

CITY OF NEWTON

IN BOARD OF ALDERMEN

PROGRAMS AND SERVICES COMMITTEE AGENDA

WEDNESDAY, FEBRUARY 23, 2011

7:45pm Room 222

ITEMS SCHEDULED FOR DISCUSSION:

- #37-11(2) HIS HONOR THE MAYOR appointing DR. DORI ZALEZNIK as COMMISSIONER OF HEALTH & HUMAN SERVICES pursuant to Sec. 3-6 of the City Charter (30-days: 3/9/11). [01-31-2011 @5:05 PM]
- #38-11 SHERYL DePAOLO et al. requesting the Board of Aldermen to establish by resolution a Newton Upper Falls Area Council pursuant to Article 9, Section 9-3, of the City Charter. [01-14-11 @11:17am]
- #360-09(4) PROGRAMS & SERVICES COMMITTEE requesting an amendment to Chapter 3, Section 3-30 of the City Ordinances, Dogs Off-Leash Program, to provide the Commissioner of Parks and Recreation with the authority to require permits and set reasonable fees charged to participants of the off-leash program. [02-11-11 @ 4:15PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

- #258-08 ALD. SANGIOLO requesting discussion with the Executive Department regarding reorganization of senior transportation services and establishment of intra-village transportation systems.
[07/08/08 @ 1:29 PM]

FINANCE VOTED NO ACTION NECESSARY ON 3/8/10

- #52-07 ALD. PARKER, SANGIOLO, MANSFIELD, HARNEY, DANBERG, VANCE, LINSKY, HESS-MAHAN, BURG, ALBRIGHT & JOHNSON requesting an ordinance amendment to create a health care advisory committee whose function would be to recommend measures to control the rate of increase of health insurance costs, as recommended by the Newton Finance & Management Working Group in 2005 and the Blue Ribbon Commission on the Municipal Budget in 2007.
[02/09/07 @ 12:36 PM]

The location of this meeting is handicap accessible, and reasonable accommodations will be provided to persons requiring assistance. If you have a special accommodation need, please contact the Newton ADA Coordinator Kathleen Cahill, 617-796-1125, via email at KCahill@newtonma.gov or via TDD/TTY at (617) 796-1089 at least two days in advance of the meeting date.

REFERRED TO FINANCE AND PROGRAMS AND SERVICES COMMITTEES

- #245-06 ALD. JOHNSON AND HESS-MAHAN requesting an amendment to the City Charter to require the Mayor annually to prepare and submit to the Board of Aldermen a long-term financial forecast of anticipated revenue, expenditures and the general financial condition of the City, including, but not limited to identification of any factors which will affect the financial condition of the City; projected revenue and expenditure trends; potential sources of new or expanded revenues; anticipated municipal needs likely to require major expenditures; and a strategic plan for meeting anticipated municipal needs, to include, but not be limited to, any long or short-term actions that may be taken to enhance the financial condition of the City.
FINANCE VOTED NO ACTION NECESSARY ON 3/8/10

ITEMS NOT YET SCHEDULED FOR DISCUSSION:

REFERRED TO PROGRAMS AND SERVICES AND FINANCE COMMITTEES

- #373-10 ALD. GENTILE, HARNEY, SANGIOLO requesting amendment to §20-13, *Noise Control*, of the City of Newton Revised Ordinances to prohibit outdoor athletic events from starting before 7 AM and increase the maximum fine to \$300. [12-10-10 @ 12:53 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

- #360-09(2) PROGRAM & SERVICES COMMITTEE requesting a discussion to explore possible sources of revenue to fund an off leash dog park system in the City. [11/06/09 @ 10:44 AM]
FINANCE VOTED NO ACTION NECESSARY ON 3/8/10
- #95-09(2) PROGRAMS & SERVICE COMMITTEE requesting establishment of an Advisory Committee to review processes of the Board of Aldermen and report recommended efficiency improvements to the Board of Aldermen. Members of the Advisory Committee shall be appointed by the Chairman and Vice Chairman of the Programs & Services Committee and the President of the Board. [11/16/09 @ 3:59 PM]

REFERRED TO PUBLIC FACILITIES COMMITTEES AND PROG AND SERV

- #8-09 ALD. HESS-MAHAN, LINSKY, ALBRIGHT, FREEDMAN, MANSFIELD, JOHNSON, HARNEY & VANCE proposing an ordinance requiring that the installation of synthetic in-filled turf athletic fields on city-owned property shall use sustainable, recyclable, lead-free, non-toxic products to the maximum extent feasible. [12/30/08 @ 9:55 AM]
- #357-10(2) ALD. YATES proposing a change in the proposed rule to eliminate the Committee on Community Preservation: community preservation items relating to housing and recreation shall be referred to the Programs and Services Committee; items relating to historic preservation and open

space shall be referred to the Zoning and Planning Committee; all items shall then be referred to the Finance Committee. [12/6/2010 @ 10:57PM]

REFERRED TO RULES SUBCOMMITTEE on 01-19-11

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#422-06(2) ALD. HESS-MAHAN requesting that a task force be established to meet and prepare a report and recommendations regarding the regulation of noise, air pollution and best practices with respect to the operation of power equipment used in landscaping, property and yard maintenance, including, without limitation, leaf blowers. [01/27/09 @ 3:47 PM]

#207-08 ALD. BRANDEL AND SANGIOLO proposing that the following question be put before the Newton voters:
“Shall the City of Newton be allowed to exempt from the provisions of Proposition 2 ½ the amounts required to pay for the bond issuance in order to fund Newton North High School?” [05/21/08 @ 12:58 PM]
FINANCE VOTED NO ACTION NECESSARY ON 3/8/10

#355-10 PRESIDENT LENNON and ALD. LAPPIN requesting a change to the rules of the Board of Aldermen to eliminate the Real Property & Reuse Committee. Issues regarding reuse of public buildings to be referred to the Public Facilities Committee and issues regarding reuse of City owned land would be referred to the Land Use Committee. Effective date of this change will be January 1, 2012. [11/26/2010 @ 11:59 AM]
REFERRED TO RULES SUBCOMMITTEE 12/8/10

#356-10 PRESIDENT LENNON and ALD. LAPPIN requesting a change to the rules of the Board of Aldermen to eliminate the Post-Audit Committee. All post audit/follow-up items will be discussed in the substantive committee that originally heard the item. Effective date of this change will be January 1, 2012.[11/26/2010 @ 11:59 AM]
REFERRED TO RULES SUBCOMMITTEE 12/8/10

#357-10 PRESIDENT LENNON and ALD. LAPPIN requesting a change to the rules of the Board of Aldermen to eliminate the Committee on Community Preservation. All Community Preservation items will be referred to the Finance Committee. Effective date of this change will be January 1, 2012. [11/26/2010 @ 11:59 AM]
REFERRED TO RULES SUBCOMMITTEE 12/8/10

#83-07(2) ALD. YATES proposing a RESOLUTION to the City’s representatives and senator in the General Court asking them to co-sponsor the legislation of the Massachusetts Municipal Association that would give cities and towns the same power to determine their health care costs that agencies of the State have.[9/13/2010 @ 9:38am]

#98-10 ALD. YATES requesting that the Board of Aldermen and His Honor the Mayor take all possible steps to change state law to save local costs by giving cities and towns the right to negotiate health plans on the same basis as the Commonwealth. Such steps would include, but not be limited to, joining the Coalition to Save our Communities and notifying our city legislators of our urgent concern about this matter. [03/23/10 @ 4:29 PM]

#306-08 ALD. BAKER, DANBERG, MANSFIELD & PARKER requesting discussion of how swimming at Crystal Lake might be lawfully and safely extended beyond mid-August. [08/26/08 @ 5:03 PM]

REFERRED TO FINANCE AND APPROPRIATE COMMITTEES

#311-10 HIS HONOR THE MAYOR submitting the FY'12-FY'16 Capital Improvement Program, totaling \$174,246,135 pursuant to section 5-3 of the Newton City Charter and the FY'11 Supplemental Capital budget which require Board of Aldermen approval to finance new capital projects over the next several years. [10/18/10 @5:24PM]

REFERRED TO PUBLIC FACILITIES, PROG&SERV AND FINANCE COMMITTEES

#312-10 ALD. LENNON, LAPPIN, SCHNIPPER, SANGIOLO requesting a discussion with the School Committee on its plans to address space needs in the Newton public schools. [10-27-10 @11:07 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

206-10 VETERANS' AGENT requesting a discussion and support for the replacement of the WWII Honor Roll on the grounds of City Hall at the intersection of Walnut Street and Commonwealth Avenue. [07/06/10 @ 4:41 PM]

REFERRED TO LAND USE AND PROGRAMS & SERVICES COMMITTEES

#474-08(2) ALD. HESS-MAHAN & VANCE proposing that Article X of the Rules & Orders of the Board of Aldermen be amended to conform with a proposed amendment to Chapter 30 re transfer of the special permit granting authority to the Zoning Board of Appeals and/or the Planning & Development Board for projects that are not classified as Major Projects pursuant to Article X.

REFERRED TO RULES SUBCOMMITTEE

#129-08 ALD. JOHNSON, SANGIOLO AND BRANDEL requesting establishment of a new Rule of Board of Aldermen stating that any new item submitted but not yet approved or accepted by the Full Board of Aldermen is prohibited from any formal or informal discussion by any formal, informal or special committee of the Board. [03-24-08 @ 9:11 AM]

#287-07(2) ALD. PARKER requesting a discussion with Parks and Recreation Department in regards to an appropriate marker or plaque to honor and recognize Olympic figure skater and Newton resident Tenley Albright and her skating exhibition at the Crystal Lake upon her return from the 1956 Olympic Games where she won a gold medal. [09/20/07 @ 1:22 PM]

#82-07 ALD. YATES requesting that the City of Newton take all possible steps to persuade the General Court to allow the cities and towns to tax all telecommunications facilities in the City (which would yield at least \$1.6 million per year for Newton). [02/27/07 @ 10:21 PM]

#370-06 ALD. SANGIOLO, PARKER, MANSFIELD requesting home rule legislation to allow advisory questions to be asked in a Newton special election.

#298-09 ALD. MANSFIELD proposing Home Rule Legislation to amend **Article 2, Section 2-1(c) Composition; Eligibility; Election and Term** of the Newton Charter to establish four-year terms for Aldermen-at-Large with the provision for one Aldermen-at-Large to be elected from each ward at each biennial municipal election. [09-29-09 @ 6:45 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#273-08 ALD. JOHNSON proposing a RESOLUTION to His Honor the Mayor requesting that the Executive and Human Resources Departments develop a comprehensive human capital strategy for the city to include: performance management, talent development, succession planning, and compensation. [07/17/08 @ 9:53 AM]

FINANCE VOTED NO ACTION NECESSARY ON 3/8/10

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#270-08 ALD. JOHNSON proposing a RESOLUTION to His Honor the Mayor requesting that he work with the Board of Aldermen, School Department, and School Committee in order to determine the most effective and efficient way to organize the Information Technology Departments. [07/17/08 @ 9:53 AM]

FINANCE VOTED NO ACTION NECESSARY ON 3/8/10

REFERRED TO PROG. & SERV., PUB.FAC. AND FINANCE COMMITTEES

#89-08 ALD. PARKER requesting the following:

- A) review of the maintenance practices for buildings, parks and other properties owned by the City (including School Department facilities and grounds)
- B) development of a comprehensive maintenance plan that includes regular schedules for preventive maintenance for each specific site or facility

C) a RESOLUTION requesting that implementation of said maintenance plan be funded using operating budget funds.

[02/13/08 @ 12:07 PM]

FINANCE VOTED NO ACTION NECESSARY ON 3/8/10

PUBLIC FACILITIES NO ACTION NECESSARY ON 11/3/10

#329-05(3) ALD. YATES requesting a discussion relative to amending the noise control ordinance to (A) prohibit the cumulative noise level from multiple pieces of equipment operating simultaneously on the same site to exceed the maximum noise levels allowed when measured at the nearest lot line and (B) to eliminate various exemptions in residential districts.

Respectfully Submitted,

Amy Sangiolo, Chairman

Curriculum Vitae

DATE PREPARED: January, 2011

Name: Dori Faith Zaleznik

Home Address: 25 Sky View Circle, Newton Centre, MA 02459

Telephone:

Email:

Fax:

Place of Birth:

CITY CLERK
NEWTON, MA 02159

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Education

1967-1969	Matthew Vassar Scholar 1968-1969		Vassar College
1971	B.A. <i>magna cum laude</i>	American studies	Yale University
1972-1973		Special student for premed	Massachusetts Institute of Technology
1977	M.D.		Harvard Medical School

Postdoctoral Training

7/77-6/78	Intern	Internal Medicine	Beth Israel Hospital
7/78-6/80	Resident	Internal Medicine	Beth Israel Hospital
7/80-6/81	Clinical Fellow	Infectious Diseases	Brigham & Women's Hospital
7/81-6/83	Research Fellow	Infectious Diseases	Channing Laboratory, Brigham & Women's Hospital

Faculty Academic Appointments

7/83-6/87	Instructor in Medicine		Harvard Medical School
7/87-6/99	Assistant Professor of Medicine		Harvard Medical School
7/99-6/01	Assistant Clinical Professor of Medicine		Harvard Medical School
7/01-	Associate Clinical Professor of Medicine		Harvard Medical School

Appointments at Hospitals Past

7/83-6/87	Assistant Physician	Medicine	Beth Israel Hospital
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7/84-6/96	Associate Physician	I.D. Medicine	Brigham & Women's Hospital
7/87-6/95	Associate Physician	I.D. Medicine	Beth Israel Hospital
7/95-6/96	Physician	I.D. Medicine	Beth Israel Hospital
7/96-6/98	Senior Physician	I.D. Medicine	Brigham & Women's Hospital

Current

7/96-	Senior Physician	I.D. Medicine	Beth Israel Deaconess Medical Center
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Other Professional Positions

2004-2006	Vice President/Medical Director		Enhanced Medical Decisions, Inc.
2007-2010	CEO and Founder		Ultimate Medical Information, LLC

Major Administrative Leadership Responsibilities

1983-1985	Course Director, 4th Year March Infectious Diseases Course		Harvard Medical School
1985-1994	Hospital Epidemiologist		Beth Israel Hospital
1988	Acting Firm Chief August-October, 1988		Beth Israel Hospital
1995	Acting Clinical Chief, I.D. division April-November, 1995		Beth Israel Hospital
1990-1996	Director of Internship Selection		Beth Israel Hospital
1996-1998	Director of Internship Selection		Beth Israel Deaconess Medical Center
1997-1998	Director, Education Projects Department of Medicine		Beth Israel Deaconess Medical Center

Professional Societies

1986-	Infectious Diseases Society of America	Member
1987-	Massachusetts Infectious Diseases Society	Member
1988-	American Federation for Clinical Research	Member
1990-	International Society for Anaerobic Bacteria	Member
1990-1996	Society for Healthcare Epidemiology of America	Member
1998-	American Society for Microbiology	Member
1998-	American Society of Tropical Medicine and Hygiene	Member

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 NEWTON, MA 02459

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Editorial Activities

1987-1993	Technical Reviewer	New England Journal of Medicine
1987-1988	Associate Editor	Infectious Disease Practice
1988-1990	Series Editor, Infectious Disease Rounds	Reviews of Infectious Diseases
1993	Compiled chapters for one-half of the Infectious Diseases section	Harrison's Companion book
1995-1998	Editorial Board Infectious Diseases section	UpToDate in Medicine
1997-2000	Series Editor, Morbidity and Mortality conferences	Beth Israel Hospital and New England Journal of Medicine
1998-2004	Deputy Editor	UpToDate in Medicine
2008-	Reviewer	MedPage Today®

Honors and Prizes

1982-1984	Individual National Research Service Award	NIAID
1983	Award to Trainee in Clinical Research	American Federation for Clinical Research
1984-1987	New Investigator Research Award	NIAID
1990, 1995, 1996	Nomination for the S. Robert Stone Award for Teaching	Beth Israel Hospital
1993	Nomination for the HMS Prize for Excellence in Teaching	Harvard Medical School
1995	Third Annual Combined Infectious Disease Teaching Award	Harvard Medical School, Beth Israel Hospital, Brigham & Women's Hospital, Dana- Farber Cancer Institute, Brockton/West Roxbury VA Medical Center

Report of Technological and Other Scientific Innovations

Anti-bacterial United States Patent No. 5,019,513, Issued May 28, 1991
T cell Factor

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Selected Publications (out of 62 total)

1. Onderdonk AB, Markham RB, **Zaleznik DF**, Cisneros RL, Kasper DL. Evidence for T-cell dependent immunity to *Bacteroides fragilis* in an intraabdominal abscess model. *J Clin Invest* 1982;69:9-16.
2. **Zaleznik DF**, Finberg RW, Shapiro ME, Onderdonk AB, Kasper DL. A soluble suppressor T-cell factor protects against experimental intraabdominal abscesses. *J Clin Invest* 1985; 75:1023-7.
3. Platt R, **Zaleznik DF**, Hopkins CC, Dellinger EP, Karchmer AW, Bryan CS, Burke JF, Wikler MA, Marino SK, Holbrook KF, Tosteson TD, Segal MR. Perioperative prophylaxis for herniorrhaphy and breast surgery. *New Eng J Med* 1990; 322:153-60.
4. Pickering T-D, Gurwitz JH, **Zaleznik DF**, Noonan JP, Avorn J. The appropriateness of oral fluoroquinolone prescribing in the long-term care setting. *J Am Geriatrics Soc* 1994; 42:28-32.
5. Tzianabos AO, Onderdonk AB, **Zaleznik DF**, Smith RS, Kasper DL. Structural characteristics of polysaccharides that induce protection against intra-abdominal abscess formation. *Infect Immun* 1994;62:4881-6.
6. **Zaleznik DF**, Rench MA, Hillier S, Krohn MA, Platt R, Lee MT, Flores AE, Ferrieri P, Baker CJ. Invasive group B streptococcal disease in pregnant women and neonates from diverse population groups. *Clin Infect Dis* 2000;30:276-81.
7. Eisenstein BI, **Zaleznik DF**. Enterobacteriaceae. In: Mandell GL, Douglas RG, Bennett JE, editors. *Principles and Practice of Infectious Diseases*, Philadelphia: Churchill Livingstone; 2000. p. 2294-2310.
8. **Zaleznik DF**. Hospital-acquired and intravascular device-related infections. In: Braunwald E, et al, editors. *Harrison's Principles of Internal Medicine*, 15th edition. New York: McGraw-Hill; 2001. p. 857-9.
9. **Zaleznik DF**, Kasper DL. Intraabdominal infections and abscesses. . In: Braunwald E, et al, editors. *Harrison's Principles of Internal Medicine*, 15th edition. New York: McGraw-Hill; 2001. p. 829-34.
10. Kasper DL, **Zaleznik DF**. Gas gangrene, antibiotic-associated colitis, and other clostridial infections. In: Braunwald E, et al, editors. *Harrison's Principles of Internal Medicine*, 15th edition. New York: McGraw-Hill; 2001. p. 922-7.

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 CITY CLERK
 NEWTON, MA. 02159

City of Newton



Setti D. Warren
Mayor

ELECTION COMMISSION

1000 COMMONWEALTH AVENUE
NEWTON CENTRE 02459-1449

Craig A.J. Manseau
Executive Secretary

Frances E. Shaer, Chair
Fay G. Cohen, Kenneth R. Hartford, Richard A. Lipof

January 11, 2011

Mr. David A. Olson
City Clerk
City Hall, Room # 101
Newton, MA 02459

11 JAN 14 A 11:17
CITY CLERK
NEWTON, MA 02159

Dear Mr. Olson,

The seven (7) petition forms titled "Petition To Establish A Newton Upper Falls Neighborhood Service Area"; you delivered to the Election Commission on January 11, 2011 for certification of voter signature are attached.

Please note that the petition must be signed by 20% of the voters residing in that area. The amount of voters residing in the Upper Falls Neighborhood Service Area is 1,026, which requires 205 certified voter signatures. The seven (7) petition forms attached have a total of 23 certified voter signatures.

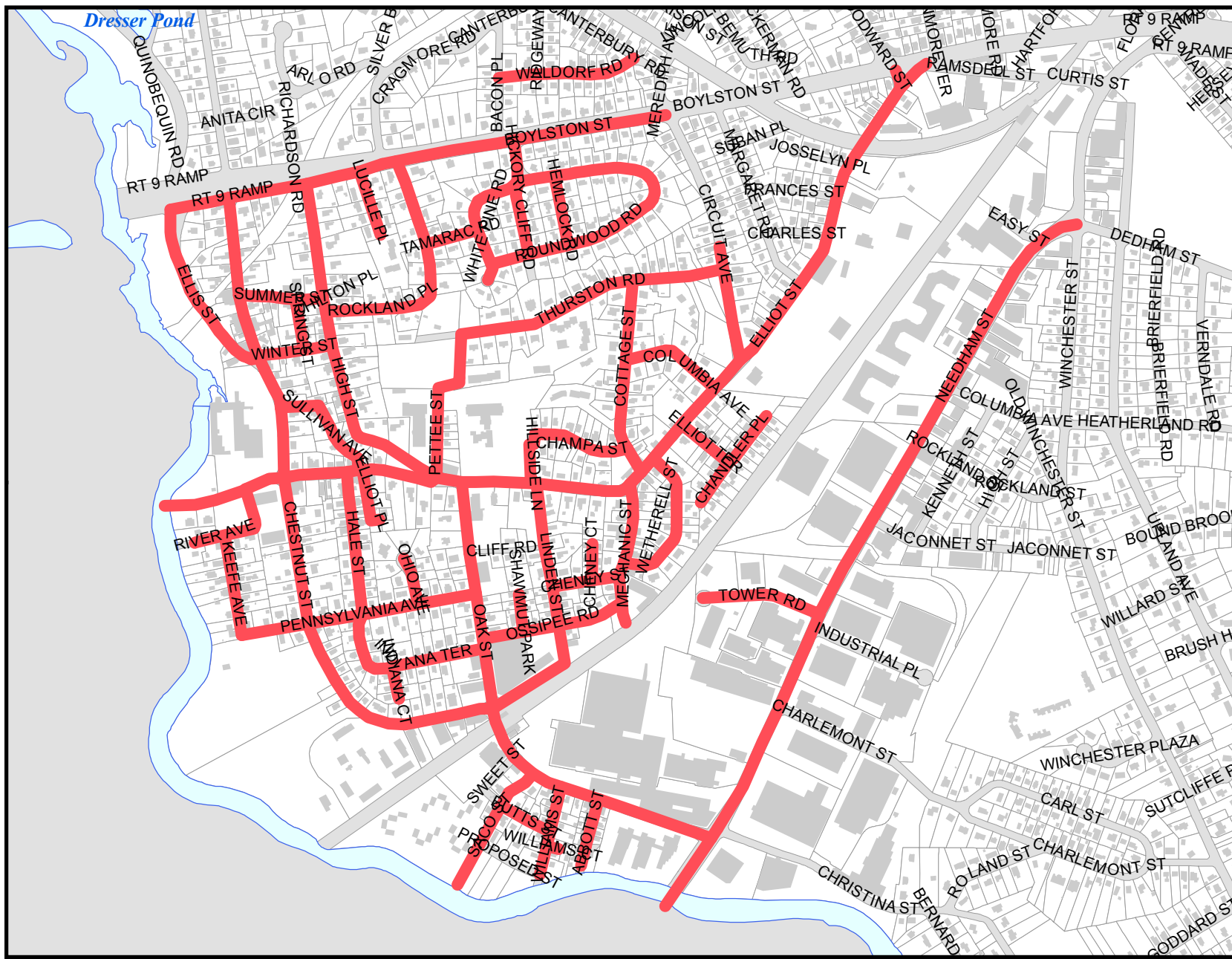
On January 11, 2011, you delivered seven (7) petitions regarding the same Neighborhood Service Area which contained a total of 23 certified voter signatures. The additional certified voter signatures of 23 and the previous 205 certified voter signatures totals 215, this satisfy's the 20% requirement of 205.

Respectfully,





Craig A.J. Manseau
Executive Secretary

Newton Upper Falls Neighborhood Service Area

City of Newton,
Massachusetts



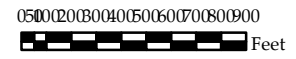
Legend

-  Service Area Streets
-  Building Outlines
-  Surface Water
-  Property Boundaries



The information on this map is from the Newton Geographic Information System (GIS). The City of Newton cannot guarantee the accuracy of this information. Each user of this map is responsible for determining its suitability for his or her intended purpose. City departments will not necessarily approve applications based solely on GIS data.

CITY OF NEWTON, MASSACHUSETTS
 Mayor - Setti D. Warren
 GIS Administrator - Douglas Greenfield



MAP DATE: February 18, 2011

ITEM #360-09(4)

Draft for discussion: (added language in bold underline in 3-30(c) on ~~page 2~~ 11 FEB 18 A 10:35)

Sec. 3-30 Dogs Off-Leash Program

CITY CLERK
NEWTON, MA. 02159

(a) Notwithstanding the provisions of Sec. 3-26(a) *Restraint of Dogs*, in areas officially designated as a "Designated Off-Leash Area" by the commissioner of parks and recreation, a dog may be permitted off-leash under the following minimum conditions, and subject to any additional rules, regulations, and restrictions that may from time to time be in effect for an off-leash area.

- (1) The dog shall at all times be accompanied by and under the control of a person, who shall ensure that the animal does not disturb the surrounding area by excessive barking, and shall ensure that it does not disturb or threaten other dogs or persons using the designated off-leash area or surrounding area;
- (2) The dog shall be leashed prior to entering and upon exiting the designated off-leash area.
- (3) Any dog left unattended is subject to impoundment by the Newton police;
- (4) The person in charge of a dog inside a designated off-leash area shall, in accordance with Section 3-29, immediately remove and as soon as practicable properly dispose of any fecal waste deposited by that dog.
- (5) The dog shall wear a collar with identification at all times, be licensed and vaccinated, healthy and parasite free.
- (6) Dogs must be at least four months old to be allowed off-leash.
- (7) The number of dogs per person in a designated off-leash area is limited to three, unless otherwise specified in the rules and regulations pertaining to a particular off-leash area.
- (8) The person in charge of a dog or dogs must at all times carry a leash for each dog under that person's supervision.
- (9) The dog owner and/or person in charge of a dog are responsible to ensure that the dog's activity conforms to all rules and regulations pertaining to the off-leash area, as well as for any injury to persons or animals, or damage to public or private property caused by the dog.
- (10) No person shall bring a female dog in heat into any designated off-leash area.
- (11) Any dog which is the subject of a complaint, investigation, order or proceeding under Section 3-25 or Section 3-27 of this ordinance, and/or under General Laws Chapter 140, section 157 shall be banned from designated off-leash areas.

(b) *Selection and Designation of Sites for Off-Leash Areas.*

- (1) *Site selection criteria.* The commissioner of parks and recreation, together with the director of planning and development, shall establish site selection criteria for the identification of appropriate sites for consideration as dogs off-leash areas on public land owned by the city, and shall identify and list potential sites for consideration as an off-leash area in accordance with such

criteria. Site selection criteria may include a preference for areas with natural topography or features that would confine dogs to the off leash area. For any particular potential site or sites, the commissioner and director may recommend additional criteria for designation of the particular site or sites. Such additional criteria may include, but are not limited to, seasonal or time restrictions, and the need for fencing, when the commissioner deems it necessary to confine the dogs to the off leash area. The commissioner and director may appoint a group of interested persons to advise or otherwise assist them in their duties.

- (2) *Designation of Off-Leash Areas.* Subject to the established site selection criteria, the commissioner of parks and recreation may designate specific off-leash areas on public land under the control of the city. If the identified area is under the jurisdiction of a municipal agency or commission other than the parks and recreation department, the commissioner shall obtain permission of that agency or commission prior to such designation. An agency or commission granting such permission may delegate operation and maintenance of the off-leash area to the commissioner. Prior to designation of any off-leash area, the commissioner or other municipal agency or commission having jurisdiction of the potential site shall conduct a public hearing.
- (3) *Revocation.* A designation of any off-leash area may be revoked at any time by the commissioner or by the municipal agency or commission with jurisdiction of the off-leash area.
- (4) *Areas not eligible for designation.* Notwithstanding anything to the contrary contained herein or hereafter, the following areas shall not be designated under any circumstances as designated off-leash areas: the little league baseball fields on (i) Lyons Playground; (ii) James E. Murphy Field at the Halloran Sports Complex; (iii) Leo H. Riley Field at Cabot Park; (iv) Jay Gordon Field at Newton Centre Playground; and (v) Richardson Field.
- (5) *Other Public Land.* On land in public use districts that is owned by the Commonwealth or other government entity, the commissioner and director may identify appropriate potential sites and seek the appropriate government entity's approval to designate such sites for off-leash areas, subject to such terms and conditions as the Commonwealth or other government entity may require.

(c) *Rules and Regulations.* In addition to the minimum conditions listed in section (a) applicable to all designated off-leash areas, the commissioner may from time to time promulgate rules and regulations for the general operation and use of all off-leash areas, as well as rules and regulations specific to the use and operation of an individual site. **The commissioner may require permits and set reasonable fees for participation in the off-leash program.** The commissioner may impose time, seasonal, or other restrictions for the use of any area. In the case of off leash areas on sites under the jurisdiction of another agency or commission, that agency or commission shall approve such rules, regulations and restrictions, and may make such additional rules, regulations, and restrictions it deems necessary.

(d) *Signs.* All conditions, rules and regulations, and other restrictions applicable to a designated off-leash area, as well as the boundaries of such area, shall be conspicuously posted.

(e) *Penalties.* The owner and/or the person in charge of a dog in a designated off-leash area who fails to control said dog or who violates any of the rules, regulations or restrictions pertaining to the designated off-leash area shall be subject to a fine of fifty dollars (\$50.00) for each offense. (Ord. No.Z-11, 12-03-07; Ord. No Z-54, 11-02-09; Ord. No. Z-65, 05-17-10; Ord. No. Z-70, 08-09-10)

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ITEM #360-09(4)
CITY CLERK
NEWTON, MA. 02159

Draft for discussion: (added language in bold underline)

(c) *Rules and Regulations.* In addition to the minimum conditions listed in section (a) applicable to all designated off-leash areas, the commissioner may from time to time promulgate rules and regulations for the general operation and use of all off-leash areas, as well as rules and regulations specific to the use and operation of an individual site. **The commissioner may require permits and set reasonable fees for participation in the off-leash program.** The commissioner may impose time, seasonal, or other restrictions for the use of any area. In the case of off leash areas on sites under the jurisdiction of another agency or commission, that agency or commission shall approve such rules, regulations and restrictions, and may make such additional rules, regulations, and restrictions it deems necessary.

Karyn Dean

#258.08²⁵⁸⁻⁰⁸

From: "Pooler Sanford" <spooler@newtonma.gov>
To: kdean@newtonma.gov
Date sent: Fri, 05 Jun 2009 11:53:50 -0400
Subject: (Fwd) Newton Wellesley Hospital Special Permit Board Order
Priority: normal

Karyn,

This is the e-mail from Ouida to Amy to which I referred Wednesday night. Please pass it along to the P&S Committee.

Thanks,
Sandy

----- Forwarded message follows -----

From: "Ouida C.M. Young" <oyoung@newtonma.gov>
To: sangiolo@rcn.com
Date sent: Fri, 29 May 2009 18:07:01 -0500
Subject: Newton Wellesley Hospital Special Permit Board Order
Copies to: jcolino@newtonma.gov,
mkruse,
dfunk@newtonma.gov,
spooler@newtonma.gov
Priority: normal

Ald. Sangiolo:

Jayne Colino and I have reviewed the various special permits that include references to contributions to a citywide transportation system. As I think you know, each board order in which some reference is made to contributions of this sort does so in a unique manner, although there are similarities. However, in most instances, there are two road blocks to using these board orders as funding sources for the various transportation programs run by the Senior Center.

The first problem is that none of the senior transportation programs constitute the sort of citywide transportation program referred to in the various board orders as "the Nexus bus system", a "citywide transportation system", an "inter-village bus service, an "inter-city jitney bus", an "intra-city bus service", or an "intra-city transportation system". However it was referred to, the special permit board order transportation system envisioned, and as implemented, had an established "route" and it transported anyone picked up along its route. The senior transportation programs are limited as to who will be transported, and they operate on a "demand" basis, rather than on a "route" basis. Both these systems provide transportation, but I don't believe that they are functional equivalents.

Even if we get over the first problem, which I don't believe can be done absent major changes to the senior transportation programs, in many instances there is an additional complication because some of the board orders do not state a specific amount for the annual contribution. Referring to the amount of the contribution in phrases such as "fair share basis", "fair share contribution" or "proportionally shared annual contribution" was recognized at the time as problematic language, but efforts by the Planning Department to develop at least some formula by which to calculate these contributions, I believe, expired with the Nexus system itself. There are, however, several board orders that refer to a

specific dollar amount in terms of the annual contribution, the most significant of which is the 275 Grove Street board order that called for an annual \$25,000 contribution to the City's "inter-village bus service."

Turning specifically to the N-W Hospital board order, condition #8 of BO#151-95 states that "the Hospital shall contribute \$25,000 to the initial cost of an intra-city transportation system and shall make a proportionally shared annual contribution towards its maintenance and continued operation, in an amount to be determined by the Director of Planning and Development."

The chart I received from Jayne, which I believe was prepared by the Planning Department with information from the Comptroller shows that N-W Hospital made the initial \$25,000 contribution, and then a second, and last, contribution of \$10,000 in 1998.

The demise of the Nexus and absence of a substitute city-wide transportation system currently excuses N-W from an annual contribution obligation. That fact was noted by the Land Use Committee and Board in N-W's last special permit #470-04(4), in Finding #6. This Finding states:

"The Hospital acknowledges that Condition #8 of Board order #151-95 is still in effect and in the event that the City resumes an intra-city transportation system, the Hospital will make a proportionally shared annual contribution towards the maintenance and operation of such transportation system in accordance with the requirements of said Condition #8."

I may be wrong on this recollection, but I believe the Land Use Committee asked N-W to consider making the contribution to the senior transportation programs, but the Hospital didn't believe it could do so because the seniors were largely being transported to the medical office buildings for appointments, not to the Hospital itself. But the Hospital did want to affirm its commitment to the funding referenced in Condition #8 -- hence the reference in the Finding quoted above.

Finally, I contacted Howard Levine and asked him to discuss with N-W Hospital whether it would contribute to the current senior center transportation system. He has advised me that the Hospital stands behind the statement in the Finding quoted above.

As a policy matter, as you understand, all non-profit institutions in the City, including N-W Hospital, can be asked for PILOT payments, or to support specific programs. Unfortunately, as you also understand, municipalities lack, or have limited means, to legally extract those payments, even in the context of special permit grants.

Please let me know if you want to discuss this matter in more detail.

Ouida

Ouida C.M. Young
Associate City Solicitor
Newton City Hall
1000 Commonwealth Ave.
Newton Centre, MA 02459

**Overview of Senior Transportation System
Board of Alderman
Programs and Services Committee Meeting
1/7/09**

What is currently provided under the Senior Transportation System?

Rides to:

- Medical appointments within the city
- Adult Day Health Programs within a two mile limit of the city
- Grocery stores within the city
- The Newton Senior Center

What was eliminated during last year's budget cuts?

Rides to:

- Medical appointments within a two mile limit outside the city
- Houses of Worship
- Long term care facilities

Who currently provides the services?

Veteran's Taxi is the only provider of all the services being provided.

Who provides similar services?

Springwell offers transportation to medical appointments outside the city to surrounding towns including Boston under a contract with Busy Bee Transportation. Springwell also offers a volunteer based medical escort transportation service.

The RIDE provides all of the services that we offer to eligible seniors. Eligibility is based on a person's inability to use the "traditional" public transportation due to a cognitive and/or physical impairment.

There are a number of private providers, usually private homecare agencies that offer transportation to varying destinations and at varying rates.

Other changes to system:

In FY 08 the requested rider donation/voucher was suggested \$2.00. Any amount was accepted. We would provide the vouchers through the mail and ask that payment of the suggested donation be returned in enclosed envelope.

In FY09 we are asking for a \$3.00/voucher contribution, no less than \$1.00 will be accepted. If someone cannot afford the \$1.00 contribution there is an exemption form that can be submitted. The social worker reviews for eligibility. 20 people have exemptions at this point.

Senior Transportation Proposal

On July 10, 1995, the Board of Aldermen voted to approve a resolution to the Mayor to create an intra-city bus Jitney Transportation service. In the resolution, the BOA states, among other things, that the City has actively pursued private commercial funding sources to partially offset the costs of studies and start-up activities for this proposed service, and has received contributions towards these costs through its special permit process and that the transportation service would connect many villages and neighborhoods throughout the City, that it would provide new opportunities for those needing transportation to places of employment, education and training, medical facilities, city services and retail, commercial and office locations in Newton, and that a jitney service is consistent with policy of the City to provide expanded transportation for its residents and urged the Mayor to commence operation of it by July 1996.

In November 1995, the Board of Aldermen authorized the establishment of a revolving account to receive private monies to be earmarked for the start-up costs and marketing of the Jitney transportation system in accordance with MGL Ch. 44, Sec. 53E1/2. The account was to have an annual expenditure limit of \$150,000.

Then in 1997, the Board of Aldermen, pursuant to the provisions of Section 19-361 et. Seq. of the Revised Ordinances, 1995, as amended, granted a license to LOLAW TRANSIT MANAGEMENT, INC., to operate the Jitney Service and approved various routes throughout the city.

In December 1994, as part of its special permit Board order conditions, National Development of New England, Inc and ADS Senior Housing agreed to hire and pay for the services of a transportation consultant to assist the Planning Dept in developing an intra-city Jitney bus system and application to the MBTA under the Suburban Bus Program. The cost to the Petitioner was limited to \$20K.

In July, 1995, Newton – Wellesley Hospital, as part of its special permit Board order conditions, agree to contribute \$25,000 toward the initial cost of an intra-city jitney bus service.

In June 1997, as part of its special permit Board order conditions, Cabot, Cabot and Forbes agreed to make annual contribution of \$25,000 to the city's operational inter-village bus service.

In 1998, Gourmet Wok, Inc., as part of its special permit Board Order Conditions, agreed to make an annual contribution to the Nexus – no amount specified.

In 1999, the Capasso's, as part of their special permit Board Order Conditions, agreed to make an annual contribution of \$2,500 to the Newton Nexus bus system.

In June 1999, as part of its special permit Board Order Conditions, RPR Restaurant Group, agreed to make an annual contribution of \$500 to a citywide transportation

system to be paid initially upon occupancy permit and annually thereafter on the anniversary of the date of the special permit.

In July 2000, as part of its special Permit Board Order conditions, Bradford Development Corporation agreed to the following: The petitioner shall execute a Traffic Mitigation Fund Agreement with the city and contribute \$25,000 to be used toward the cost of traffic improvements which involve physical changes and improvements, studies, or transportation programs which do not involve physical changes or improvements such as the Nexus Bus or its successor. Petitioner's payment shall be made at the time of the issuance of a Building Permit and shall be refunded to the Petitioner if not used within 5 years from the date of issuance of certificate of occupancy of any building constructed pursuant to this special permit.

In July 2000, as part of its special permit board order conditions, Bradford Development Corporation agreed to the following: The Petitioner shall execute a Traffic Mitigation Fund Agreement with the city and contribute \$25,000 to be used toward the cost of traffic improvements which involve physical changes and improvements, studies, or transportation programs which do not involve physical changes or improvements such as the Nexus Bus or its successor and contains the same clause as the previous board order which refunds the money in the event that the funds are not used within 5 years from the date of issuance of occupancy certificate.

The question to the Law Department and the Administration, can the Senior Services Department, as part of a re-organization of its transportation service it provides throughout the city utilize these funds, and are these conditions to the special permits, still enforceable? This information is critical in that a number of large-scale developments are coming through the pipeline.

Italicized paragraphs indicate recurring money. I believe that Newton-Wellesley Hospital, as part of another special permit, was required to make an annual contribution of \$12,000/year because they had asked to be released from that condition. I am not sure whether a release was granted by the City or who made that decision.

This has the potential to be a wonderful opportunity for the City to help restore cuts that have been proposed in the budget to the Senior Transportation budget and possibly free up funds for other municipal programs and services.

The General Laws of Massachusetts

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PART I. ADMINISTRATION OF THE GOVERNMENT**TITLE VII. CITIES, TOWNS AND DISTRICTS****CHAPTER 44. MUNICIPAL FINANCE****MISCELLANEOUS PROVISIONS****Chapter 44: Section 53E1/2. Revolving funds**

Section 53E1/2. Notwithstanding the provisions of section fifty-three, a city or town may annually authorize the use of one or more revolving funds by one or more municipal agency, board, department or office which shall be accounted for separately from all other monies in such city or town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund. Expenditures may be made from such revolving fund without further appropriation, subject to the provisions of this section; provided, however, that expenditures shall not be made or liabilities incurred from any such revolving fund in excess of the balance of the fund nor in excess of the total authorized expenditures from such fund, nor shall any expenditures be made unless approved in accordance with sections forty-one, forty-two, fifty-two and fifty-six of chapter forty-one.

Interest earned on any revolving fund balance shall be treated as general fund revenue of the city or town. No revolving fund may be established pursuant to this section for receipts of a municipal water or sewer department or of a municipal hospital. No such revolving fund may be established if the aggregate limit of all revolving funds authorized under this section exceeds ten percent of the amount raised by taxation by the city or town in the most recent fiscal year for which a tax rate has been certified under section twenty-three of chapter fifty-nine. No revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full time employees unless such revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid; provided, however, that such prohibition shall not apply to wages or salaries paid to full or part-time employees who are employed as drivers providing transportation for public school students; provided further, that only that portion of a revolving fund which is attributable to transportation fees may be used to pay such wages or salaries and provided, further, that any such wages or salaries so paid shall be reported in the budget submitted for the next fiscal year.

A revolving fund established under the provisions of this section shall be by vote of the annual town meeting in a town, upon recommendation of the board of selectmen, and by vote of the city council in a city, upon recommendation of the mayor or city manager, in Plan E cities, and in any other city or town by vote of the legislative body upon the recommendation of the chief administrative or executive officer. Such authorization shall be made annually prior to each respective fiscal year; provided, however, that each authorization for a revolving fund shall specify: (1) the programs and purposes for which the revolving fund may be expended; (2) the departmental receipts which shall be credited to the revolving fund; (3) the board, department or officer authorized to expend from such fund; (4) a limit on the total amount which may be expended from such fund in the ensuing fiscal year; and, provided, further, that no board, department or officer shall be authorized to expend in any one fiscal year from all revolving funds under its direct control more than one percent of the amount raised by taxation by the city or town

CITY OF NEWTONIN BOARD OF ALDERMEN

July 10, 1995

ORDERED:

That the Board finding that the public convenience and welfare will be substantially served by its action and that said action will be without substantial detriment to the public good, and that it will not be substantially more detrimental than the existing nonconforming use to the neighborhood and without substantially derogating from the intent or purpose of the Zoning Ordinance, the following Special Permit/Site Plan Approval and Extension of Nonconforming Use and Structure are hereby granted, in accordance with the recommendation of the Land Use Committee and the reasons given by the Committee therefor through its Chairman, Alderman Susan M. Basham:

The Board makes the following findings:

1. The Newton-Wellesley Hospital is and intends to remain an independent, autonomous community oriented facility committed to meeting the needs of the communities it serves by providing the highest quality health care possible. The Hospital believes that its ability to control its own future is of vital importance to its commitment to remain an autonomous community oriented facility.
2. As a community oriented facility, the Hospital provides a multitude of services to Newton residents which range from occupational health services to free health screenings and testing. It also provides a broad range of medical specialists practicing together in a community teaching hospital to provide comprehensive medical care in one location and to help insure that the Hospital will remain a viable high quality institution serving the needs of Newton.
3. Since 1985, the Hospital's Long Range Plan cited the need to build an ambulatory surgical care facility. Rapid technological advancements in surgical technology have changed the practice of surgery. Seventy percent of the Hospital's surgical procedures are done on an outpatient basis which requires a facility with a large number of private, efficient spaces in which to prepare patients for surgery and recovery. The Hospital's current facility was designed for inpatient surgical procedures and is unsuitable for the volume of outpatient surgical procedures being performed.

8. That the Hospital shall contribute \$25,000 to the initial cost of an intra-city transportation system and shall make a proportionally shared annual contribution toward its maintenance and continued operation, in an amount to be determined by the Director of Planning and Development.
9. That The Hospital shall monitor underground water levels as shown in the "SEA Groundwater Observation Well Readings Report", dated April 27, 1995, by SEA Consultants, in accordance with the directions of the City Engineer and shall provide the City Engineer with monitoring information and such other information relevant to the underground water levels on the Hospital site as he may reasonably request. If, in the opinion of the City Engineer, the information on underground water levels in the Hospital site identifies an on-site condition which has, or will, raise the water level to create off-site impacts, the Hospital will design and implement an appropriate mitigation plan which plan shall be subject to the review and approval of the City Engineer.
10. That a foundation drain shall be constructed along the upgradient side of the below ground foundation walls of the Ambulatory Surgical Services Building. However, the City Engineer shall inspect the area of the foundation excavation and if silty layers are not observed, the drains need not be built.
11. That all transformers, chillers, air conditioners, mechanical/ventilation systems, HVAC equipment, generators and similar devices shall be located, designed, and baffled using appropriate acoustical screening to minimize the noise produced. The Hospital shall comply with all applicable City of Newton and Massachusetts Department of Environmental Protection Noise Regulations pertaining to noise levels and shall utilize mechanical equipment which produces the lowest noise level possible which is still suitable for the hospital's purposes.

The Hospital shall provide, on or within six months after the completion of construction of this project, a written certification from an acoustical engineer to the City Clerk that the design and testing of the emergency backup generator and the other mechanical devices associated with this project comply with the above standards. Testing shall be limited to weekdays at a time of maximum background noise as determined by an acoustical engineer.

12. That the landscaping to be installed by the hospital, referenced in the plans in Condition #1 above, shall be maintained by the Hospital and dead and diseased vegetation shall be replaced at least annually to preserve the landscaping. The hospital will file annually a certification with the City Clerk and the Department of Planning and Development indicating that the existing landscaping on its campus has been maintained and/or defining all areas in need of treatment of enhancement.

CITY OF NEWTONIN BOARD OF ALDERMEN

June 2, 1997

ORDERED:

That the Board, finding that the public convenience and welfare will be substantially served by its action and that said action will be without substantial detriment to the public good, and without substantially derogating from the intent or purpose of the Zoning Ordinance, the following SPECIAL PERMIT/SITE PLAN APPROVAL AND EXTENSION OF NON-CONFORMING USE AND STRUCTURE is hereby granted, in accordance with the recommendation of the Land Use Committee and the reasons given by the Committee therefor, through its Chairman, Alderman Susan M. Basham:

1. The Board finds that the specific site is an appropriate location for such use, structure for the following reasons:
 - a) The site has been used for commercial purposes since at least the 1930's;
 - b) The office use is allowed as-of-right in both the Manufacturing and Business 4 districts;
 - c) The site is abutted to the west by the terminus of the Riverside MBTA station;
 - d) Public transit is available.

2. The Board finds that the use as developed and operated will not adversely affect the neighborhood for the following reasons:
 - a) The proposed office building will be smaller than the existing building;
 - b) The use of a multi-level parking structure will reduce the amount of surface level parking on the site, permitting more open space and landscaping;
 - c) The provision of an accessory restaurant and coffee shop with more than 50 seats will provide additional amenities for the individuals using the proposed office building and minimize the generation of additional trips from the office building;
 - d) The petitioner proposes a transportation demand management plan to promote the use of public transportation and thereby minimize the number of vehicles coming to the site;
 - e) The petitioner proposes traffic mitigation in front of the site to permit safe turning movements and traffic flow;
 - f) The drainage on the site shall meet the Massachusetts DEP Stormwater Guidelines dated November 18, 1996, rev. March 1997 and represents an improvement over the existing site conditions;

27. That the petitioner shall implement a Transportation Demand Management program which shall encourage the use of public transportation, promote the use of bicycles by the provision of lockers and shower facilities for cyclists, and promote ridesharing
28. That the petitioner agrees to record a Covenant of Restrictions with the South Middlesex Registry of Deeds that prohibits for 99 years the primary use of the site as retail, movie or performance theater. Any change to the covenant shall require the approval of the Board of Aldermen by a 2/3 vote of the membership. Said covenant shall be reviewed and approved by the Law Department.
29. That the petitioner, its successors and assigns, shall make an annual contribution of \$25,000 to the City's operational inter-village bus service.
30. That in addition to the contribution to the City's inter-village bus service, the petitioner its successors and assigns, shall provide a bus at its own expense which shall operate from the site to Lower Falls and Auburndale from at least 11:30 AM. to 2 PM. and from the site to the Auburndale commuter rail station from at least 7-9 AM. and 4-6 PM. This bus shall be available to the public free of charge at any point along the route. The petitioner, its successors and assigns, shall not be precluded from implementing other uses of the bus Any modifications to the Auburndale commuter rail station route shall be made in accordance with the City's bus licensing process and in consultation with the Ward 4 Aldermen and the Board of the Auburndale Community Association, but will not require an amendment to this special permit.
31. That all utility lines from the street to the site shall be underground.
32. That the petitioner, its successors and assign, will make the atrium common space available on a non-exclusive basis during non-business hours to neighborhood groups for civic meetings without charge or an insurance/indemnification requirement. Scheduling will be handled by the on-site management personnel.
33. That as shown on a plan entitled "C3 Site Layout and Materials Plan", right turns into the site and left turns out of the site shall be permitted at the northern driveway. The center driveway shall be used only as an entrance. Only right turns out of the southernmost driveway shall be permitted.
34. That the petitioner, its successors and assigns, shall provide a private police detail to augment the traffic signal and to educate drivers in the morning and the evening peak hours unless the City Traffic Engineer determines that the police officer is no longer required. In making his determination the Traffic Engineer shall consider if the signal is providing sufficient guidance for motorists and if the traffic in the area of the site has normalized. The Traffic Engineer shall make his determination in consultation with the captain of the traffic bureau of the Police Department. If at a later date the Traffic Engineer, in consultation with the captain of the traffic bureau of the Police Department, determines that for public safety a police detail is needed, the private police detail shall

#194-99(2)

CITY OF NEWTON
IN BOARD OF ALDERMEN

August 9, 1999

ORDERED:

That the Board, finding that the public convenience and welfare will be substantially served by its action and that said action will be without substantial detriment to the public good, and without substantially derogating from the intent or purpose of the Zoning Ordinance, the following SPECIAL PERMITS and SITE PLAN APPROVAL are hereby granted, in accordance with the recommendation of the Land Use Committee and the reasons given by the Committee therefor, through its Chairman, Alderman Susan M. Basham:

1. The site is currently City-owned property, the sale of which was reviewed pursuant to the City of Newton's Re-Use Ordinance, Sec. 2-7. As part of the re-use process, the Joint Advisory Planning Group worked with the surrounding neighborhood to propose restrictions on the use of the site, maximum height limitations and creation of a buffer separating future uses on this site from adjoining properties. The Board finds that this Petition satisfies these restrictions which were proposed in the site's Re-Use Board Order # 83-96(3) authorizing sale of the site.
2. The Conservation Commission has reviewed and approved the Petition's site plan.
3. The Board finds that the specific site is an appropriate location for such use, structure for the following reasons:
 - a) The site has been used as an incinerator site for many years;
 - b) The office use is allowed as-of-right in a Business 2 district;
 - c) The site can accommodate a building of the size and height proposed.
4. The Board finds that the use as developed and operated will not adversely affect the neighborhood for the following reasons:
 - a) The proposed office building will be compatible with surrounding uses;
 - b) The provision of an accessory restaurant and/or coffee shop with more than 50 seats will provide additional amenities for the individuals using the proposed office building and minimize the generation of additional trips from the office building;
 - c) The petitioner will contribute towards the cost of traffic improvements at the Rumford Avenue and Lexington Street intersection to help mitigation traffic impacts arising from use of the site for an office building.
 - d) The drainage on the site shall meet the Massachusetts DEP Stormwater Guidelines dated November 18, 1996, rev. March 1997 and represents an improvement over the

combined flexible space.

Any modification or change in the terms of this Restrictive Covenant shall require the approval of Mayor and the Board of Aldermen by a 2/3rds vote of its membership. In the event that the Petitioner is required to record a Covenant of Restriction on the site pursuant to this condition, such covenant shall be reviewed and approved as to form by the Law Department prior to its recordation. The petitioner, its successors and assigns, shall re-record the Restrictive Covenant prior to the expiration of thirty (30) years from the date of the original recordation.

15. That the petitioner, its successors and assigns, shall make an annual contribution of at least \$2,500.00 to the City's Nexus bus service. The petitioner shall also make public transit information available to all tenants the building to encourage their employees to use public transportation.
16. That all utility lines from the street to the site shall be underground.
17. That the petitioner shall contribute \$4,800.00 toward the upgrade of the traffic signal at the intersection of Rumford Avenue and Lexington Street to enhance safe traffic flow.
18. That in the event the City of Newton does not retain a drain easement at the time of conveyance to the petitioner, then petitioner shall grant an easement to the City of Newton for the existing drain line at the edge of the property on Rumford Avenue at a location proved by the City Engineer.
19. That this special permit shall be deemed exercised upon the issuance of a building permit.
20. That no building permit shall be issued in pursuance of the SPECIAL PERMIT and SITE PLAN APPROVAL until:
 - a. A final landscape plan, consistent with Condition #1 of this special permit, including lighting and fixture design, indicating the location, number, size and type of landscaping and landscape materials to be installed shall be reviewed for consistency have been submitted to and approved by the Director of Planning and Development and statement of certifying such approval for consistency with the plans cited in Condition #1 shall have been filed with the City Clerk and the Department of Inspectional Services.
 - b. The City Engineer has reviewed and approved site grading and drainage, and the installation of sidewalk, if necessary and curbing improvements along the Rumford Avenue frontage and a statement by the City Engineer certifying such approval shall

#162-99

CITY OF NEWTON
IN BOARD OF ALDERMEN

(GO FISH)

June 21, 1999

ORDERED:

That the Board, finding that the public convenience and welfare will be substantially served by its action and that said action will be without substantial detriment to the public good, and without substantially derogating from the intent or purpose of the Zoning Ordinance, the following SPECIAL PERMIT/SITE PLAN APPROVAL is hereby granted, in accordance with the recommendation of the Land Use Committee and the reasons given by the Committee therefor, through its Chairman, Alderman Susan M. Basham:

1. The Board finds that the restaurant use is an appropriate use for the site because a restaurant already exists there.
2. The Board finds that the parking requirement is satisfied.
3. The Board finds that as part of his lease the petitioner shall direct employees to park in the rear of the building.
4. The Board finds that the petitioner shall make a voluntary contribution to the City's intra-village bus system (Nexus)

PETITION NUMBER: 162-99

PETITIONER: RPR Restaurant Group, Inc./Reva Goode, et. al.

LOCATION: 200 Boylston Street, Section 82, Block 2, Lot 15, containing approximately 136,906 sq. ft. of land.

OWNER: MSK Realty Trust

ADDRESS OF OWNER: 200 Boylston Street, Suite 306
Chestnut Hill, MA

TO BE USED FOR: A restaurant with more than 50 seats (175 seats) with an all alcoholic beverage license

CONSTRUCTION: Interior only

EXPLANATORY NOTE: Section 30-11(d)(9) allows the Board of Aldermen to grant a special permit for a restaurant with more than 50 seats which holds an all alcoholic beverage license

Land referred to is in a Business 1 District.

Approved, subject to the following conditions:

1. That all buildings, parking areas, driveways, walkways, landscaping and other site features shall be located and constructed consistent with plans entitled, "Plan of Land in Newton, Mass to accompany the petition of RPR Restaurant Group, Inc. 386 Commonwealth Road, Wayland, Mass." dated April 9, 1999 by Zachary Wesper, and a schematic floor plan by United Design Group dated 1/25/99 and revised 1/28/99, submitted by the petitioner and filed herewith.
2. That the petitioner, his successors and assigns, shall make an annual contribution of \$500 to a citywide transportation system to be paid initially upon the receipt of an occupancy permit and annually thereafter on the anniversary of the date of the special permit.
3. That no building permit shall be issued in pursuance of the SPECIAL PERMIT/SITE PLAN APPROVAL and SITE PLAN APPROVAL until:
 - a. The petitioner shall have recorded with the Registry of Deeds for the Southern District of Middlesex County a Certified copy of this Board Order granting this SPECIAL PERMIT/SITE PLAN APPROVAL with appropriate reference to the book and page of the recording of the Petitioner's title deed or notice of lease endorsed thereon.
 - b. A certified copy of such recorded notice shall have been filed with the City Clerk the Inspectional Services Department and the Department of Planning and Development.
 - c. That no portion of subject to this SPECIAL PERMIT/SITE PLAN APPROVAL shall be occupied until Condition #2 has been satisfied.

Under Suspension of Rules
Readings Waived and Approved
24 days 0 nays

The undersigned hereby certifies that the foregoing copy of the decision of the Board of Aldermen granting a SPECIAL PERMIT/SITE PLAN APPROVAL is a true accurate copy of said decision, the original of which having been filed with the CITY CLERK on 6/29/99. The undersigned further certifies that all statutory requirements for the issuance of such SPECIAL PERMIT/SITE PLAN APPROVAL have been complied with and that all plans referred to in the decision have been filed with the City Clerk.

CITY OF NEWTONIN BOARD OF ALDERMEN

July 18, 2000

ORDERED:

That the Board, finding that the public convenience and welfare will be substantially served by its action and that said action will be without substantial detriment to the public good, and without substantially derogating from the intent or purpose of the Zoning Ordinance, the following SPECIAL PERMIT and SITE PLAN APPROVAL are hereby granted, in accordance with the recommendation of the Land Use Committee and the reasons given by the Committee therefor, through its Chairman, Aldermen Susan M. Basham:

1. The Board finds that the redevelopment of this site in conjunction with the adjacent site at 358-364 Boylston Street will require that a contaminated property be remediated in accordance with State environmental standards to permit residential use.
2. The Board finds that the Project's water system and associated tie-in points have been designed to improve water flow, quality and pressure for the adjacent properties.
3. The Board finds that the Project's site design, with new sidewalks along Route 9 and a walkway through to Tanglewood Road provides for safe pedestrian access to and through the site.
4. The Board finds that the redevelopment of this site and the adjacent site together will rid the City of a blighted area.
5. The Board finds that the development of this site for the Project will result in a contribution to the affordable housing stock of the City.
6. The Board finds that the petitioner will make a number of off-site improvements, including funding an off-site sedimentation chamber which will improve off-site drainage, and that the Project's own drainage system has been designed to mitigate the Project's impact on drainage problems experienced by the surrounding area.
7. The Board finds that the petitioner has offered to provide back-flow preventers for the residents along Tanglewood Road.

gated or chained.

25. The Sites subject to Board Orders #514-99(2) and #515-99(2) may be combined into a single parcel without amendment to this special permit.
26. In the event that this Site subject to Board Order #514-99(2) is not combined with the adjacent site subject to Board Order #515-99(2), the entrance and exit driveways serving both Sites may be partially located on the adjacent site as shown on the plans cited in Condition #1 above.
27. No garage area shall be used in any manner which prevents the use of such garage for its intended purpose, *i.e.*, the parking of a car or cars.
28. The petitioner shall execute a Traffic Mitigation Fund Agreement with the city and contribute \$25,000.00 to be used toward the cost of traffic improvements which involve physical changes and improvements, studies, or transportation programs which do not involve physical changes or improvements such as the Nexus Bus or its successor. The Traffic Mitigation Fund Agreement and payment amount established pursuant to this condition shall be the same as established pursuant to condition # 30 of Board Order of #515-99(2). Such improvements, studies or programs shall be selected by the City for the purpose of mitigating potential impacts of the project or improving traffic safety and flow in the Boylston Street/Langley-Jackson Road/Florence Street area. The City shall construct each traffic improvement or safety program that is undertaken by the City with the Traffic Mitigation Fund or by a contractor engaged by the City, not the petitioner; but in no event shall said funds be used toward traffic improvements which Petitioner has agreed to undertake at Petitioner's cost in this Board Order and in Board Order # 515-99(2). Petitioner's payment shall be made at the time of the issuance of a Building Permit and shall be refunded to the Petitioner if not used within 5 years from the date of issuance of a certificate of occupancy of any building constructed pursuant to this special permit.
29. In the event of a conflict between the plans and the terms and provisions of this Board Order, the terms and provisions of the Board Order shall govern.
30. The following actions must occur in order for the special permit/site plan approval for the Site subject to Board Order #514-99(2) to be considered exercised:
 - a) The petitioner has executed the escrow Agreement, paid the full amount due to the escrow fund, and executed and recorded the required Declaration of Restriction, in accordance with Condition #2 above.
 - b) The petitioner shall have applied for and been granted approval for a building permit of the Project authorized pursuant to this Board Order #514-99(2).

CITY OF NEWTONIN BOARD OF ALDERMEN

July 18, 2000

ORDERED:

That the Board, finding that the public convenience and welfare will be substantially served by its action and that said action will be without substantial detriment to the public good, and without substantially derogating from the intent or purpose of the Zoning Ordinance, hereby grants the following SPECIAL PERMIT/SITE PLAN APPROVAL and SPECIAL PERMIT TO ALTER A NONCONFORMING STRUCTURE, in accordance with the recommendation of the Land Use Committee and the reasons given by the Committee therefor, through its Chairman, Alderman Susan M. Basham:

1. The Board finds that the redevelopment of this site in conjunction with the adjacent site at 340-342 Boylston Street will require that a contaminated property be remediated in accordance with State environmental standards to permit residential use, and that such remediation will also eliminate the source of groundwater contamination effecting the adjacent site at 340-342 Boylston Street.
2. The Board finds that the Project's water system and associated tie-in points have been designed to improve water flow, quality and pressure for the adjacent properties.
3. The Board finds that the Project's site design, with new sidewalks along Route 9 and a walkway through to Tanglewood Road provides for safe pedestrian access to and through the site.
4. The Board finds that the redevelopment of this site and the adjacent site together will rid the City of a blighted area.
5. The Board finds that the proposed redevelopment of the former gasoline service station is not substantially more detrimental to the neighborhood than the existing nonconforming structure because the structure will be substantially restored to its former appearance, and the adaptive re-use of the former gasoline service station for residential common space for the residents of the Project and local area groups will allow for preservation of a historically significant structure.

Order #514-99(2) or the Site subject to Board Order #515-99(2). The petitioner shall also submit the final design for such access to the City Engineer and City Traffic Engineer for review and to obtain approval prior to the issuance of any building permit for either the Site subject to Board Order #514-99(2) or the Site subject to Board Order #515-99(2).

b) Construction of the entrance and exit shall be completed to the binder pavement stage on the Sites subject to Board Order #515-99(2) and Board Order #514-99(2) and the temporary construction access shall be removed prior to the issuance of any occupancy permits for the Site subject to Board Order #514-99(2).

26. Emergency/Pedestrian Access at Tanglewood Road: Final design for emergency access-only between this Site and the existing street stub at Tanglewood Road shall be submitted for review and approval to the City Traffic Engineer, Director of Planning and Development, and Fire Chief prior to the issuance of any building permits. Access from Tanglewood Road to the Site subject to Board Order #514-99(2) shall be designed to accommodate pedestrian passage, provided, however, that vehicular access shall be permitted for emergency vehicles only and such access shall be gated or chained.

27. The Sites subject to Board Orders #514-99(2) and #515-99(2) may be combined into a single parcel without amendment to this Special Permit.

28. In the event that the Site subject to Board Order #515-99(2) is not combined with the adjacent site subject to Board Order #514-99(2), the entrance and exit driveways serving both Sites may be partially located on the adjacent site as shown on the plans cited in Condition #1 above.

29. No garage area shall be used in any manner which prevents the use of such garage for its intended purpose, *i.e.*, the parking of a car or cars.

30. The petitioner shall execute a Traffic Mitigation Fund Agreement with the city and contribute \$25,000.00 to be used toward the cost of traffic improvements which involve physical changes and improvements, studies, or transportation programs which do not involve physical changes or improvements such as the ~~Nextis Bus or its successor~~. The Traffic Mitigation Fund Agreement and payment amount established pursuant to this condition shall be the same as established pursuant to condition # 28 of Board Order #514-99(2). Such improvements, studies or programs shall be selected by the City for the purpose of mitigating potential impacts of the project or improving traffic safety and flow in the Boylston Street/Langlely-Jackson Road/Florence Street area. The City shall construct each traffic improvement or safety program that is undertaken by the City with the Traffic Mitigation Fund or by a contractor engaged by the City, not the petitioner; but in no event shall said funds be used toward traffic improvements which Petitioner has agreed to undertake at Petitioner's cost in this Board Order and in Board Order # 514 -99(2). Petitioner's payment shall be made at the time of the issuance of a Building Permit and shall



RECOMMENDED PRACTICE

Recommended Budget Practice on the Establishment of Strategic Plans (2005) (BUDGET)[1]

Background. Strategic planning is a comprehensive and systematic management tool designed to help organizations assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organization's mission and achieve consensus on strategies and objectives for achieving that mission. Strategic planning is about influencing the future rather than simply preparing or adapting to it. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future. While it is important to balance the vision of community with available resources, the resources available should not inhibit the vision. The organization's objectives for a strategic plan will help determine how the resources available can be tied to the future goals. An important complement to the strategic planning process is the preparation of a long-term financial plan, prepared concurrently with the strategic plan. A government should have a financial planning process that assesses the long-term financial implications of current and proposed policies, programs, and assumptions. A financial plan illustrates the likely financial outcomes of particular courses of actions.

Strategic planning for public organizations is based on the premise that leaders must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy their constituents in the years ahead. Effective strategies are needed to cope with changed and changing circumstances, and leaders need to develop a coherent and defensible context for their decisions. National Advisory Committee on State and Local Budgeting (NACSLB) Recommended Practices provide a framework for financial management, which includes strategic planning.

Recommendation. The Government Finance Officers Association (GFOA) recommends that all governmental entities use some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals. While there is not a single best approach to strategic planning, a sound strategic planning process will include the following key steps:

- (1) *Initiate the Strategic Planning Process.* It is essential that the strategic plan be initiated and conducted under the authorization of the organization's chief executive (CEO), either appointed or elected. Inclusion of other stakeholders is critical, but a strategic plan that is not supported by the CEO has little chance of influencing an organization's future.
- (2) *Prepare a Mission Statement.* The mission statement should be a broad but clear statement of purpose for the entire organization. One of the critical uses of a mission statement is to help an organization decide what it should do and, importantly, what it should not be doing. The organization's goals, strategies, programs and activities should logically cascade from the mission statement.
- (3) *Assess Environmental Factors.* A thorough analysis of the government's internal and external environment sets the stage for an effective strategic plan. A frequently used methodology for conducting an environmental assessment is a "SWOT" (Strengths, Weaknesses, Opportunities, Threats) analysis. Strengths and weaknesses relate to the internal environment, while analysis of opportunities and threats focuses on the environment external to the organization.

Local, regional, national, and global factors affecting the community should be analyzed, including (a) economic and financial factors, (b) demographic trends, (c) legal or regulatory issues, (d) social and cultural trends, (e) physical (e.g., community development), (f) intergovernmental issues, and (g) technological change.

Also, a government should develop mechanisms to identify stakeholder concerns, needs, and priorities. Among the mechanisms that might be employed to gather such information are (a) public hearings, (b) surveys, (c) meetings of community leaders and citizens interest groups, (d) meetings with government employees, and (e) workshops for government administrative staffs and the legislative body.

(4) Identify Critical Issues. Once the environmental analysis has been completed, the next step is to use the resulting information to identify the most critical issues. Issue recognition should reflect stakeholder concerns, needs, and priorities as well as environmental factors affecting the community.

(5) Agree on a Small Number of Broad Goals. These written goals should address the most critical issues facing the community. It may be necessary to define priorities among goals to improve their usefulness in allocating resources.

(6) Develop Strategies to Achieve Broad Goals. Strategies relate to ways that the environment can be influenced (internal or external) to meet broad goals. A single strategy may relate to the achievement of more than one goal. There should be a relatively small number of specific strategies developed to help choose among services and activities to be emphasized. Use of flowcharts or strategy mapping is encouraged in the design of strategies. To optimize the success of these strategies, opportunities should be provided for input from those who will be affected.

(7) Create an Action Plan. The action plan describes how strategies will be implemented and includes activities and services to be performed, associated costs, designation of responsibilities, priority order, and time frame involved for the organization to reach its strategic goals. There are various long-range planning mechanisms available to enable organizations to clarify their vision and strategy and translate them into action.

(8) Develop Measurable Objectives. Objectives are specific, measurable results to be achieved. Objectives and their timelines are guidelines, not rules set in stone. Objectives should be expressed as quantities, or at least as verifiable statements, and ideally would include timeframes.

(9) Incorporate Performance Measures. Performance measures provide an important link between the goals, strategies, actions and objectives stated in the strategic plan and the programs and activities funded in the budget. Performance measures provide information on whether goals and objectives are being met.

(10) Obtain Approval of the Plan. Policymakers should formally approve the strategic plan so it can provide the context for policy decisions and budget decisions.

(11) Implement the Plan. Organization stakeholders should work together to implement the plan. Moreover, the strategic plan should drive the operating budget, the capital plan, and the government's other financial planning efforts

(12) Monitor Progress. Progress toward planned goals should be monitored at regular intervals. Organizations should develop a systematic review process to evaluate the extent to which strategic goals have been met.

(13) *Reassess the Strategic Plan.* Many external factors, such as the national or regional economy, demographic changes, statutory changes, legislation, mandates, and climate/environmental changes, may affect the environment and thus achievement of stated goals. To the extent that external events have long-range impacts, goals, strategies and actions may need to be adjusted to reflect these changes. New information about stakeholder needs or results may also require changes to the plan. It is desirable to minimize the number of adjustments to longer-term goals in order to maintain credibility. However, governments should conduct interim reviews every one to three years, and more comprehensive strategic planning processes every five to ten years, depending on how quickly conditions change. Performance measure results need to be reviewed more frequently than the strategic plan.

[1] Key elements of this recommended practice are drawn from *Recommended Budget Practices: A Framework for Improved State and Local Governmental Budgeting* of the National Advisory Council on State and Local Budgeting and from GFOA's recommended practice on "Performance Measurement: Using Performance Measurement for Decision Making – Updated Performance Measures"

Approved by the GFOA Executive Board, March 2005

Memorandum

To: Ald. Hess-Mahan and Johnson
 From: David Olson
 Re: Cities and Towns with Long Range Financial Planning or Forecasting
 Included in their Charter or Ordinances.
 Date: April 3, 2006

I have conducted a review of 51 Massachusetts Cities and Towns that have their Charters on-line. A Quick search of these documents for the terms Financial Plan, Financial Forecast, and Long-Range Plan has revealed that 46 of the 51 Cities and Towns do not include these terms in their charters or ordinances. Five Cities and Towns specifically mention it. The relevant pages from their charters and ordinances are attached.

Towns without Financial Forecasting/Planning in their charters:

Abington	Falmouth	Needham
Agawam	Fitchburg	Newburyport
Andover	Franklin	Orange
Ashland	Gloucester	Orleans
Barre	Groton	Peabody
Belchertown	Harvard	Pittsfield
Belmont	Holyoke	Plymouth
Blackstone	Hopedale	Quincy
Boston	Lexington	Revere
Brookline	Littleton	Taunton
Cambridge	Lynn	Waltham
Chicopee	Marblehead	Wayland
Deerfield	Medford	Westfield
Dennis	Melrose	Yarmouth
Dover	Melrose	
Fall River	Nantucket	

Towns with Financial Forecasting/Planning in their charters:

Barnstable
 Chelmsford
 Somerville
 Salem
 Maynard

fiscal year, the town council shall by resolution adopt the capital improvement plan with or without amendment, provided that each amendment must be voted separately and that any increase in the capital improvement plan as submitted must clearly identify the method of financing proposed to accomplish this increase.

Section 6-6 Long Term Financial Forecast

The town manager shall annually prepare a ten year financial forecast of town revenue, expenditures and the general financial condition of the town. The forecast shall include, but not be limited to, an identification of factors which will impact on the financial condition of the town, revenue and expenditure trends; potential sources of new or expanded revenues and any long or short term actions which may be taken that will enhance the financial condition of the town. The forecast shall be submitted to the town council and shall be available to the public for inspection.

Section 6-7 Annual Audit

The town council shall provide for an annual audit of the books and accounts of the town to be made by a certified public accountant, or firm of accountants, who have no personal interest, direct or indirect, in fiscal affairs of the town government or any of its offices.

Section 6-8 Financial Management Standards

The town council may by ordinance establish reasonable standards relating to the management of financial systems and practices. Any standards adopted shall conform to modern concepts of financial management.

PART VII

Nominations and Elections

Section 7-1 Town Elections; General and Preliminary

The regular town election shall be held on the first Tuesday following the first Monday in November of each odd-numbered year.

On the seventh Tuesday preceding every regular town election, there shall be held a preliminary election for the purpose of nominating candidates.

(Amended by Town Council item #93-106; Amendment passed by Act of Legislature August 6, 1993).

Section 7-2 Preliminary Elections

(a) Signature Requirements

The number of signatures of voters required to place the name of a candidate on the official ballot to be used at a preliminary election shall be as follows: For an office which is to be filled by vote of the whole town, not less than one hundred and fifty. For an office which is elected by the voters in a precinct, not less than twenty-five signatures from said precinct.

(b) Ballot Position

The order in which names of candidates appear on the ballot for each office shall be determined by a drawing by lot conducted by the town clerk in the presence of such candidates or their representatives as may choose to attend such drawings.

(c) Determination of Candidates for Election

The two persons receiving at a preliminary election the highest number of votes for nomination for an office shall be the sole candidates for that office whose names may be printed on the official ballot to be used at the regular election at which such office is to be filled, and no acceptance of a nomination at a preliminary election shall be necessary to its validity.

If two or more persons are to be elected to the same office at such regular election, the several persons in number equal to twice the number to be so elected receiving at such preliminary election the highest number of votes for nomination for that office shall be the sole candidates for that office whose names may be printed on the official ballot.

If the preliminary election results in a tie vote among candidates for nomination receiving the lowest number of votes, which but for said tie vote would entitle a person receiving the same to have the person's name printed upon the official ballot for the election, all candidates participating in said tie vote shall have their names printed upon the official ballot, although in consequence thereof, there be printed on such ballots the names of candidates exceeding twice the number to be elected.

(d) Nomination of Candidates; Conditions Making Preliminary Election Unnecessary

If at the expiration of the time for filing petitions of candidates to be voted for at any preliminary election, not more than twice as many

§ 6-4

CHARTER

§ 7-1

Section 6-4. Capital Improvement Program and Long Term Financial Plan.

The town manager shall, in conjunction with the capital planning committee, submit a capital improvement program to the board of selectmen and finance committee at the date fixed by bylaw for the submission of the proposed operating budget unless some other time is provided by bylaw.

Annually the board of selectmen, in conjunction with the town manager, shall prepare a five year financial forecast of town revenue, expenditures and the general financial condition of the town. The plan shall be submitted to the finance committee and shall be available to the public.

Section 6-5. Approval of Warrants.

Warrants for payments of town funds prepared by the Town Accountant shall be submitted to the Town Manager for approval.

Section 6-6. Management of Town Funds.

The treasurer shall be responsible for the management of all town funds.

Section 6-7. Annual Audit.

The board of selectmen shall provide for an annual audit of the books and accounts of the town to be made by a certified public accountant, or firm of accountants, who have no personal interest, direct or indirect, in fiscal affairs of the town government or any of its offices.

**Part VII
General Provisions****Section 7-1. Charter Revision or Amendment.**

The charter may be replaced or a new charter adopted by the election of a charter commission pursuant to Article LXXXIX(89) of the Amendments to the Constitution of the Commonwealth and any laws of the commonwealth enacted to implement said constitutional amendment.

The charter may be amended in accordance with any procedure made available by Article LXXXIX(89) of the Amendments to the Constitution of the Commonwealth and any laws of the commonwealth enacted to implement said constitutional amendment. Said constitutional amendment requires a two-thirds vote of the legislative body of the town to propose a charter amendment and a subsequent ballot vote at a town election.

The charter may be revised or amended through the enactment of special laws by the general court on petition filed or approved by the voters of the town or the representative town meeting in accordance with Article LXXXIX(89) of the Constitution of the Commonwealth.

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Town of Maynard Charter

ARTICLE 6

FINANCE AND FISCAL PROCEDURES

Article 6

This article establishes the clear-cut procedures governing the development of a budget and its adoption. The existing finance committee retains its long existing central role for review of all financial matters before the town meeting. The provisions of this article extend significantly beyond existing procedures to clearly define the relationships among the finance committee, town administrator, the board of selectmen, the school committee, and the town meeting. It provides a charter basis for the requirement that all town officials prepare and furnish to the finance committee all necessary budget information in time for full public review prior to budget action by the town meeting.

SECTION 6-1: FISCAL YEAR

The fiscal year of the Town of Maynard shall begin on the first day of July and shall end on the last day of June, unless another period is required by general law.

SECTION 6-2: FINANCE COMMITTEE

A finance committee shall be established with Article 2, section 2-3 of this charter.

SECTION 6-3: FINANCIAL PLAN

The town administrator shall develop and annually revise a long range general financial plan for the town by October 1st of each year or any other time fixed by by-law. The plan shall project anticipated revenues from all sources, provide projections related to the town's future debt obligations, and identify anticipated municipal problems likely to require major expenditures in the future.

The financial plan shall be reviewed by the board of selectmen and finance committee and be adopted by the board of selectmen with or without amendment.

SECTION 6-4: SUBMISSION OF BUDGETS AND BUDGET MESSAGE

(a) Estimated Revenues - On or before the first day of October of each year or any other time fixed by by-law, the town administrator shall request and receive from all town agencies, officers and multiple member bodies the estimated revenues for the next fiscal year. Upon receipt of any additional specific data provided by the Commonwealth or from any other source, such estimates shall be revised, updated and submitted forthwith to the town administrator.

(b) Policy Statement - On or before the first day of November of each year, or any other time fixed by by-law, the board of selectmen, after consultation with the town administrator and the finance committee, shall issue a policy statement relating to the budget for the next fiscal year. The statement shall establish the outer limits and guidelines of possible budget growth for the town to be used by the various town agencies, officers and committees in the preparation of operating budgets for the ensuing fiscal year.

(c) Budget Requests - Every town agency, officer, and committee charged with the expenditure of town money shall submit its budget requests for the ensuing fiscal year to the town administrator by the first day of December of each year or any other time fixed by by-law. Such budget requests shall include commentary regarding any changes from the amounts appropriated for the current year for the same purposes and any additional work projects that will require additional expenditures.

(d) Submission of Comprehensive Budget - On or before the first day of January of each year, or any other time fixed by by-law, the town administrator shall submit to the board of selectmen a comprehensive budget for all town functions for the ensuing fiscal year and an accompanying budget message.

The budget message shall explain the budget both in fiscal terms and in terms of what specific projects are contemplated in the year ahead. It shall: (1) outline the proposed

(Code 1973, § 2-143)

Sec. 2-146. City annual report.

The mayor shall cause to be published an annual report of the city, commencing with the calendar year 2000. Said report shall be a comprehensive review of all city functions, receipts, and expenditures. Said report shall be published no later than May 1st of each preceding year and shall be available in print and on the city's web site.

(Ord. of 12-16-99, § 1)

Sec. 2-147. Long term financial forecast.

The mayor shall annually prepare a long term (five-year) financial forecast of city revenue, expenditures, and the general financial condition of the city. The forecast shall include, but not be limited to: any identification of factors which will impact on the financial condition of the city; revenue and expenditure trends; potential sources of new or expanded revenues; and any long or short term actions that may be taken to enhance the financial condition of the city.

The forecast shall be submitted to the city council prior to May 31, 2000, and for each year thereafter, said forecast shall be submitted to the city council prior to February 28.

(Ord. of 4-13-2000, § 1)

Secs. 2-148--2-270. Reserved.

operations within the department, including the assessing, auditing, treasury, collection and purchasing functions. Said director shall exercise the responsibilities of the position in accordance with policies adopted by the mayor and accordance with all laws, ordinances, rules and regulations and in accordance with generally accepted governmental financial practices. Said director shall be cognizant of the statutory responsibilities and practices of all of the officers within said department and shall consult with such officers to ensure that these duties and responsibilities are properly exercised and discharged. Said director shall make recommendations to the mayor concerning the appointment of the auditor, chief assessor, purchasing agent and treasurer/collector.

(Ord. No. 2000-1, 3-23-2000)

Sec. 2-427. Finance director additional duties.

In addition to supervising and directing the effective functioning of the divisions of assessing, auditing, treasury/collecting and purchasing, the director shall have the following specific powers and duties:

- (1) To compile and submit an annual operating budget and an annual capital budget to the mayor. The director shall receive all requests made for the expenditure of city funds from every city agency and shall assemble all such requests into a form deemed to be best suited to show a complete financial plan for all city funds and activities for the ensuing fiscal year.
- (2) The finance director shall, no later than 120 days following the first organizational meeting of the city, submit to the mayor and the board of aldermen, a five-year capital improvements program.
- (3) The finance director shall, no later than 60 days following the first organizational meeting of the city, submit to the mayor and the board of aldermen, a five-year financial forecast of the city's revenue, expenditures and debt.
- (4) To set policies and procedures for the collection of all revenues due and owing to the city.
- (5) To disburse, as city government operations may require, all funds and sign all checks pursuant to warrants signed by the mayor and city auditor, to insure the efficient operation of government.
- (6) To communicate financial matters affecting city government to the mayor and to the board of aldermen on a monthly basis.
- (7) To coordinate and act as the city's chief contact with the state department of revenue pertaining to all financial matters.
- (8) To coordinate and manage all financial information received from the board of assessors to forecast future financial growth and anticipated revenues, and advise the mayor and board of aldermen accordingly.
- (9) To create and implement written policies and procedures, and be responsible for the collection and deposit of all monies received by various city agencies.
- (10) To maintain the fullest cooperation with the board of aldermen, through its finance committee, and to furnish information to said finance committee within 14 working days of its written request or such other period of time as mutually agreed upon.

(Ord. No. 2000-1, 3-23-2000; Ord. No. 2002-5, §§ 1, 2, 6-13-2002)



Global Credit Research

New Issue

30 MAY 2007

Save as PDF **New Issue: [Newton \(City of\) MA](#)****MOODY'S ASSIGNS MIG 1 RATING TO CITY OF NEWTON'S (MA) \$2.3 MILLION GENERAL OBLIGATION BOND ANTICIPATION NOTES****AFFIRMATION OF Aaa RATING AFFECTS \$47.6 MILLION OF OUTSTANDING LONG-TERM DEBT**Municipality
MA**Moody's Rating**

ISSUE	RATING
Bond Anticipation Notes	MIG 1
Sale Amount \$2,300,000	
Expected Sale Date 06/01/07	
Rating Description Bond Anticipation Notes	

Opinion

NEW YORK, May 30, 2007 -- Moody's Investors Service has assigned a MIG 1 rating to the City of Newton's \$2.3 million Bond Anticipation Notes (dated June 8, 2007 and payable November 15, 2007). Concurrently Moody's has affirmed the Aaa rating assigned to \$47.6 million of previously-rated long-term general obligation debt. The notes are secured by the city's general obligation, limited tax pledge as debt service has not been excluded from Proposition 2 ½. Proceeds of the sale will finance the acquisition of land for recreational purposes, and debt service is expected to be fully supported by Community Preservation Act (CPA) surtax revenues. The MIG 1 rating reflects the city's strong history of market access as well as its strong long-term credit profile. The Aaa rating incorporates the city's wealthy, diverse and growing tax base, a very favorable debt profile, and the city's historically sound financial position despite recent transfers from operating reserves to funds dedicated to future capital needs.

FAVORABLE HISTORY OF MARKET ACCESS

Moody's expects the city to continue to enjoy favorable access to capital markets given a history of competitive bids on previous borrowings. The city received eight bids on its most recent note sale dated February 15, 2006 and nine and six bids on its sales dated August 15, 2005 and February 25, 2005, respectively. All bids were received from major regional and national financial institutions. This history and the city's highest quality long-term credit characteristics indicate an ability to refund these notes, if necessary, at their November 2007 maturity date.

FINANCIAL STRENGTH IMPROVED; RESERVES EXPECTED TO GROW IN MEDIUM TERM

Favorable operations in fiscal 2006 produced a surplus of roughly \$6.5 million, increasing general fund balance to \$20.3 million or a satisfactory 7.4% of general fund revenues, well below the national median for Aaa-rated communities of 29.2% but in line with Massachusetts norms and the highest level attained by Newton since fiscal 2001. Conservative revenue estimates, coupled with particularly strong receipts from investment income and building permit fees, were largely responsible for the healthy surplus. Expenditures were generally in line with budget and the city transferred approximately \$1.8 million, primarily from state reimbursements and bond premiums, to increase the capital stabilization fund. Available reserves, including the unreserved general fund and capital stabilization fund, totaled \$24.4 million or 9% of general fund revenues—a notable improvement from the city's fiscal 2005 available reserve of \$17 million or 6.6% of revenues. The city established the capital stabilization fund in fiscal 2001 to accumulate funds for future debt service for school construction projects, and it is likely this fund's balance will continue to grow in the medium term until debt service requirements necessitate its use; current projections show growth through annual

operating fund transfers to approximately \$19 million in fiscal 2010 followed by a steady decline to zero in fiscal 2019. While the city has clearly earmarked the funds to support future capital needs, the fund remains legally available for any purpose and is an important cushion against future unexpected operational needs, particularly in light of the city's slim general fund reserve position. Moody's anticipates that the city's long-range financial planning initiative, anchored by a blue-ribbon panel including a diverse group of residents, will address Newton's long-term financial health, including the maintenance of appropriate levels of unrestricted reserves. Adherence to prudent long-range policies, a common management strategy of similarly-rated communities, will remain an important credit factor in the long term if accumulated stabilization funds are reduced to meet debt service obligations, as currently planned.

Operations in fiscal 2007 are reportedly positive, with moderate revenue surpluses and unspent appropriations replenishing much of the free cash appropriated to balance the budget. Management's overall approach to budgeting remains conservative, however departmental expenditure budgets are reportedly under more pressure and future unspent appropriations are likely to be reduced. After a transfer of approximately \$1.5 million from the general fund, which occurred in the first half of fiscal 2007, the capital stabilization fund balance is expected to approach \$11.5 million. Several labor contracts remain outstanding and the impact of retroactive settlement payments on the operating budget is uncertain at this time; anticipated settlements are expected to have a major impact on future operating budgets. The City has set aside reserves for contract settlements in fiscal 2007 and 2008.

The recently-adopted budget for fiscal 2008 includes moderate increases in the education and other departmental budgets to maintain the city's currently high level of service provision. Expenditure increases, excluding capital and enterprise budgets, approximate 3.4% over the adopted fiscal 2007 budget. Additional revenue to balance the budget is expected from property tax increases, as allowed within Proposition 2 ½ limits, and the appropriation of up to \$3.4 million of free cash, higher than previous years and presenting a challenge to the city's goal of replenishing available reserves. However, the amount of free cash appropriated could be significantly reduced if bills under consideration in the state legislature allowing additional local option room occupancy, meals and telecommunications taxes are enacted early in fiscal 2008. Property tax remains the primary source of general fund revenue, representing approximately 74% in fiscal 2006.

The availability of (CPA) funds, levied on all taxable property at an additional 1% and historically matched 100% by the commonwealth, has somewhat relieved pressure on the general fund for historical preservation, open space conservation and affordable housing projects. Over \$14 million has been collected to support city projects and the fund is projected to have a balance of \$6.5 million at fiscal 2007 year-end, with approximately \$2.1 million unreserved and available for future projects. Newton also maintains healthy and well-managed enterprises for a golf course and water and sewer systems; although revenue growth is somewhat limited as water consumption patterns continue to decline, operations and associated debt service have historically been self-supporting due primarily to timely rate increases.

SIZEABLE AND WEALTHY TAX BASE CONTINUES EXPANSION

Newton's tax base has grown to an impressive \$21.6 billion, the third largest in the commonwealth behind \$86 billion Boston (rated Aa1/stable outlook) and \$24 billion Cambridge (rated Aaa), reflecting strong regional market appreciation trends as well as considerable redevelopment. The city benefits from its prime location seven miles west of Boston, featuring favorable access to public transportation and major regional roadways. Wealth and income levels, as indicated by the city's very strong \$259,802 equalized value per capita and \$45,708 per capita income, exceed commonwealth and national medians, and the city's average single-family home is valued at a robust \$818,978 in fiscal 2007. Newton's mature tax base, with a 91.7% residential component in fiscal 2007, has several new residential and commercial developments underway that are expected to contribute to healthy new growth through at least the medium term. Notably, the Avalon Bay residential development adjacent to state Route 9 is expected to appear on tax rolls in fiscal 2008, potentially increasing the tax levy up to \$2 million. Building permit values totaled nearly \$215 million in 2006, exceeding the five-year average of \$194 million; management reports that year-to-date building permit activity for 2007 is again likely to exceed the five-year average.

LOW DIRECT DEBT BURDEN ALLOWS CAPACITY FOR FUTURE PROJECTS

Moody's anticipates that the city's low direct debt burden of 0.2% of equalized value will remain affordable given above-average amortization of principal (75.8% in 10 years), significant but manageable future borrowing plans, self-supporting water and sewer debt and continued tax base growth. The city's overall debt burden rises to a more moderate 1.4% when incorporating the considerable overlapping debt of regional transportation, water and wastewater systems. Newton is developing a comprehensive inventory of city and school capital needs in conjunction with a long-range financial planning initiative. The city's largest project is the \$141 million renovation construction of a new Newton North High School. City voters recently approved, by a comfortable margin, the project's site plan as required by the city charter. Newton expects to receive a

state construction grant for approximately \$46 million, and aldermanic authorization for the expected share of up to \$94 million is anticipated in February; the state is expected to provide low-interest financing for up to \$15 million of the city's share of the project. Construction is slated to begin as early as the summer of 2007, with completion anticipated in September 2010. Despite plans to continue to issue up to \$3.5 million in bonded debt annually for routine capital needs Moody's anticipates that Newton's debt profile will remain favorable as the city plans to structure its future debt to comply with the city's policy to hold combined capital appropriations, including debt service and appropriations to the capital stabilization fund, at three percent or less of operating expenditures.

KEY STATISTICS

2005 estimated Population: 83,158

2007 Equalized Valuation: \$21.6 billion

2007 Equalized Value per capita: \$259,802

Average Annual Growth Equalized Value (2001-2007): 10.2%

Overall Net Debt burden: 1.4% of Equalized Value

Direct Debt burden: 0.2% of Equalized Value

Amortization of Principal (10 years): 75.8% (100% in 20 years)

Fiscal 2006 General Fund balance: \$20.3 million (7.4% of General Fund revenues)

Fiscal 2006 Available Reserves: \$24.5 million (9% of General Fund revenues)

1999 Median Family Income: \$105,289 (171% of the commonwealth, 210% of US)

1999 Per Capita Income: \$45,708 (176% of the commonwealth, 212% of US)

Long-Term G.O. Debt Outstanding: \$47.6 million

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The City of Saco, ME

A Report to Our Citizens

Table of Contents

- 1 Strategic Objectives and Demographics
- 2 Notable Accomplishments
- 3 Revenues and Expenses for City Operations
- 4 Challenges Moving Forward/Future Issues

City Government

The City operates under the mayor-council-city administrator form of government. Policy making and legislative authority are vested in the seven member City Council, which is elected on a non-partisan basis. The mayor and seven council members are elected to two-year terms from seven districts (wards). The City Council is responsible, among other things, for:

- passing ordinances
- adopting the budget
- confirming mayoral nominations of committees and the City Administrator

The City Administrator is responsible for:

- carrying out the policies and ordinances of the City Council
- overseeing the day-to-day operations of the City
- appointing the heads of City departments, some with City Council confirmation

The City of Saco is a full service provider, with services that include:

- police and fire protection
- waste water collection and treatment
- snow removal and road maintenance
- parks and recreation
- code enforcement and building inspection

Each department is responsible for providing services to the citizens within the Saco community. Services may be extended beyond city limits through mutual aid agreements. Eleven departments (including the School Department) operate within the city, with a mixture of appointed and elected officials as department heads.

Vision Statement

Our vision is a high quality of life for Saco Citizens:

- **Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future.**
- **The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication and ingenuity.**

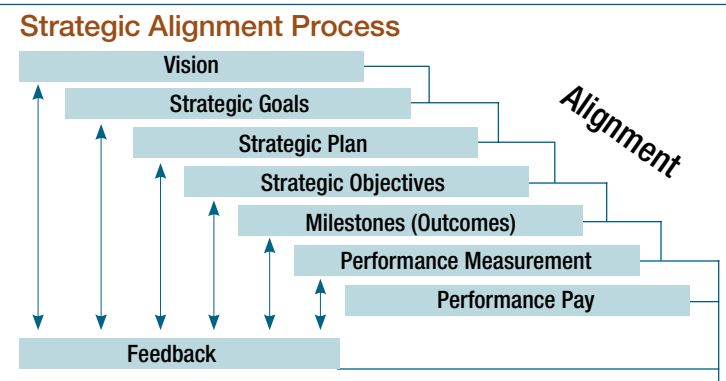
City Organization and Information

The City of Saco employs 166 people full time (excluding education). Property taxes generate \$24.6 million, plus state aid and other funds total to approximately \$44 million in revenues (2007 budget). Of those dollars, 32.88% (30.13% in 2006) or just over \$14 million are dedicated to city services, for a per capita cost of \$805.99 (\$738.42 in 2006).

Another way to consider this impact is that the average home in Saco with a value of \$230,000 in 2007 and 2006 paid total property taxes in fiscal year 2007 of \$2,928 (\$2,981 in 2006). Of this total, \$962.76 (32.88%) was to pay for city services. This per median home contribution to fund city services breaks down as follows:”

	\$ Expenses	
	2007	2006
Assessing	15.20	14.76
City Clerk/General Assistance	16.36	15.80
Fire	184.69	176.27
Finance	32.18	33.01
Public Works	332.07	304.50
Code Enforcement	21.13	20.31
Police	252.10	236.99
Human Resources	19.01	18.48
Planning & Economic Development	22.48	21.75
Parks & Recreation	67.54	56.10
	962.76	897.97
Total Property Taxes (\$230,000 home)	2,928.00	2,981.00
Percentage Dedicated to Fund City Services	32.88%	30.13%

The City’s strategic plan and alignment process provides direction for the management of the City and aligns departmental objectives with the nine major strategic goal areas.



Strategic Goals

Strategic goals are general statements of purpose that pertain to how the City achieves its mission and vision. The strategic goal generally addresses end results rather than specific actions. A goal provides a framework and direction for city departments to align their objectives and plans to achieve their goals.

- Downtown Revitalization
- Infrastructure and Capital Development & Maintenance
- Growth Management
- Meeting New Environmental Regulation Challenges
- Technological Innovation & Implementation
- Human Resource Investment
- Leisure Services Investment
- Meeting the Financial Needs for City Services
- Public Safety



▲ Main Street, Saco, Maine



How We Have Progressed

Progress in Fiscal Year 2007

245-06



▲ Main Street, Saco, Maine
Image courtesy of <http://www.sacomaine.org>

City Service Statistics

Fire/Ambulance Protection

	2007	2006
Fire calls answered	685	527
Ambulance calls answered	2152	1,846
Inspections done	348	311

Police Protection

Police call volume	25,221	25,644
Police traffic stops	5,636	6,681
Police traffic summons	1,258	1,942
Police warnings issued	3,998	4,548
Police traffic related arrests	176	273
Police non-traffic arrests & summons	559	952
Police issued parking tickets	509	913

Sewerage System

Miles of sanitary & storm sewers	513	513
Pump stations	29	29
Daily average treatment	2.29 million gallons	2.52 million gallons

Building Inspection

Building permits issued	504	598
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Public Works

Number of roads maintained	384	384
Land miles of roads maintained	260	257
Acres of public area maintained	384	379

Significant Accomplishments: Fiscal Year 2006-2007

- The City completed a contract zone approval for Park North of \$118 million for a mixed use development. 🏠
- The City purchased approximately 135 acres with open space bond proceeds approved by the voters a few years ago. 🏠
- The City completed the Park North Tax Incremental Financing District (TIF) providing the funding mechanism to run approximately \$8 million of sewer up Route One towards Scarborough. 🏠 🏠
- The Parks & Recreation Department completed 2 ball fields at the old landfill site which was included within the city's landfill reuse plan. 🏠
- The City settled a long term lawsuit with the Maine Energy Recovery Company receiving revenues of just under \$1.1 million after paying attorney's fees. 🏠 🍎
- The City completed its third Performance Measurement Report and received its third National Award for Excellence from the Association of Governmental Accountants (AGA). 🏠
- The City installed its first windmill at the Waste Water Treatment Plant. 🍎 🏠
- The City's Waste Water Treatment Plant was recognized as the most energy efficient treatment plant in the country for our size. 🍎 🏠
- The City survived the massive damage from the Patriot's Day storm and launched a very successful city-wide effort to restore infrastructure of the community and that of residents. 🏠 🏠
- The City received the Certificate of Achievement for Excellence in Financial Reporting for the sixth time, awarded by the Governmental Finance Officer's Association for their fiscal year 2006 Comprehensive Annual Financial Statement. 🏠
- The City received the Distinguished Budget Presentation Award for the fifth time, awarded by the Governmental Finance Officer's Association for their fiscal year 2007 budget. 🏠
- The City began offering citizens the ability to register ATV's, boats and snowmobiles on-line as well as obtain their hunting and fishing licenses. 🏠

Performance Measurement Findings

Findings this year on the governmental performance of the City of Saco still offer good news for the city organization and the greater community, both in terms of recognition of successes and insights into areas for improvement. Highlights from the city departments' own performance assessments that follow include:

- The City's Distinguished Budget Presentation completed on time and recognized with a national award. 🏠
- Continuing road work with 87% of all roads achieving satisfactory ratings despite major funding issues. 🏠
- Average response time of 1.7 hours to complaints of City Code violations. 🏠
- Program offerings by Parks & Recreation increased and become more self-funding. 🏠
- One major plan completed by the Planning & Development Department. 🏠
- Average wait time to vote at the polls of under two minutes. 🏠
- Emergency services response times of under 5 minutes in 63.2% of incidents despite an increase in call volume of approx. 20%. 🏠
- Average police response times of 4.6 minutes to domestic disturbance issues despite an increase in call volume of approx. 40%. 🏠
- Stable sewer user fees for 2007. 🏠
- Minimal inquiries in assessing about valuations despite continued increases. 🏠
- Human resources reporting eight years of minimal reportable injuries. 🏠



▲ City Hall, Maine
Image courtesy of <http://www.sacomaine.org>



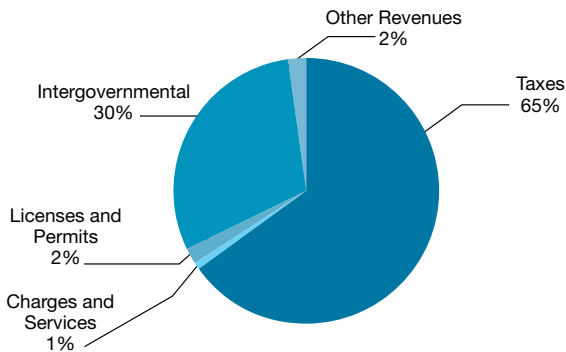
The City's Budget

Revenues and Expenses

245-06

Primary Government Sources of Revenue

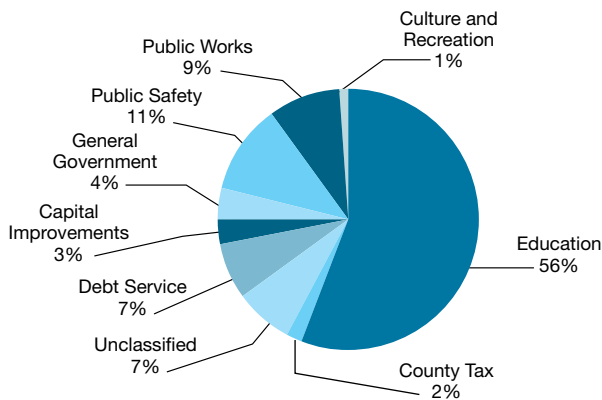
2007 Revenues by source



Revenues by Source	2007	2006	2005
Taxes	27,696,860	26,196,118	26,703,395
Licenses and Permits	721,514	767,988	828,806
Intergovernmental	13,357,822	12,937,629	12,268,057
Charges for Services	1,061,302	921,293	681,008
Other Revenues	472,766	399,934	374,248
Total Revenues:	43,310,264	41,222,962	40,855,514

Primary Government Functional Expenses

2007 Expenditures by Function



Expenditures by Function	2007	2006	2005
General Government	2,356,249	1,985,467	1,779,876
Public Safety	4,891,530	4,491,147	4,527,592
Public Works	4,208,601	3,757,464	3,664,176
Culture and Recreation	786,248	638,353	585,176
Education	24,292,685	22,898,808	23,421,184
County Tax	896,282	859,723	772,182
Unclassified	3,136,887	3,019,367	2,864,024
Debt Service	2,284,899	2,319,715	2,761,234
Capital Improvements	1,200,204	1,742,378	1,242,158
Total Expenditures:	44,053,585	41,712,422	41,617,572

Each program's net cost (total cost less revenues generated by the activities) is presented below for both the current year (2007) and last year (2006) for comparative purposes. The net cost shows the financial burden that was placed on the City's taxpayers by each of these functions.

Governmental Activities	2007 Net (Expense)	2006 Net (Expense)	2005 Net (Expense)
General Government	(1,190,503)	(1,930,866)	(1,407,659)
Public Safety	(4,566,333)	(4,151,130)	(4,313,531)
Public Works	(3,582,806)	(2,898,965)	(3,773,803)
Housing Programs	(5,534)	18,017	(40,068)
Culture and Recreation	(361,055)	(297,382)	(302,733)
Education	(13,183,708)	(12,910,425)	(13,453,566)
Unclassified	(4,124,321)	(3,102,707)	(3,363,144)
Interest on Debt	(845,217)	(756,399)	(680,893)
Capital Improvements	(1,127,591)	(2,018,790)	(1,345,659)
Total Governmental Activities	(28,987,068)	(28,048,647)	(28,681,056)

Debt, considered a liability of governmental activities, decreased in fiscal year 2007 by \$1,240,734. Per capita bonded debt outstanding decreased from \$1,215 to \$1,121 per capita compared to the prior fiscal year. The Governmental Activity debt summary for fiscal year 2007 is presented below.

Debt Payable at June 30, 2006	17,772,694
Add: New Capital Lease Purchases	945,796
Add: New General Obligation Bonds	-
	18,718,490
Less: Debt Retired	2,186,530
Debt Payable at June 30, 2007	16,531,960

Independent Audit

An independent audit of the city's finances was conducted resulting in a clean audit.

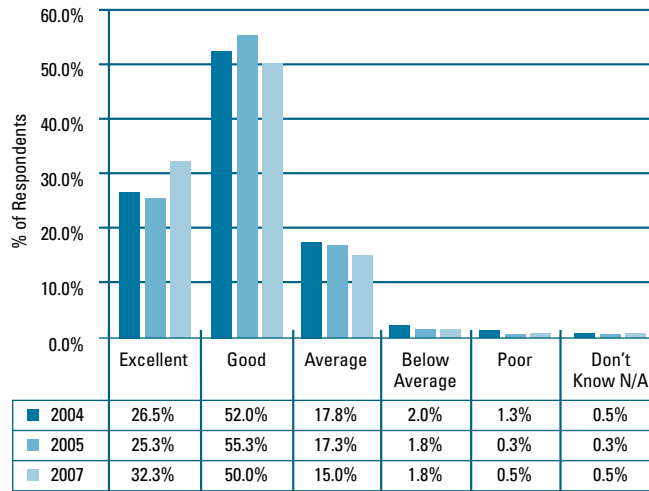


Measures

By many measures, the City of Saco has met the challenges it faces with relative success. For overall image, Saco was seen by about 80% of citizens surveyed in FY04, FY05 and FY07 as “good” or “excellent,” while only 2-3% surveyed saw the city as “poor” or “below average”.

For further measures of citizen satisfaction, please visit the city’s web site at www.sacomaine.org and review the entire 2007 citizen satisfaction survey report as well as the 2007 Fourth Annual Performance report on Delivery of City Services.

Overall Image of the City of Saco



Executive Summary

Findings on the City of Saco’s governmental performance for Fiscal Year 2007 offer good news for the City organization and the community, and include three to four years worth of generally positive performance data., as well as three years of citizen opinion information. See the city’s entire Fourth Annual Performance Report Delivery of City Services which can be found on the web site at www.sacomaine.org.

Coupled with positive overall ratings by citizens for: overall quality of life in the City, feelings of safety in the City, as a place to live, as a place to raise children, and overall quality of service from City employees, these positive departmental measures of service delivery reflect well on the City organization.

The two key areas identified as in need of improvement, recognized by the City both on its own and through this reporting process in FY04, FY05 and FY06, of improving communications with citizens and addressing issues surrounding growth in the community, continue to be addressed.

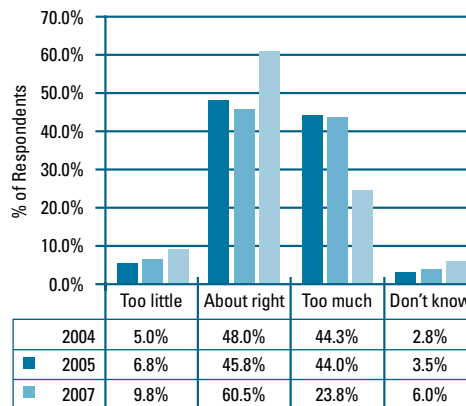
The larger issue of the two centers on growth of the community. Managing growth is not a new issue for the City – the Strategic Plan includes an entire goal dedicated to this concern and also a new focus on sustainability, a growth concept that is broadly applied by the city’s management. However, questions about the issue of growth of the community from the citizen survey this year indicated for the first time that some progress has been made, such that most citizens now respond that Saco’s growth is “about right” and echo that sentiment with an improved rating for the City’s planning for growth. While these indicators may be anomalies, real world events like the finalization of a large redevelopment of one of Saco’s former mill sites and the completion of planning for the train station may also have influenced citizen opinion about the City’s efforts in addressing growth and appropriate development for the City.

In terms of communications, the City continues to publish its online newsletter and work on getting timely information to citizens in easily accessible formats, such as via its website. Plans for FY08 include renewed efforts at getting budget information to citizens through means other than traditional newspaper and local print media, as those channels have seen continued decreased readership.

Plans for FY08 also include a major initiative for assessing and improving operational efficiencies and quality through a Performance Management Committee effort, with work for that group planned over two years and involving possible pursuit of an application for a Malcolm Baldrige Award. This work is seen both as an outcome of the performance measurement process to date and a next step in optimizing the performance measurement process.

In closing, the city continues to recognize and strive to develop satisfactory responses to all issues of concern, especially with growth and communications. Meanwhile, the City of Saco reports satisfactory results, accompanied by calls for ongoing improvements, with current service delivery performance, as well as gains in the performance measurement process.

Level of Growth in Saco



City Council Future Objectives

The City Council has established the following objectives as priorities, tied to their related goal areas, for the coming 2 years.

2008

- Keep Taxes Down 📉
- Assess the structure failure of the Waste Water Treatment Plant building 🏗️
- Successfully market the Mill Brook Industrial Park 🏭
- Resolve the Camp Ellis erosion problem 🌳
- Reduce residential waste tonnages 🗑️
- Reduce energy consumption and seek alternative energy sources 🌞
- Consider public works facility expansion 🏗️
- Coordinate recreation services with new regional school unit in order to assure quality recreation services 🏞️
- Successfully implement state regional school unit mandates 📄
- Resolve Main Street side parking 🚗
- Plan recreational development for the Prentiss property 🏞️

2009

- Satisfactorily resolve Stackpole Creek bridge repairs 🏗️
- Attain the state law enforcement accreditation 📄
- Reconstruction or relocation of the Central Fire Station 🏗️
- Construct sidewalks on one side of Route One 🏗️
- Work with the City of Biddeford on the Mill District Plan 🏭
- Assess need for more fire department day shift personnel 🚒
- Train Biddeford and Saco Fire personnel on Branchini Command Process 🚒
- Prepare site review standards for marinas 🏞️
- Biddeford and Saco to look at consolidation of services 🏭
- Improve safety awareness 🚒
- Development of asset management program 📄

We would like to hear from you! Do you like this report? Is there any additional information that you would like to see included? Please contact Lisa Parker, Finance Director, at lparker@sacomaine.org, or 207.283.3303 with any recommendations.

