| Keane | Kevin J. | 88 Lexington Avenue |
| Kent | George F. | 184 Richdale Road |
| Montgomery | David P. | 361 Webster Street |
| Mooney | Christopher | 41 Lexington Avenue |
| Panov | Peter Sergey | 19 West Street |
| Urwitz | Carol I. | 164 Greendale Avenue |

Town Meeting Members 2016

TMM

2017

| | | |
|---------------------------------|-----------------|-------------------------|
| Borrelli, Chairman, Board of Se | Matthew D. | 1175 Great Plain Avenue |
| Bulian, Selectman | John A. | 86 Peacedale Road |
| Cooley, Selectman | Marianne B. | 85 High Street |
| Cosgrove, III, Chm, Board of H | Edward V. | 17 Laurel Drive |
| Doherty, Chm, Trustees of Pub | Rose A. | 134 Melrose Avenue |
| Eaton, Town Clerk | Theodora K. | 51 Bonwood Road |
| Fee, Moderator | Michael K. | 137 Fox Hill Road |
| Gallelo, Chm., Memorial Park | John S. | 30 Howland Street |
| Handel, Selectman | Maurice P. | 3 Rosemary Street |
| Matthews, Selectman | Daniel P. | 31 Rosemary Street |
| McKnight, Chm, Planning Boar | Jeanne S. | 100 Rosemary Way #336 |
| Neckes, Chm, School Committ | Susan B. | 36 Gay Street |
| Ochalla, Chm., Board of Asses | Kurt Paul | 166 Lindbergh Avenue |
| Toolan, Chm., Park & Recreati | Matthew Michael | 10 Beaufort Avenue |

FY2016 TOWN OF NEEDHAM RETIREE INFORMATION**RETIREES**

| RETIREE | DEPT | YEARS OF SERVICE | | RETIREE | DEPT | YEARS OF SERVICE |
|------------------------|-------------|---------------------------------|--|------------------------|-------------|---------------------------------|
| Edward Mann | DPW | 28 years 8 months | | Christopher Faherty | Schools | 14 years 6 months |
| Arthur Hopkins | Fire | 37 years 7 months | | Joan Kirkman | Schools | 27 years 9 months |
| Joseph Tierney, Jr. | Fire | 36 years 9 months | | Renee Bellin | Schools | 16 years 10 months |
| April Asquith | Library | 39 years 1 month | | Melissa Geib | Schools | 17 years 10 months |
| Laura George | Police | 10 years 4 months | | Marjorie Mearls | Schools | 40 years 1 month |
| Kathleen Mullins | Police | 32 years | | Joan Krozy | Schools | 32 years 1 month |
| Philip Droney | Police | 34 years 2 months | | Dianna List | Schools | 13 years 2 months |
| Dorothy Baker | Schools | 21 years 6 months | | Elizabeth Dennis | Town | 30 years 5 months |
| Rosanne McTernan | Schools | 20 years | | | | |

FY2016 TOWN OF NEEDHAM RETIREE INFORMATION

IN MEMORIUM

| RETIREE | DEPT | YEARS OF SERVICE | | RETIREE | DEPT | YEARS OF SERVICE |
|--|----------|-----------------------|--|--|------------|-----------------------|
| Dominick Nigro | DPW | 22 years 9 months | | Eunice Bliss | Hospital | 11 years 1 month |
| George LaValle | DPW | 29 years 6 months | | Santina Morganti | Hospital | 31 years 11 months |
| Raymond O'Neal | DPW | 33 years | | Winifred Oliver | Hospital | 11 years 8 months |
| John D. Marr, Jr. | DPW | 16 years 4 months | | John Stephen Cronin | PFD Ops | 10 years 9 months |
| Robert Henley | Fire | 32 years 11 months | | William P. Matthes | Police | 37 years 7 months |
| Paul Reynolds | Fire | 14 years 1 month | | Elaine Calabro | Schools | 16 years 9 months |
| Ralph Quilty | Fire | 11 years | | Frances Cusack | Schools | 20 years 9 months |
| Virginia Healey (survivor of Charles Healey 4/6/81) | Fire | 10 years 11 months | | Diane Heneberry | Schools | 19 years 1 month |
| Vivian McIver | Library | 45 years 1 month | | Elaine Martin (survivor of Helene Johnson 2/4/58) | Town | 14 years 1 month |
| Virginia Cummings | Hospital | 10 years 3 months | | Agnes O'Neil | Town | 11 years 4 months |
| Marianne E. Topjian | Hospital | 16 years 7 months | | Robert Casavant | Water | 27 years |
| | | | | | | |

APPENDICES

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**General Fund
Balance Sheet
Year Ended June 30, 2016**

| | <u>General</u> |
|---|---------------------|
| <u>ASSETS</u> | |
| Cash and Short-term Investments | \$24,199,908 |
| Investments | \$19,372,450 |
| Receivables: | |
| Property Taxes | \$2,873,358 |
| Excises | \$968,146 |
| Departmental | \$1,426,542 |
| Intergovernmental | \$4,866,036 |
| Betterments | \$0 |
| Other | \$50,083 |
| Other Assets | <u>\$0</u> |
| Total Assets | <u>\$53,756,523</u> |
| <u>LIABILITIES</u> | |
| Warrants and Accounts Payable | \$1,569,639 |
| Deferred Revenue | \$0 |
| Accrued Liabilities | \$4,053,656 |
| Due to Other Governments | \$0 |
| Taxes Collected in Advance | \$0 |
| Refunds Payable | \$925,717 |
| Anticipation Notes Payable | \$0 |
| Other Liabilities | <u>\$200,528</u> |
| Total Liabilities | \$6,749,540 |
| Deferred Inflows of Resources | \$10,047,765 |
| <u>FUND BALANCES</u> | |
| Non-spendable | \$0 |
| Restricted | \$666,280 |
| Committed | \$10,114,230 |
| Assigned | \$5,413,861 |
| Unassigned | <u>\$20,764,847</u> |
| Total Fund Balance | \$36,959,218 |
| Total Liabilities, Deferred Inflows of Resources, and Fund Balance | <u>\$53,756,523</u> |

**Total Governmental Funds
Combined Balance Sheet
Year Ended June 30, 2016**

| | <u>General</u> |
|--|---------------------|
| <u>ASSETS</u> | |
| Cash and Short-term Investments | \$38,302,816 |
| Investments | \$28,527,890 |
| Receivables: | |
| Property Taxes | \$2,884,518 |
| Excises | \$968,146 |
| Departmental | \$1,467,390 |
| Intergovernmental | \$5,648,412 |
| Other | <u>\$50,083</u> |
| Total Assets | <u>\$77,849,255</u> |
| <u>LIABILITIES</u> | |
| Warrants and Accounts Payable | \$3,014,348 |
| Unearned Revenue | \$594,994 |
| Accrued Liabilities | \$4,186,872 |
| Due to Other Governments | \$0 |
| Taxes Collected in Advance | \$0 |
| Refunds Payable | \$925,717 |
| Anticipation Notes Payable | \$8,860,000 |
| Other Liabilities | <u>\$202,143</u> |
| Total Liabilities | \$17,784,074 |
| Deferred Inflows of Resources | \$10,580,567 |
| <u>FUND BALANCES</u> | |
| Non-spendable | \$188,478 |
| Restricted | \$14,189,660 |
| Committed | \$16,300,067 |
| Assigned | \$5,413,861 |
| Unassigned | <u>\$13,392,548</u> |
| Total Fund Balance | \$49,484,614 |
| Total Liabilities, Deferred Inflows of Resources, and Fund Balances | <u>\$77,849,255</u> |

**Total Governmental Funds
Statement of Revenues, Expenses and Changes in Fund Balances
Year Ended June 30, 2016**

Revenues

| | |
|-------------------------------------|-----------------|
| Property Taxes | \$121,137,496 |
| Excise Taxes | \$5,627,887 |
| Penalties, Interest and Other Taxes | \$2,412,572 |
| Charges for Services | \$6,921,722 |
| Departmental | \$1,038,922 |
| Licenses and Permits | \$2,314,222 |
| Intergovernmental | \$17,349,786 |
| Investment Income | \$286,969 |
| Fines and Forfeitures | \$186,517 |
| Contributions | \$444,166 |
| Other | <u>\$99,336</u> |
| Total Revenues | \$157,819,595 |

Expenditures

| | |
|----------------------------|--------------------|
| General Government | \$5,301,858 |
| Public Safety | \$14,896,769 |
| Education | \$80,064,879 |
| Public Works | \$7,504,918 |
| Public Facilities | \$9,019,331 |
| Health and Human Services | \$2,041,964 |
| Culture and Receptions | \$3,141,332 |
| Other Current Expenditures | \$11,273,689 |
| Capital Outlay | \$15,539,175 |
| Debt Service | \$10,867,652 |
| Intergovernmental | <u>\$1,281,985</u> |
| Total Expenditures | \$160,933,552 |

Revenues to Expenditures (\$3,113,957)

Other Financing Sources and Uses

| | |
|--|----------------------|
| Issuance of Refunded Debt | \$6,645,000 |
| Bond Premium | \$1,069,480 |
| Transfers In | \$6,326,294 |
| Refunding Escrow | (\$7,607,593) |
| Transfers Out | <u>(\$6,973,911)</u> |
| Total Other Financing Sources and Uses | (\$540,730) |

Net Change in Fund Balances (\$3,654,687)

Fund Balances at Beginning of Year \$53,139,301

Fund Balances at End of Year \$49,484,614

**Enterprise Funds
Statement of Net Position
Year Ended June 30, 2016**

| | <u>Solid Waste</u> | <u>Sewer</u> | <u>Water</u> |
|---|--------------------|---------------------|---------------------|
| <u>ASSETS</u> | | | |
| Current Assets: | | | |
| Cash and Short-term Investments | \$2,179,218 | \$5,446,033 | \$6,747,540 |
| Receivables | \$343,540 | \$2,423,752 | \$1,865,849 |
| Intergovernmental | \$0 | \$0 | \$0 |
| Other Current Assets | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> |
| Total Current Assets | \$2,522,758 | \$7,869,785 | \$8,613,389 |
| Noncurrent Assets: | | | |
| Land and Construction in Progress | \$5,071,299 | \$876,948 | \$992,671 |
| Other Capital Assets, Net of Accumulated Depreciation | <u>\$1,813,673</u> | <u>\$23,242,741</u> | <u>\$32,766,845</u> |
| Total Noncurrent Assets | \$6,884,972 | \$24,119,689 | \$33,759,516 |
| Total Assets | \$9,407,730 | \$31,989,474 | \$42,372,905 |
| Deferred Outflows | <u>\$125,966</u> | <u>\$170,954</u> | <u>\$224,940</u> |
| Total Assets and Deferred Outflows | \$9,533,696 | \$32,160,428 | \$42,597,845 |
| <u>LIABILITIES</u> | | | |
| Current Liabilities: | | | |
| Accounts Payable | \$103,771 | \$12,343 | \$328,359 |
| Accrued Payroll | \$22,238 | \$31,548 | \$39,996 |
| Accrued Liabilities | \$0 | \$0 | \$0 |
| Retainage Payable | \$0 | \$0 | \$0 |
| Refunds Payable | \$258,444 | \$90,300 | \$17,773 |
| Notes Payable | \$0 | \$0 | \$425,000 |
| Other Liabilities | \$0 | \$0 | \$0 |
| Current Portion of Long-term Liabilities: | | | |
| Bonds Payable | \$95,000 | \$879,279 | \$876,249 |
| Compensated Absences | <u>\$60,765</u> | <u>\$154,628</u> | <u>\$112,515</u> |
| Total Current Liabilities | \$540,218 | \$1,168,098 | \$1,799,892 |

**Enterprise Funds
Statement of Net Position
Year Ended June 30, 2016**

| | <u>Solid Waste</u> | <u>Sewer</u> | <u>Water</u> |
|--|--------------------|---------------------|---------------------|
| Noncurrent Liabilities | | | |
| Net Pension Liability | \$894,289 | \$1,213,678 | \$1,596,944 |
| Bonds Payable, Net of Current Portion | <u>\$25,000</u> | <u>\$6,907,491</u> | <u>\$6,049,093</u> |
| Total Noncurrent Liabilities | \$919,289 | \$8,121,169 | \$7,646,037 |
| | | | |
| Total Liabilities | \$1,459,507 | \$9,289,267 | \$9,445,929 |
| Deferred Inflows | <u>\$686</u> | <u>\$931</u> | <u>\$1,225</u> |
| | \$1,460,193 | \$9,290,198 | \$9,447,154 |
| | | | |
| <u>NET POSITION</u> | | | |
| Invested in Capital Assets, Net of Related Debt | \$6,886,371 | \$16,625,373 | \$26,507,966 |
| Unrestricted | <u>\$1,187,132</u> | <u>\$6,244,857</u> | <u>\$6,642,725</u> |
| Total Net Assets | \$8,073,503 | \$22,870,230 | \$33,150,691 |
| | | | |
| Total Assets and Deferred Outflows | <u>\$9,533,696</u> | <u>\$32,160,428</u> | <u>\$42,597,845</u> |

Enterprise Funds
Statement of Revenues, Expenses and Changes in Net Position
Year Ended June 30, 2016

| | <u>Solid Waste</u> | <u>Sewer</u> | <u>Water</u> |
|--|--------------------|---------------------|---------------------|
| <u>Operating Revenues</u> | | | |
| Charges for Services | \$1,323,660 | \$8,995,381 | \$6,751,905 |
| Other Current Assets | <u>\$0</u> | <u>\$0</u> | <u>\$5,516</u> |
| Total Operating Revenue | \$1,323,660 | \$8,995,381 | \$6,757,421 |
| <u>Operating Expenses</u> | | | |
| Personnel Services | \$702,958 | \$1,050,813 | \$1,132,343 |
| Non-Personnel Services | \$1,079,970 | \$331,350 | \$994,257 |
| Depreciation | \$277,748 | \$964,591 | \$1,266,411 |
| Intergovernmental Assets | <u>\$0</u> | <u>\$5,408,445</u> | <u>\$1,012,962</u> |
| Total Operating Expenses | \$2,060,676 | \$7,755,199 | \$4,405,973 |
| Operating Income (Loss) | (\$737,016) | \$1,240,182 | \$2,351,448 |
| <u>Non-operating Revenues and Expenses</u> | | | |
| Intergovernmental Revenue | \$0 | \$28,485 | \$0 |
| Investment Income | \$3,428 | \$5,478 | \$7,197 |
| Interest Expense | <u>(\$5,012)</u> | <u>(\$202,461)</u> | <u>(\$262,169)</u> |
| Net Non-operating Revenue/Expense | (\$1,584) | (\$168,498) | (\$254,972) |
| Income (Loss) Before Transfers | (\$738,600) | \$1,071,684 | \$2,096,476 |
| Capital Contribution | \$0 | \$305,152 | \$0 |
| Transfers In | \$1,420,000 | \$569,430 | \$0 |
| Transfers Out | <u>(\$317,608)</u> | <u>(\$363,721)</u> | <u>(\$660,484)</u> |
| Net Transfers | \$1,102,392 | \$510,861 | (\$660,484) |
| Change in Net Position | \$363,792 | \$1,582,545 | \$1,435,992 |
| Net Position at Beginning of Year | \$7,709,711 | \$21,287,685 | \$31,714,699 |
| Net Position at End of Year | <u>\$8,073,503</u> | <u>\$22,870,230</u> | <u>\$33,150,691</u> |

**Enterprise Funds
Statement of Cash Flows
Year Ended June 30, 2016**

| | <u>Solid Waste</u> | <u>Sewer</u> | <u>Water</u> |
|---|--------------------|--------------------|----------------------|
| <u>Operating Activities</u> | | | |
| Receipts from Customers and Users | \$1,263,499 | \$8,895,049 | \$7,010,535 |
| Employer Contributions | \$0 | \$0 | \$0 |
| Payment of Utility Assessments | \$0 | (\$5,408,445) | (\$1,012,962) |
| Payments to Vendors and Contractors | (\$1,088,829) | (\$341,280) | (\$974,062) |
| Payment of Employee Salaries, Benefits, and Related Activities | <u>(\$713,319)</u> | <u>(\$949,415)</u> | <u>(\$1,042,247)</u> |
| Net Cash Operating Activities | (\$538,649) | \$2,195,909 | \$3,981,264 |
| <u>Noncapital Financing Activities</u> | | | |
| Operating Grants Received | \$0 | \$28,485 | \$0 |
| Transfers from Other Funds | \$1,420,000 | \$569,430 | \$0 |
| Transfers to Other Funds | <u>(\$317,608)</u> | <u>(\$363,721)</u> | <u>(\$660,484)</u> |
| Net Cash Noncapital Financing Activities | \$1,102,392 | \$234,194 | (\$660,484) |
| <u>Capital Financing Activities</u> | | | |
| Acquisition and Construction of Capital Assets | (\$246,470) | (\$512,377) | (\$1,717,901) |
| Proceeds from Notes | \$0 | \$0 | \$425,000 |
| Principal Payments on Loans | (\$100,000) | (\$853,139) | (\$865,536) |
| Capital Contribution | \$0 | \$305,152 | \$0 |
| Interest Expense | <u>(\$5,012)</u> | <u>(\$202,460)</u> | <u>(\$262,171)</u> |
| Net Cash Capital Financing Activities | (\$351,482) | (\$1,262,824) | (\$2,420,608) |
| <u>Investment Activities</u> | | | |
| Investment Income | <u>\$3,427</u> | <u>\$5,478</u> | <u>\$7,197</u> |
| Net Cash Investment Activities | \$3,427 | \$5,478 | \$7,197 |
| Net Change in Cash | \$215,688 | \$1,172,757 | \$907,369 |
| Cash and Investments Beginning of Year | \$1,963,530 | \$4,273,276 | \$5,840,171 |
| Cash and Investments End of Year | <u>\$2,179,218</u> | <u>\$5,446,033</u> | <u>\$6,747,540</u> |

Trust Funds
Year Ended June 30, 2016

| Fund | July 1, 2015 | Receipts | Disbursements & Adjustments | June 30, 2016 |
|--|--------------|-----------|--------------------------------|---------------|
| Anita M. Reinke Memorial Scholarship | 11,638.58 | 464.40 | 450.00 | 11,652.98 |
| Arthur and Cecilia Bailey Scholarship | 53,736.50 | 2,104.31 | 2,000.00 | 53,840.81 |
| Centennial Football Scholarship | 455.17 | 18.17 | | 473.34 |
| Charles and Bernice Siegel Memorial Fund | 232,380.59 | 9,273.83 | 9,000.00 | 232,654.42 |
| Chloe Mala | 14,267.25 | 1,851.24 | 1,000.00 | 15,118.49 |
| Class of 1979 Scholarship | 14.29 | 0.58 | | 14.87 |
| Class of 1980 Scholarship | 6,287.71 | 250.90 | | 6,538.61 |
| C. J. Cullen III Memorial Scholarship | 45,766.61 | 1,826.17 | 2,500.00 | 45,092.78 |
| Dana F. Burke Scholarship | 4,870.18 | 194.33 | 500.00 | 4,564.51 |
| De Fazio Family Memorial Scholarship | 16,623.90 | 663.32 | 675.00 | 16,612.22 |
| Derwood Newman Memorial | 27,674.28 | 1,104.28 | | 28,778.56 |
| Dr. Lee Allan Memorial | 3,190.70 | 127.31 | | 3,318.01 |
| Dwight School (Pollard School) | 42,258.50 | 1,686.19 | | 43,944.69 |
| Edward J. Stewart 13 Club Scholarship | 91.78 | 3.66 | | 95.44 |
| Edith Wildman Fund | 561,188.30 | 29,447.31 | 20,000.00 | 570,635.61 |
| Edward Keady Memorial Scholarship | 0.00 | 0.00 | | 0.00 |
| Elizabeth Handley | 44,690.95 | 1,783.27 | 1,800.00 | 44,674.22 |
| Frederick Barstow Scholarship | 289,889.39 | 11,567.16 | 16,000.00 | 285,456.55 |
| Frederick Harris Scholarship | 35,666.54 | 1,423.17 | 2,000.00 | 35,089.71 |
| George Morse Memorial Scholarship | 233,293.19 | 9,308.85 | 4,600.00 | 238,002.04 |
| George F. Skinner | 3,882.55 | 154.92 | 1,200.00 | 2,837.47 |
| High School Sports Endowment | 33,059.25 | 5,308.98 | 1,500.00 | 36,868.23 |
| Igor Guralnik & Keith Flueckiger | 387.63 | 115.45 | 999.28 | -496.20 |
| Joan W. Swartz Memorial Scholarship | 68.16 | 3.63 | | 71.79 |
| John Akers | 302,237.17 | 12,059.86 | 5,000.00 | 309,297.03 |
| John C. Wood (High School Library) | 15,353.80 | 612.64 | 304.00 | 15,662.44 |
| Joseph Paulini Scholarship | 3,250.47 | 306.27 | 130.00 | 3,426.74 |
| Kyle Shapiro Scholarship | 22.27 | 0.89 | | 23.16 |
| Leo F. Richards Jr. Scholarship | 1,474.05 | 58.80 | 500.00 | 1,032.85 |
| Linda Barnes Scholarship | 1,530.05 | 61.04 | 1,000.00 | 591.09 |
| Lizzie and Reuben Grossman Scholarship | 1,564.66 | 1,526.03 | 3,000.00 | 90.69 |
| Mark R., Beane Memorial Scholarship | 39,453.94 | 1,574.29 | 1,600.00 | 39,428.23 |
| Martin Luther King Scholarship | 5,033.86 | 486.87 | 200.00 | 5,320.73 |
| Minot Mac Donald (Carter School Library) | 10,215.51 | 408.07 | | 10,623.58 |
| Miriam Kronish Scholarship | 6,229.77 | 280.05 | 275.00 | 6,234.82 |
| Miriam Kronish Excellence in Educ | 37,443.52 | 1,464.14 | 1,463.05 | 37,444.61 |
| Nate Tavalone Scholarship | 8,035.14 | 620.61 | 300.00 | 8,355.75 |
| New Century Club Scholarship | 14,852.31 | 592.65 | 600.00 | 14,844.96 |
| Nina Pansuk Scholarship | 154,953.28 | 6,110.13 | 3,000.00 | 158,063.41 |
| Peter Eloranta Chemistry Award Scholarship | 13,715.47 | 547.28 | 50.00 | 14,212.75 |
| Peter Eloranta Scholarship | 107,131.52 | 4,274.75 | 3,675.00 | 107,731.27 |
| Rebecca H. Perry Memorial Scholarship | 280,794.50 | 11,204.28 | 6,000.00 | 285,998.78 |
| Richard Jensen, Sr. Memorial Scholarship | 3,144.14 | 125.46 | | 3,269.60 |

Trust Funds
Year Ended June 30, 2016

| Fund | July 1, 2015 | Receipts | Disbursements & Adjustments | June 30, 2016 |
|--|--------------|------------|--------------------------------|---------------|
| Robert and Elizabeth Gardner Scholarship | 90,184.03 | 31,220.05 | 20,000.00 | 101,404.08 |
| Robert Buirke | 23,147.14 | 100,923.62 | 2,000.00 | 122,070.76 |
| Ruth Ann B. Simmons MD Memorial Scholarship | 20,190.82 | 905.64 | 2,500.00 | 18,596.46 |
| Scott Marino Memorial Scholarship | 8,956.70 | 1,073.61 | 1,000.00 | 9,030.31 |
| Stacy Neilson Memorial Fund (Soccer Team) | 168.93 | 0.00 | | 168.93 |
| Students Need Arts Trust Fund | 68.90 | 0.00 | | 68.90 |
| Timothy P. Flanagan Memorial Scholarship | 11,525.28 | 1,435.65 | 4,000.00 | 8,960.93 |
| Richard Tod Greenleaf III Memorial | 5,295.64 | 211.30 | 1,000.00 | 4,506.94 |
| walter burke | 18.00 | 0.00 | | 18.00 |
| William G. Moseley Scholarship | 25,143.42 | 1,003.28 | 800.00 | 25,346.70 |
| Willaim L. Sweet Scholarship | 911,672.32 | 36,377.54 | 37,000.00 | 911,049.86 |
| William T. Burke Memorial Scholarship | 224.00 | 8.93 | | 232.93 |
| Subtotal School | 3,764,412.61 | 294,155.16 | 159,621.33 | 3,898,946.44 |
| Arthur W. & Barbara S. Hatch Fund | 316,175.35 | 12,639.30 | 1,973.08 | 326,841.57 |
| Bosworth Library Trust Fund | 8,630.45 | 344.38 | | 8,974.83 |
| Charles Fredic Clifford Henderson Library 10% Trust | 141,142.73 | 5,626.22 | 233.05 | 146,535.90 |
| Cora Proctor Thurston Fund | 14,665.15 | 585.16 | | 15,250.31 |
| Harold Street Trust | 25,501.04 | 1,017.54 | | 26,518.58 |
| Helen DE M. Dunn Library Trust Fund | 914.62 | 36.49 | | 951.11 |
| Karl L. Nutter Library Trust Fund | 2,483.10 | 99.08 | | 2,582.18 |
| Laura G. Willgoose Library Trust Fund | 161,203.47 | 6,364.16 | 7,011.28 | 160,556.35 |
| Library Permanent Donation Fund | 74,469.52 | 39,653.64 | 29,742.07 | 84,381.09 |
| Lois Carley Children's Library Trust | 13,426.53 | 535.76 | | 13,962.29 |
| Martha Barr Library Trust Fund | 3,554.67 | 137.58 | | 3,692.25 |
| Myra S. Greenwood Library Trust Fund | 79,842.57 | 3,185.87 | | 83,028.44 |
| Roger S. Corliss Fund | 8,273.57 | 318.84 | 464.95 | 8,127.46 |
| William Carter Fund | 39,721.12 | 1,584.93 | 500.00 | 40,806.05 |
| William H. Wye Library Fund | 1,810.84 | 72.25 | | 1,883.09 |
| Kathleen F and Dr Thomas H Weller Trust Fund | 0.00 | 7,109.89 | | 7,109.89 |
| Subtotal Library | 891,814.73 | 79,311.09 | 39,924.43 | 931,201.39 |
| 350th Needham Birthday Celebration | 5,923.78 | 236.36 | | 6,160.14 |
| 400th Needham Birthday Celebration | 3,982.60 | 157.74 | | 4,140.34 |
| Community Revitalization Maintenance 10% Trust | 907.15 | 7,788.76 | 3,140.00 | 5,555.91 |
| Community Revitalization Trust | 613.50 | 17,643.63 | 17,629.18 | 627.95 |
| Council on Aging Permanent Donation | 160,672.38 | 6,411.17 | | 167,083.55 |
| Domestic Violence Trust | 263,214.91 | 10,516.16 | 6,900.00 | 266,831.07 |
| Esther Lyford Trust | 11,278.66 | 450.04 | | 11,728.70 |
| Green Field Improvement Association Fund | 6,196.21 | 247.23 | | 6,443.44 |
| John B. Tolman Trust (Library/Temperance Organization) | 135,319.17 | 5,745.20 | 5,114.71 | 135,949.66 |
| Mary Virginia E. Hill (Animal Welfare) Fund | 14,852.04 | 592.65 | | 15,444.69 |
| Needham Cemetery Grand Army Lot Perpetual Care Fund | 13,910.57 | 555.04 | | 14,465.61 |

Trust Funds
Year Ended June 30, 2016

| Fund | July 1, 2015 | Receipts | Disbursements & Adjustments | June 30, 2016 |
|--|---------------------|-------------------|--------------------------------|---------------------|
| Park & Recreation (Park Beautification) Fund | 14,976.40 | 650.06 | | 15,626.46 |
| Rebecca Perry Park Trust Fund | 30,512.53 | 1,217.48 | | 31,730.01 |
| Robert & Marcia Carleton Memorial Trust Fund | 105,822.92 | 4,222.54 | | 110,045.46 |
| Robert & Marcia Carleton Pavilion Fund | 32,536.07 | 1,296.49 | 195.00 | 33,637.56 |
| Skate Park Trust Fund | 1,823.10 | 105.63 | | 1,928.73 |
| Subtotal Other Funds | 802,541.99 | 57,836.18 | 32,978.89 | 827,399.28 |
| income not yet distributed | 3,949.75 | 105.00 | 3,949.75 | 105.00 |
| TOTAL | 5,462,719.08 | 431,407.43 | 236,474.40 | 5,657,652.11 |

General Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meetings | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|------------------------------------|----------------------|-----------------------|--------------------|---------------------------------|--------------------------|------------------------|--------------------------|-----------------------|
| Townwide | \$37,049,591 | \$771,000 | -\$789,303 | \$37,031,288 | -\$35,280,882.18 | -\$52,710.47 | -\$35,333,592.65 | \$1,697,695.35 |
| Board of Selectmen/Town Manager | \$890,303 | | \$6,532 | \$896,835 | -\$829,304.55 | -\$168.82 | -\$829,473.37 | \$67,361.63 |
| Town Clerk/Board of Registrars | \$357,934 | | \$8,900 | \$366,834 | -\$352,008.72 | -\$2,825.00 | -\$354,833.72 | \$12,000.28 |
| Town Counsel | \$329,422 | | | \$329,422 | -\$238,889.09 | -\$33,343.91 | -\$272,233.00 | \$57,189.00 |
| Personnel Board | \$15,000 | | | \$15,000 | | | | \$15,000.00 |
| Finance Department | \$2,553,301 | | \$7,746 | \$2,561,047 | -\$2,387,859.68 | -\$63,452.94 | -\$2,451,312.62 | \$109,734.38 |
| Finance Committee | \$35,225 | | | \$35,225 | -\$34,585.85 | | -\$34,585.85 | \$639.15 |
| Planning and Community Development | \$489,274 | | \$2,680 | \$491,954 | -\$478,208.48 | -\$2,371.20 | -\$480,579.68 | \$11,374.32 |
| Police Department | \$6,139,571 | | \$104,905 | \$6,244,476 | -\$5,550,710.85 | -\$180,681.15 | -\$5,731,392.00 | \$513,084.00 |
| Fire Department | \$7,211,819 | | \$3,894 | \$7,215,713 | -\$6,739,434.85 | -\$41,836.16 | -\$6,781,271.01 | \$434,441.99 |
| Building Inspector | \$606,494 | | \$3,576 | \$610,070 | -\$556,535.72 | | -\$556,535.72 | \$53,534.28 |
| Minuteman Assessment | \$654,134 | | | \$654,134 | -\$650,012.00 | | -\$650,012.00 | \$4,122.00 |
| Needham Public Schools | \$61,480,687 | | | \$61,480,687 | -\$59,645,640.47 | -\$1,315,745.42 | -\$60,961,385.89 | \$519,301.11 |
| Public Facilities | \$8,604,923 | | \$76,157 | \$8,681,080 | -\$7,557,806.56 | -\$596,814.56 | -\$8,154,621.12 | \$526,458.88 |
| Public Works | \$5,431,792 | | \$392,598 | \$5,824,390 | -\$5,526,632.76 | -\$138,782.90 | -\$5,665,415.66 | \$158,974.34 |
| Municipal Parking Program | \$97,730 | | | \$97,730 | -\$75,705.15 | -\$13,416.89 | -\$89,122.04 | \$8,607.96 |
| Municipal Lighting Program | \$254,951 | | \$151,200 | \$406,151 | -\$267,930.26 | -\$105,944.90 | -\$373,875.16 | \$32,275.84 |
| Health and Human Services | \$1,431,702 | | \$4,393 | \$1,436,095 | -\$1,315,120.65 | -\$17,149.90 | -\$1,332,270.55 | \$103,824.45 |
| Commission on Disabilities | \$2,050 | | | \$2,050 | -\$1,873.78 | | -\$1,873.78 | \$176.22 |
| Historical Commission | \$1,050 | | | \$1,050 | | | | \$1,050.00 |
| Needham Public Library | \$1,554,181 | | \$24,421 | \$1,578,602 | -\$1,534,424.54 | -\$1,350.66 | -\$1,535,775.20 | \$42,826.80 |
| Park and Recreation | \$607,953 | | \$2,301 | \$610,254 | -\$554,480.24 | -\$18,599.57 | -\$573,079.81 | \$37,174.19 |
| Memorial Park | \$750 | | | \$750 | -\$749.80 | | -\$749.80 | \$0.20 |
| Townwide and Departments | \$98,750,246 | | \$789,303 | \$99,539,549 | -\$94,297,914.00 | -\$2,532,483.98 | -\$96,830,397.98 | \$2,709,151.02 |
| Townwide & Departments | \$135,799,837 | \$771,000 | | \$136,570,837 | -\$129,578,796.18 | -\$2,585,194.45 | -\$132,163,990.63 | \$4,406,846.37 |

General Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meetings | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|--|---------------------|-----------------------|--------------------|---------------------------------|-------------------------|---------------------|-------------------------|-----------------------|
| Townwide Expense Budgets | | | | | | | | |
| 1 Noncontributory Retirement Paym | \$35,500 | | | \$35,500 | -\$23,802.05 | | -\$23,802.05 | \$11,697.95 |
| 2 Contributory Retirement System | \$6,149,812 | | | \$6,149,812 | -\$6,039,115.00 | | -\$6,039,115.00 | \$110,697.00 |
| 3 Group Health Insurance, Employee | \$11,474,207 | \$196,000 | | \$11,670,207 | -\$11,244,447.75 | -\$16,788.00 | -\$11,261,235.75 | \$408,971.25 |
| 4 Retiree Insurance & Insurance Lial | \$5,336,302 | | | \$5,336,302 | -\$5,336,302.00 | | -\$5,336,302.00 | |
| 5 Unemployment Compensation | \$100,000 | | | \$100,000 | -\$40,862.30 | | -\$40,862.30 | \$59,137.70 |
| 6 Debt Service | \$11,224,301 | \$250,000 | | \$11,474,301 | -\$11,468,246.59 | | -\$11,468,246.59 | \$6,054.41 |
| 7 Workers Compensation | \$609,702 | | | \$609,702 | -\$609,108.25 | -\$593.75 | -\$609,702.00 | |
| 8 Casualty Liability & Self Insurance | \$560,000 | | | \$560,000 | -\$518,998.24 | -\$35,328.72 | -\$554,326.96 | \$5,673.04 |
| 9 Classification Performance & Sett | \$175,000 | \$185,000 | -\$267,041 | \$92,959 | | | | \$92,959.00 |
| 10 Reserve Fund | \$1,384,767 | \$140,000 | -\$522,262 | \$1,002,505 | | | | \$1,002,505.00 |
| Total | \$37,049,591 | \$771,000 | -\$789,303 | \$37,031,288 | -\$35,280,882.18 | -\$52,710.47 | -\$35,333,592.65 | \$1,697,695.35 |
| Board of Selectmen/Town Manager | | | | | | | | |
| 11A Salary & Wages | \$778,991 | | \$6,532 | \$785,523 | -\$718,471.39 | | -\$718,471.39 | \$67,051.61 |
| 11B Expenses | \$111,312 | | | \$111,312 | -\$110,833.16 | -\$168.82 | -\$111,001.98 | \$310.02 |
| Total | \$890,303 | | \$6,532 | \$896,835 | -\$829,304.55 | -\$168.82 | -\$829,473.37 | \$67,361.63 |
| Town Clerk/Board of Registrars | | | | | | | | |
| 12A Salary & Wages | \$312,414 | | \$8,900 | \$321,314 | -\$314,231.49 | | -\$314,231.49 | \$7,082.51 |
| 12B Expenses | \$45,520 | | | \$45,520 | -\$37,777.23 | -\$2,825.00 | -\$40,602.23 | \$4,917.77 |
| Total | \$357,934 | | \$8,900 | \$366,834 | -\$352,008.72 | -\$2,825.00 | -\$354,833.72 | \$12,000.28 |
| Town Counsel | | | | | | | | |
| 13A Salary & Wages | \$75,422 | | | \$75,422 | -\$75,140.00 | | -\$75,140.00 | \$282.00 |
| 13B Expenses | \$254,000 | | | \$254,000 | -\$163,749.09 | -\$33,343.91 | -\$197,093.00 | \$56,907.00 |
| Total | \$329,422 | | | \$329,422 | -\$238,889.09 | -\$33,343.91 | -\$272,233.00 | \$57,189.00 |
| Personnel Board | | | | | | | | |
| 14A Salary & Wages | \$15,000 | | | \$15,000 | | | | \$15,000.00 |
| 14B Expenses | | | | | | | | |
| Total | \$15,000 | | | \$15,000 | | | | \$15,000.00 |
| Finance Department | | | | | | | | |
| 15A Salary & Wages | \$1,701,565 | | \$7,746 | \$1,709,311 | -\$1,609,854.30 | | -\$1,609,854.30 | \$99,456.70 |
| 15B Expenses | \$813,261 | | | \$813,261 | -\$739,530.38 | -\$63,452.94 | -\$802,983.32 | \$10,277.68 |
| 15C Capital | \$38,475 | | | \$38,475 | -\$38,475.00 | | -\$38,475.00 | |
| Total | \$2,553,301 | | \$7,746 | \$2,561,047 | -\$2,387,859.68 | -\$63,452.94 | -\$2,451,312.62 | \$109,734.38 |

General Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meetings | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|------------------------------------|---------------------|-----------------------|--------------------|---------------------------------|-------------------------|------------------------|-------------------------|---------------------|
| Finance Committee | | | | | | | | |
| 16A Salary & Wages | \$34,000 | | | \$34,000 | -\$33,999.27 | | -\$33,999.27 | \$0.73 |
| 16B Expenses | \$1,225 | | | \$1,225 | -\$586.58 | | -\$586.58 | \$638.42 |
| Total | \$35,225 | | | \$35,225 | -\$34,585.85 | | -\$34,585.85 | \$639.15 |
| Planning and Community Development | | | | | | | | |
| 17A Salary & Wages | \$460,956 | | \$2,680 | \$463,636 | -\$454,293.90 | | -\$454,293.90 | \$9,342.10 |
| 17B Expenses | \$28,318 | | | \$28,318 | -\$23,914.58 | -\$2,371.20 | -\$26,285.78 | \$2,032.22 |
| Total | \$489,274 | | \$2,680 | \$491,954 | -\$478,208.48 | -\$2,371.20 | -\$480,579.68 | \$11,374.32 |
| Police Department | | | | | | | | |
| 18A Salary & Wages | \$5,660,317 | | \$104,905 | \$5,765,222 | -\$5,312,225.38 | | -\$5,312,225.38 | \$452,996.62 |
| 18B Expenses | \$312,290 | | | \$312,290 | -\$238,485.47 | -\$16,307.95 | -\$254,793.42 | \$57,496.58 |
| 18C Capital | \$166,964 | | | \$166,964 | | -\$164,373.20 | -\$164,373.20 | \$2,590.80 |
| Total | \$6,139,571 | | \$104,905 | \$6,244,476 | -\$5,550,710.85 | -\$180,681.15 | -\$5,731,392.00 | \$513,084.00 |
| Fire Department | | | | | | | | |
| 19A Salary & Wages | \$6,890,572 | | \$3,894 | \$6,894,466 | -\$6,468,576.06 | | -\$6,468,576.06 | \$425,889.94 |
| 19B Expenses | \$300,936 | | | \$300,936 | -\$265,663.79 | -\$26,720.16 | -\$292,383.95 | \$8,552.05 |
| 19C Capital | \$20,311 | | | \$20,311 | -\$5,195.00 | -\$15,116.00 | -\$20,311.00 | |
| Total | \$7,211,819 | | \$3,894 | \$7,215,713 | -\$6,739,434.85 | -\$41,836.16 | -\$6,781,271.01 | \$434,441.99 |
| Building Department | | | | | | | | |
| 20A Salary & Wages | \$575,454 | | \$3,576 | \$579,030 | -\$535,003.85 | | -\$535,003.85 | \$44,026.15 |
| 20B Expenses | \$31,040 | | | \$31,040 | -\$21,531.87 | | -\$21,531.87 | \$9,508.13 |
| Total | \$606,494 | | \$3,576 | \$610,070 | -\$556,535.72 | | -\$556,535.72 | \$53,534.28 |
| Minuteman Assessment | | | | | | | | |
| 21 Assessment | \$654,134 | | | \$654,134 | -\$650,012.00 | | -\$650,012.00 | \$4,122.00 |
| Total | \$654,134 | | | \$654,134 | -\$650,012.00 | | -\$650,012.00 | \$4,122.00 |
| Needham Public Schools | | | | | | | | |
| 22 Needham Public School Budget | \$61,480,687 | | | \$61,480,687 | -\$59,645,640.47 | -\$1,315,745.42 | -\$60,961,385.89 | \$519,301.11 |
| Total | \$61,480,687 | | | \$61,480,687 | -\$59,645,640.47 | -\$1,315,745.42 | -\$60,961,385.89 | \$519,301.11 |
| Public Facilities | | | | | | | | |
| 23A Salary & Wages | \$3,576,277 | | \$76,157 | \$3,652,434 | -\$3,379,530.45 | | -\$3,379,530.45 | \$272,903.55 |
| 23B Expenses | \$5,028,646 | | | \$5,028,646 | -\$4,178,276.11 | -\$596,814.56 | -\$4,775,090.67 | \$253,555.33 |
| Total | \$8,604,923 | | \$76,157 | \$8,681,080 | -\$7,557,806.56 | -\$596,814.56 | -\$8,154,621.12 | \$526,458.88 |

General Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meetings | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|-----------------------------------|----------------------------|-----------------------|--------------------|---------------------------------|------------------------|----------------------|------------------------|---------------------|
| Public Works | | | | | | | | |
| 24A | Salary & Wages | | \$21,536 | \$3,483,097 | -\$3,354,922.16 | | -\$3,354,922.16 | \$128,174.84 |
| 24B | Expenses | | | \$1,548,231 | -\$1,378,801.40 | -\$138,782.90 | -\$1,517,584.30 | \$30,646.70 |
| 24C | Capital | | | \$18,000 | -\$17,848.00 | | -\$17,848.00 | \$152.00 |
| 24D | Snow and Ice | | \$371,062 | \$775,062 | -\$775,061.20 | | -\$775,061.20 | \$0.80 |
| | Total | | \$392,598 | \$5,824,390 | -\$5,526,632.76 | -\$138,782.90 | -\$5,665,415.66 | \$158,974.34 |
| Municipal Parking Program | | | | | | | | |
| 25 | Municipal Parking Program | | | \$97,730 | -\$75,705.15 | -\$13,416.89 | -\$89,122.04 | \$8,607.96 |
| | Total | | | \$97,730 | -\$75,705.15 | -\$13,416.89 | -\$89,122.04 | \$8,607.96 |
| Municipal Lighting Program | | | | | | | | |
| 26 | Municipal Lighting Program | | \$151,200 | \$406,151 | -\$267,930.26 | -\$105,944.90 | -\$373,875.16 | \$32,275.84 |
| | Total | | \$151,200 | \$406,151 | -\$267,930.26 | -\$105,944.90 | -\$373,875.16 | \$32,275.84 |
| Health and Human Services | | | | | | | | |
| 27A | Salary & Wages | | \$4,393 | \$1,152,753 | -\$1,063,758.31 | | -\$1,063,758.31 | \$88,994.69 |
| 27B | Expenses | -\$38,097 | | \$283,342 | -\$251,362.34 | -\$17,149.90 | -\$268,512.24 | \$14,829.76 |
| | Total | | \$4,393 | \$1,436,095 | -\$1,315,120.65 | -\$17,149.90 | -\$1,332,270.55 | \$103,824.45 |
| Commission on Disabilities | | | | | | | | |
| 28A | Salary & Wages | | | \$1,500 | -\$1,500.00 | | -\$1,500.00 | |
| 28B | Expenses | | | \$550 | -\$373.78 | | -\$373.78 | \$176.22 |
| | Total | | | \$2,050 | -\$1,873.78 | | -\$1,873.78 | \$176.22 |
| Historical Commission | | | | | | | | |
| 29A | Salary & Wages | | | | | | | |
| 29B | Expenses | | | \$1,050 | | | | \$1,050.00 |
| | Total | | | \$1,050 | | | | \$1,050.00 |
| Needham Public Library | | | | | | | | |
| 30A | Salary & Wages | | \$24,421 | \$1,250,534 | -\$1,207,914.71 | | -\$1,207,914.71 | \$42,619.29 |
| 30B | Expenses | | | \$328,068 | -\$326,509.83 | -\$1,350.66 | -\$327,860.49 | \$207.51 |
| | Total | | \$24,421 | \$1,578,602 | -\$1,534,424.54 | -\$1,350.66 | -\$1,535,775.20 | \$42,826.80 |
| Park and Recreation | | | | | | | | |
| 31A | Salary & Wages | | \$2,301 | \$496,254 | -\$474,943.65 | | -\$474,943.65 | \$21,310.35 |
| 31B | Expenses | | | \$114,000 | -\$79,536.59 | -\$18,599.57 | -\$98,136.16 | \$15,863.84 |
| | Total | | \$2,301 | \$610,254 | -\$554,480.24 | -\$18,599.57 | -\$573,079.81 | \$37,174.19 |

General Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meetings | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|-------------------------------|----------------------|-----------------------|--------------------|---------------------------------|--------------------------|------------------------|--------------------------|-----------------------|
| Memorial Park | | | | | | | | |
| 32A Salary & Wages | | | | | | | | |
| 32B Expenses | \$750 | | | \$750 | -\$749.80 | | -\$749.80 | \$0.20 |
| Total | \$750 | | | \$750 | -\$749.80 | | -\$749.80 | \$0.20 |
| Department Budget Total | \$98,750,246 | | \$789,303 | \$99,539,549 | -\$94,297,914.00 | -\$2,532,483.98 | -\$96,830,397.98 | \$2,709,151.02 |
| Total Operating Budget | \$135,799,837 | \$771,000 | | \$136,570,837 | -\$129,578,796.18 | -\$2,585,194.45 | -\$132,163,990.63 | \$4,406,846.37 |

Solid Waste Enterprise Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meeting Appropriations | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|-------------------------------|---------------------|-------------------------------------|--------------------|---------------------------------|------------------------|----------------------|------------------------|--------------------|
| 101A Salary & Wages | \$739,993 | | | \$739,993 | -\$715,922.96 | | -\$715,922.96 | \$24,070.04 |
| 101B Expenses | \$1,153,651 | | | \$1,153,651 | -\$1,007,152.51 | -\$138,849.88 | -\$1,146,002.39 | \$7,648.61 |
| 101C Capital | \$86,000 | | | \$86,000 | -\$75,864.00 | -\$7,352.00 | -\$83,216.00 | \$2,784.00 |
| 101D Debt Service | \$150,000 | | | \$150,000 | -\$147,012.25 | | -\$147,012.25 | \$2,987.75 |
| 102 Reserve Fund | \$25,000 | | | \$25,000 | | | | \$25,000.00 |
| Total Operating Budget | \$2,154,644 | | | \$2,154,644 | -\$1,945,951.72 | -\$146,201.88 | -\$2,092,153.60 | \$62,490.40 |

Sewer Enterprise Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meeting Appropriations | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|-------------------------------|---------------------|-------------------------------------|--------------------|---------------------------------|------------------------|---------------------|------------------------|---------------------|
| 201A Salary & Wages | \$987,170 | | | \$987,170 | -\$919,582.24 | | -\$919,582.24 | \$67,587.76 |
| 201B Expenses | \$402,011 | | | \$402,011 | -\$288,411.00 | -\$54,174.27 | -\$342,585.27 | \$59,425.73 |
| 201C Capital | \$50,000 | | | \$50,000 | -\$18,009.90 | -\$28,547.00 | -\$46,556.90 | \$3,443.10 |
| 201D MWRA Assessment | \$5,462,757 | | | \$5,462,757 | -\$5,408,445.00 | | -\$5,408,445.00 | \$54,312.00 |
| 201E Debt Service | \$1,500,000 | | | \$1,500,000 | -\$1,054,039.22 | | -\$1,054,039.22 | \$445,960.78 |
| 202 Reserve Fund | \$35,000 | | | \$35,000 | | | | \$35,000.00 |
| Total Operating Budget | \$8,436,938 | | | \$8,436,938 | -\$7,688,487.36 | -\$82,721.27 | -\$7,771,208.63 | \$665,729.37 |

Water Enterprise Fund
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016

| Description | Annual Town Meeting | Special Town Meeting Appropriations | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|-------------------------------|---------------------|-------------------------------------|--------------------|---------------------------------|------------------------|----------------------|------------------------|---------------------|
| 301A Salary & Wages | \$1,105,680 | | | \$1,105,680 | -\$1,059,094.97 | | -\$1,059,094.97 | \$46,585.03 |
| 301B Expenses | \$1,034,526 | | | \$1,034,526 | -\$918,813.61 | -\$104,073.13 | -\$1,022,886.74 | \$11,639.26 |
| 301C Capital | \$30,500 | | | \$30,500 | | -\$30,500.00 | -\$30,500.00 | |
| 301D MWRA Assessment | \$1,012,962 | | | \$1,012,962 | -\$1,012,962.00 | | -\$1,012,962.00 | |
| 301E Debt Service | \$1,550,000 | | | \$1,550,000 | -\$1,543,595.95 | | -\$1,543,595.95 | \$6,404.05 |
| 302 Reserve Fund | \$75,000 | | | \$75,000 | | | | \$75,000.00 |
| Total Operating Budget | \$4,808,668 | | | \$4,808,668 | -\$4,534,466.53 | -\$134,573.13 | -\$4,669,039.66 | \$139,628.34 |

**Community Preservation Act
Statement of Budget Appropriations and Expenditures
Year Ended June 30, 2016**

| Description | Annual Town Meeting | Special Town Meeting Appropriations | Transfers Approved | Total Available for Expenditure | Disbursements | Encumbrances | Total Expenditures | Returned |
|-------------------------------|---------------------|-------------------------------------|--------------------|---------------------------------|---------------------|--------------|---------------------|--------------------|
| Administrative Budget | \$82,000 | | | \$82,000 | -\$13,239.31 | | -\$13,239.31 | \$68,760.69 |
| Total Operating Budget | \$82,000 | | | \$82,000 | -\$13,239.31 | | -\$13,239.31 | \$68,760.69 |

**THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF REVENUE
TAX RATE RECAPITULATION**

FISCAL 2016

**OF
NEEDHAM**
City / Town / District

I. TAX RATE SUMMARY

| | | |
|--|----|-----------------------|
| Ia. Total amount to be raised (from IIe) | \$ | <u>168,726,605.41</u> |
| Ib. Total estimated receipts and other revenue sources (from IIIe) | | <u>49,434,742.00</u> |
| Ic. Tax levy (Ia minus Ib) | \$ | <u>119,291,863.41</u> |
| Id. Distribution of Tax Rates and levies | | |

| CLASS | (b) Levy percentage (from LA - 5) | (c) IC above times each percent in col (b) | (d) Valuation by class (from LA - 5) | (e) Tax Rates (c) / (d) x 1000 | (f) Levy by class (d) x (e) / 1000 |
|-----------------|--|---|---|--------------------------------------|--|
| Residential | 75.3814% | 89,923,876.72 | 7,792,495,058 | 11.54 | 89,925,392.97 |
| Net of Exempt | | | | | 0.00 |
| Open Space | 0.0000% | 0.00 | 0 | | 0.00 |
| Commercial | 17.0143% | 20,296,675.52 | 881,651,434 | 23.02 | 20,295,616.01 |
| Net of Exempt | | | | | 0.00 |
| Industrial | 2.9262% | 3,490,718.51 | 151,630,100 | 23.02 | 3,490,524.90 |
| SUBTOTAL | 95.3219% | | 8,825,776,592 | | 113,711,533.88 |
| Personal | 4.6781% | 5,580,592.66 | 242,412,230 | 23.02 | 5,580,329.53 |
| TOTAL | 100.0000% | | 9,068,188,822 | | 119,291,863.41 |

Board of Assessors of **NEEDHAM**
City / Town / District

MUST EQUAL IC

NOTE : The information was Approved on 12/04/2015.

| | | |
|--|-------------------|--|
| Hoyt B. Davis, Director, Needham, 781-455-7500 | 12/2/2015 6:55 AM | I am signing on behalf of the Needham Board o... |
| Assessor | Date | (Comments) |

Do Not Write Below This Line --- For Department of Revenue Use Only

| | |
|-----------------------------|---|
| Reviewed By | Andrew Nelson |
| Date : | 04-DEC-15 |
| Approved : | Thomas Guilfoyle |
| Director of Accounts |  |
| | (Mary Jane Handy) |

TAX RATE RECAPITULATION

FISCAL 2016

NEEDHAM

City / Town / District

II. Amounts to be raised

| | | | |
|---|-----------|----|----------------|
| Ila. Appropriations (col.(b) through col.(e) from page 4) | | \$ | 164,302,914.00 |
| Ilb. Other amounts to be raised | | | |
| 1. Amounts certified for tax title purposes | 12,500.00 | | |
| 2. Debt and interest charges not included on page 4 | 0.00 | | |
| 3. Final court judgements | 0.00 | | |
| 4. Total overlay deficits of prior years | 0.00 | | |
| 5. Total cherry sheet offsets (see cherry sheet 1-ER) | 37,255.00 | | |
| 6. Revenue deficits | 0.00 | | |
| 7. Offset receipts deficits Ch. 44, Sec. 53E | 0.00 | | |
| 8. Authorized Deferral of Teachers' Pay | 0.00 | | |
| 9. Snow and ice deficit Ch. 44, Sec. 31D | 0.00 | | |
| 10. Other (specify on separate letter) | 72,764.00 | | |
| TOTAL Ilb (Total lines 1 through 10) | | | 122,519.00 |
| Ilc. State and county cherry sheet charges (C.S. 1-EC) | | | 1,291,397.00 |
| Ild. Allowance for abatements and exemptions (overlay) | | | 3,009,775.41 |
| Ile. Total amount to be raised (Total Ila through Ild) | | \$ | 168,726,605.41 |

III. Estimated receipts and other revenue sources

| | | | |
|--|---------------|----|---------------|
| IIIa. Estimated receipts - State | | | |
| 1. Cherry sheet estimated receipts (C.S. 1-ER Total) | 10,116,618.00 | \$ | |
| 2. Massachusetts school building authority payments | 695,148.00 | | |
| TOTAL IIIa | | | 10,811,766.00 |
| IIIb. Estimated receipts - Local | | | |
| 1. Local receipts not allocated (page 3, col(b), Line 24) | 8,410,500.00 | | |
| 2. Offset Receipts (Schedule A-1) | 0.00 | | |
| 3. Enterprise Funds (Schedule A-2) | 16,287,169.00 | | |
| 4. Community Preservation Funds (See Schedule A-4) | 6,057,514.00 | | |
| TOTAL IIIb | | | 30,755,183.00 |
| IIIc. Revenue sources appropriated for particular purposes | | | |
| 1. Free cash (page 4, col.(c)) | 5,931,875.00 | | |
| 2. Other available funds (page 4, col.(d)) | 1,935,918.00 | | |
| TOTAL IIIc | | | 7,867,793.00 |
| IIId. Other revenue sources appropriated specifically to reduce the tax rate | | | |
| 1a. Free cash..appropriated on or before June 30, 2015 | 0.00 | | |
| b. Free cash..appropriated on or after July 1, 2015 | 0.00 | | |
| 2. Municipal light source | 0.00 | | |
| 3. Teachers' pay deferral | 0.00 | | |
| 4. Other source : | 0.00 | | |
| TOTAL IIId | | | 0.00 |
| IIIe. Total estimated receipts and other revenue sources | | \$ | 49,434,742.00 |
| (Total IIIa through IIId) | | | |

IV. Summary of total amount to be raised and total receipts from all sources

| | | | |
|---|----------------|----|----------------|
| a. Total amount to be raised (from Ile) | | \$ | 168,726,605.41 |
| b. Total estimated receipts and other revenue sources (from IIIe) | 49,434,742.00 | \$ | |
| c. Total real and personal property tax levy (from Ic) | 119,291,863.41 | \$ | |
| d. Total receipts from all sources (total IVb plus IVc) | | \$ | 168,726,605.41 |

LOCAL RECEIPTS NOT ALLOCATED *

TAX RATE RECAPITULATION

NEEDHAM

City/Town/District

| | (a) Actual Receipts Fiscal 2015 | (b) Estimated Receipts Fiscal 2016 |
|---|--|---|
| ==> 1 MOTOR VEHICLE EXCISE | 5,242,443.65 | 4,085,000.00 |
| 2 OTHER EXCISE | | |
| ==> a.Meals | 476,895.66 | 410,000.00 |
| ==> b.Room | 1,024,085.00 | 625,000.00 |
| ==> c.Other | 0.00 | 0.00 |
| ==> 3 PENALTIES AND INTEREST ON TAXES AND EXCISES | 300,492.57 | 195,000.00 |
| ==> 4 PAYMENTS IN LIEU OF TAXES | 51,389.03 | 45,000.00 |
| 5 CHARGES FOR SERVICES - WATER | 0.00 | 0.00 |
| 6 CHARGES FOR SERVICES - SEWER | 0.00 | 0.00 |
| 7 CHARGES FOR SERVICES - HOSPITAL | 0.00 | 0.00 |
| 8 CHARGES FOR SERVICES - SOLID WASTE FEES | 0.00 | 0.00 |
| 9 OTHER CHARGES FOR SERVICES | 678,723.80 | 570,000.00 |
| 10 FEES | 129,657.91 | 100,000.00 |
| 11 RENTALS | 212,303.28 | 170,000.00 |
| 12 DEPARTMENTAL REVENUE - SCHOOLS | 0.00 | 0.00 |
| 13 DEPARTMENTAL REVENUE - LIBRARIES | 52,904.79 | 42,500.00 |
| 14 DEPARTMENTAL REVENUE - CEMETERIES | 0.00 | 0.00 |
| 15 DEPARTMENTAL REVENUE - RECREATION | 267,265.75 | 213,000.00 |
| 16 OTHER DEPARTMENTAL REVENUE | 354,139.45 | 320,000.00 |
| 17 LICENSES AND PERMITS | 1,702,029.55 | 1,430,000.00 |
| 18 SPECIAL ASSESSMENTS | 3,181.62 | 0.00 |
| ==> 19 FINES AND FORFEITS | 151,293.30 | 117,000.00 |
| ==> 20 INVESTMENT INCOME | 101,273.00 | 67,500.00 |
| ==> 21 MEDICAID REIMBURSEMENT | 211,055.67 | 10,000.00 |
| ==> 22 MISCELLANEOUS RECURRING (PLEASE SPECIFY) | 13,757.62 | 10,500.00 |
| 23 MISCELLANEOUS NON-RECURRING (PLEASE SPECIFY) | 632,376.69 | 0.00 |
| 24 TOTALS | \$ 11,605,268.34 | \$ 8,410,500.00 |

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the Fiscal 2016 tax rate recapitulation form by the City, Town or District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Michelle T. Vaillancourt, Town Accountant, Needham, 781-455-7500

12/2/2015 10:59 AM

Accounting Officer

Date

* Do not include receipts in columns (a) or (b) that were voted by the City / Town / District Council or Town Meeting as offset receipts on Schedule A-1, enterprise funds on Schedule A-2, or revolving funds on Schedule A-3. Written documentation should be submitted to support increases / decreases of estimated receipts to actual receipts.

==> Written documentation should be submitted to support increases/ decreases of FY 2015 estimated receipts to FY2016 estimated

CERTIFICATION OF APPROPRIATIONS AND SOURCES OF FUNDING

TAX RATE RECAPITULATION

NEEDHAM

FISCAL 2016

City / Town / District

| APPROPRIATIONS | | | | | | | AUTHORIZATIONS | |
|--|------|---|---|---|---|--|---|---------------------------------------|
| | | | | | | | MEMO ONLY | |
| City / Town Council or Town Meeting Dates | FY* | (a) Total Appropriations of Each Meeting | (b) ** From Raise and Appropriate | (c) From Free Cash See B-1 | (d) From Other Available Funds See B-2 | (e) From Offset Receipts (See A-1), Enterprise Funds (See A-2), or Community Preservation Fund (See A-4) | (f) *** Revolving Funds (See A-3) | (g) Borrowing Authorization |
| 05/04/2015 | 2015 | 2,052,604.00 | 0.00 | 0.00 | 411,643.00 | 1,640,961.00 | 0.00 | 0.00 |
| 05/04/2015 | 2016 | 143,483,149.00 | 132,744,585.00 | 2,646,264.00 | 664,550.00 | 7,427,750.00 | 1,271,100.00 | -1,418,500.00 |
| 05/06/2015 | 2016 | 450,000.00 | 0.00 | 0.00 | 0.00 | 450,000.00 | 0.00 | 0.00 |
| 05/06/2015 | 2016 | 8,436,938.00 | 0.00 | 0.00 | 0.00 | 8,436,938.00 | 0.00 | 0.00 |
| 05/11/2015 | 2015 | 297,088.00 | 0.00 | 45,000.00 | 252,088.00 | 0.00 | 0.00 | -1,191,400.00 |
| 05/11/2015 | 2015 | 6,623,823.00 | 0.00 | 3,240,611.00 | 512,637.00 | 2,870,575.00 | 0.00 | 3,635,000.00 |
| 05/11/2015 | 2016 | 2,093,312.00 | 0.00 | 0.00 | 0.00 | 2,093,312.00 | 0.00 | 0.00 |
| 11/02/2015 | 2016 | 866,000.00 | 771,000.00 | 0.00 | 95,000.00 | 0.00 | 0.00 | 9,100,000.00 |
| Totals | | 164,302,914.00 | 133,515,585.00 | 5,931,875.00 | 1,935,918.00 | 22,919,536.00 | | |
| | | Must Equal Cols. (b) thru (e) | | | | | | |

I hereby certify that the appropriations correctly reflect the votes taken by City / Town / District Council.

NEEDHAM

Theodora K. Eaton, Town Clerk, Needham, 781-455-7500

12/1/2015 9:37 AM

City/Town/District

Clerk

Date



SOLAR

**HARNESSING THE POWER OF
THE SUN**



**ON NEEDHAM'S CAPPED
LANDFILL.**