Zoning & Planning Committee
Agenda

City of Newton
In City Council

Tuesday, May 28, 2019

7:00PM
Room 205/Council Chamber

Items Scheduled for Discussion:

#189-19 **Appointment of Eileen Sandberg to the Commission on Disability**
HER HONOR THE MAYOR appointing EILEEN SANDBERG, 414 Waltham Street, Newton as a member of the COMMISSION ON DISABILITY for a term to expire May 31, 2022. (60 days: 7/19/19)

#165-19 **Adoption of Washington Street Vision Plan as part of the Comprehensive Plan**
DIRECTOR OF PLANNING requesting approval and adoption of the Washington Street Vision Plan as an amendment to the 2007 Newton Comprehensive Plan.

Respectfully Submitted,

Susan S. Albright, Chair

The location of this meeting is accessible and reasonable accommodations will be provided to persons with disabilities who require assistance. If you need a reasonable accommodation, please contact the city of Newton's ADA Coordinator, Jini Fairley, at least two business days in advance of the meeting: jfairley@newtonma.gov or (617) 796-1253. The city's TTY/TDD direct line is: 617-796-1089. For the Telecommunications Relay Service (TRS), please dial 711.

#189-19

Ruthanne Fuller
Mayor

City of Newton, Massachusetts
Office of the Mayor

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(617) 796-1089
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rfuller@newtonma.gov

May 1, 2019

Honorable City Council
Newton City Hall
1000 Commonwealth Avenue
Newton, MA 02459

To the Honorable City Councilors:

I am pleased to appoint Eileen Sandberg of 414 Waltham Street, Newton as a member of the Commission on Disability. Her term of office shall expire on May 31, 2022 and her appointment is subject to your confirmation.

Thank you for your attention to this matter.

Warmly,

Ruthanne Fuller

Ruthanne Fuller
Mayor

Newton, MA Boards & Commissions

Submit Date: Oct 15, 2018

Application Form

Profile

Eileen
First Name

Middle Initial

Sandberg
Last Name

Email Address

414 WALTHAM ST
Home Address

Suite or Apt

NEWTON
City

MA
State

02465
Postal Code

What Ward do you live in?

☑ Ward 3

Primary Phone

Home:
Alternate Phone

Employer

Job Title

Which Boards would you like to apply for?

Commission on Disability: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I am the parent of three sons with disabilities including autism, intellectual disabilities, ADHD, major mental illness and learning disabilities. I have worked for many years with the Newton Special Education Parent Advisory Council (SEPAC) with 9 years on the board, including four years as chair (I am currently the treasurer). I've worked closely with the Newton Public Schools to improve services for students with disabilities.

Eileen_s_Academic_CV_10_2018.doc
Upload a Resume

EILEEN A. SANDBERG

414 Waltham Street
Newton, MA 02465

EDUCATION

Harvard University, Cambridge, MA
Ph.D. in Health Policy, June 2009

Harvard School of Public Health, Boston, MA
Master of Science, June 1997

Boston University, Boston, MA
Master of Business Administration, June 1991

University of Chicago, Chicago, IL
Bachelor of Arts, Biological Sciences, June 1982

DISSERTATION

The Cost-Effectiveness of Treatments for Attention-Deficit Hyperactivity Disorder (ADHD) in Children Ages 7-9
Thesis Advisor: Milton C. Weinstein, Ph.D.

ACADEMIC AWARDS

Dissertation Completion Fellowship, Harvard University 2007
Dissertation Research Fellowship, National Institute of Mental Health (NIMH) 2002-2003
Dissertation Research Fellowship, Agency for HealthCare Research and Quality (AHRQ) 2000-2002

PRESENTATIONS

Sandberg EA, Thorat T, Neumann PJ, Chambers J· *Qaly Gains in Cancer Compared with Chronic Diseases.* Presentation at the International Society for Pharmacoeconomics and Outcomes Research (ISPOR) 21st Annual International Meeting May, 2016

Sandberg EA, Thompson KM, Prosser LA, Neumann PJ, Weinstein MC. *The Cost-Effectiveness of Treatments for Attention Deficit Hyperactivity Disorder(ADHD) in Children Ages 7-10.* Poster presented at the Society for Medical Decision Making (SMDM) Annual Meeting, October 19, 2008.

Sandberg EA, Prosser LA, Neumann PJ, Weinstein MC. *Health State Utilities in Children Ages 7-10 with Attention Deficit Hyperactivity Disorder (ADHD).* Poster presented at the Society for Medical Decision Making (SMDM) Annual Meeting, October 23, 2007.

Sandberg EA, Neumann PJ. *A Threshold Analysis: What QALY Gains Are Needed For Treatments For Attention Deficit Hyperactivity Disorder (ADHD) To Be Considered Cost-Effective?* Poster presented at the Society for Medical Decision Making (SMDM) Annual Meeting, October 22, 2005.

PUBLICATIONS

1.McMahon PM, Araki SS, Sandberg EA, Neumann PJ, Gazelle GS. *Cost-effectiveness of PET in the diagnosis of Alzheimer disease.* Radiology. 2003 Aug;228(2):515-22.

2: Weinstein MC, Toy EL, Sandberg EA, Neumann PJ, Evans JS, Kuntz KM, Graham JD, Hammitt JK. *Modeling for health care and other policy decisions: uses, roles, and validity.* Value Health. 2001 Sep-Oct;4(5):348-61.

3: Bell CM, Chapman RH, Stone PW, Sandberg EA, Neumann PJ. *An off-the-shelf help list: a comprehensive catalog of preference scores from published cost-utility analyses*. Med Decis Making. 2001 Jul-Aug;21(4):288-94.

4: Chapman RH, Stone PW, Sandberg EA, Bell C, Neumann PJ. A *comprehensive league table of cost-utility ratios and a sub-table of "panel-worthy" studies.* Med Decis Making. 2000 Oct-Dec;20(4):451-67.

5: Neumann PJ, Sandberg EA, Araki SS, Kuntz KM, Feeny D, Weinstein MC. *A comparison of HUI2 and HUI3 utility scores in Alzheimer's disease.* Med Decis Making. 2000 Oct-Dec;20(4):413-22.

6: Earle CC, Chapman RH, Baker CS, Bell CM, Stone PW, Sandberg EA, Neumann PJ. *Systematic overview of cost-utility assessments in oncology*. J Clin Oncol. 2000 Sep 15;18(18):3302-17.

7: Neumann PJ, Stone PW, Chapman RH, Sandberg EA, Bell CM. *The quality of reporting in published cost-utility analyses, 1976-1997*. Ann Intern Med. 2000 Jun 20;132(12):964-72.

8: Stone PW, Chapman RH, Sandberg EA, Liljas B, Neumann PJ. *Measuring costs in cost-utility analyses. Variations in the literature. Int J Technol Assess Health Care.* 2000 Winter;16(1):111-24.

9: Neumann PJ, Sandberg EA, Bell CM, Stone PW, Chapman RH. *Are pharmaceuticals cost-effective? A review of the evidence*. Health Aff. 2000 Mar-Apr;19(2):92-109.

10: Neumann PJ, Sandberg EA. *Trends in health care R&D and technology innovation.* Health Aff. 1998 Nov-Dec;17(6):111-9.

11. Lin P-J, Saret CJ, Neumann PJ, Sandberg EA, Cohen JT. Assessing the value of treatment to address various symptoms associated with multiple sclerosis: Results from a contingent valuation study. PharmacoEconomics 2016;34(12):1255–65.

12.Neumann PJ, Thorat T, Zhong Y, Anderson J, Farquhar M, Salem M, Sandberg E, Saret CJ, Wilkinson C, Cohen JT. A systematic review of cost-Effectiveness studies reporting cost-per-DALY averted. Plos One 2016;11(12).

PROFESSIONAL EXPERIENCE

Tufts University Medical Center
Post-doctoral Researcher 2013-2017

Harvard School of Public Health, Boston, MA
Research Assistant, 1998-1999.

Amgen, Thousand Oaks, CA
Product Manager, Phase IV Economic Trials 1994-1996
Product Manager, Economic Studies, 1992-1994
Assistant Product Manager, New Product Development 1991-1992

Genetics Institute, Cambridge, MA
Research Scientist 1989-1991
Associate Scientist 1986-1989

Massachusetts General Hospital, Boston, MA
Research Assistant 1982-1986

Volunteer Experience:

Newton Special Education Parent Advisory Council Chairperson, 2013-2017
Newton Special Education Parent Advisory Council Board Member, 2010-present
John M. Barry Boys and Girls Club Volunteer Teacher, 2010-2013
Elizabeth Evarts DeRham House Hospice Volunteer, 2012-present

Excellent professional references available upon request.

Ruthanne Fuller
Mayor

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Barney S. Heath
Director

M E M O R A N D U M

DATE: May 24, 2019

TO: Councilor Albright, Chair, Zoning & Planning Committee
Members of the Zoning and Planning Committee

FROM: Barney S. Heath, Director of Planning and Development
James Freas, Deputy Director of Planning and Development
Rachel B. Nadkarni, Long-Range Planner

RE: **#220-18 Washington Street Vision Plan – School Costs**

MEETING DATE: May 28, 2019

CC: Honorable Newton City Councilors
Planning and Development Board
Jonathan Yeo, Chief Operating Officer

This memorandum and the accompanying fiscal impact report previously prepared for the Principle Group by their subconsultant Tischler Bise, identifies the assumptions utilized to generate the school cost estimates. It is important to note that the assumptions and multipliers used in the Washington Street scenarios both in terms of student generation rates and marginal cost assigned per student, are higher than what Newton Public School officials feel are accurate estimates. We have provided below a brief summary of the differences in the two methodologies.

Student Generation Rate

Newton Public Schools estimate that 0.2-0.35 students per unit are generated from new housing development. Where within that range a particular new building falls depends on a variety of factors from the mix of unit types (studios, 1-bed, 2-bed, 3-bed+) to the location of the building relative to schools and parks. For 3-bedroom heavy developments (e.g. Avalon Bay) the 0.35 per unit factor is more appropriate. For 1-bedroom and 2-bedroom heavy projects (e.g. Washington Place), the 0.2 per unit factor is a more accurate estimate. The fiscal impact analysis for the Washington Street Vision Plan created an estimate for 20 years of development in a 1.25 mile corridor, since bedroom mix cannot be estimated at this stage the analysis uses the most conservative 0.35 students per unit figure.

- **City of Newton Student Generation Rate: 0.2 – 0.35 students per unit**
- ***Hello Washington Street* Student Generation Rate: 0.35 students per unit**

Marginal Cost of a Student

Newton Public Schools conservatively estimates that the marginal cost of adding a new student is up to $14,000 - $14,500. Newton spends around $19,000 per student each year, pulling together funding from the City budget and outside funding sources like the Chapter 70 State Aid for Public Schools. There are many fixed costs that do not fluctuate based on the number of students. Fixed expenses include the amount spent on building maintenance and utilities, along with costs for central administration (e.g. principals, information technology, superintendents). The Washington Street Vision Plan uses a very conservative marginal figure of $17,020 incorporating all salaries into the marginal cost, including central administrative staff. Additionally, the analysis includes a per seat operating cost of $758 to account for the marginal operational budget related to students (e.g. maintenance and utilities).

- **City of Newton Student Marginal Cost per Student: $14,000 – $14,500 per student**
- ***Hello Washington Street* Marginal Cost per Student: $17,020 per student**
- ***Hello Washington Street* Marginal Operations Costs: $758 per seat**

Understanding that the discussion of school costs and student generation estimates goes beyond the Washington Street Vision Plan conversation, the Long Range Planning team at Newton Public Schools will include a discussion on the relationship between Development and the Schools Long Range Plan at the joint meeting of the School Committee and City Council on June 13th.

DRAFT Fiscal Impact Analysis of the Washington Street Vision Plan Development Scenarios

City of Newton, MA

Prepared for:

City of Newton, MA

April 2019

TischlerBise
FISCAL | ECONOMIC | PLANNING

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April 2019

CONTENTS

EXECUTIVE SUMMARY

TischlerBise is under contract with the City of Newton to conduct a fiscal impact analysis of the redevelopment of the Washington Street corridor. A fiscal impact evaluation analyzes revenue generation and operating and capital costs to a jurisdiction associated with the provision of public services and facilities to serve new development—residential, commercial, industrial, or other. It includes all direct revenues and costs associated with a specific project. Unlike an economic impact analysis, it does not include spin-off, or indirect, impacts from development but rather identifies whether sufficient revenues will be generated from the new development to cover all related direct costs. For the Washington Street fiscal impact analysis, all tax-supported Funds (General Fund) services and facilities are included in the analysis.

Many of the assumptions on which the analysis is based can be viewed as policy-making decision points, which if modified, would affect the overall results. For example, the level of capital expenditures for the Washington Street development assumed in the analysis, and the resulting costs, are projected independent of the current city Capital Investment Plan, which covers all citywide infrastructure needs. Rather, the capital costs projected in this analysis reflect the true costs to serve growth, regardless of whether the resources are available to cover the costs. Obviously, the City will continue to balance its budget each year, considering financial guidelines and policies, applicable operating impacts, and available resources.

DEVELOPMENT PROGRAMS

The Washington Street corridor is located in the north side of Newton, MA, stretching from Newtonville to West Newton and running roughly parallel to the Massachusetts Turnpike. Despite boasting access to limited-service MBTA commuter train service, the corridor is currently characterized by automobile-oriented development patterns. Residents of Newton engaged in a visioning process that reimagines Washington Street as a vibrant, mixed-use, multimodal corridor potentially with portions of the Turnpike built over to improve connectivity. TischlerBise analyzed the fiscal impacts of two alternative development scenarios for Washington Street: Option 1 and Option 2. The two scenarios differ only in the inclusion of air rights development over the Massachusetts Turnpike in Option 2.

Option 1 calls for 3,086 housing units in the Washington Street corridor – 523 existing housing units that will remain and 2,563 housing units that are planned or projected to be built. Additionally, **Option 1 calls for 3,678,344 square feet of nonresidential development** – 394,916 square feet of retail space that will remain and 807,195 square feet of retail space that is planned or projected to be built, and 996,823 square feet office space that will remain and 1,479,410 square feet of office space that is planned or projected to be built.

Option 2 calls for 3,757 housing units in the Washington Street corridor – 523 existing housing units that will remain and 3,234 housing units that are planned or projected to be built. Additionally, **Option 2 calls for 4,611,901 square feet of nonresidential development** – 394,916 square feet of retail space that will

remain and 1,152,406 square feet of retail space that is planned or projected to be built, and 996,823 square feet office space that will remain and 2,067,755 square feet of office space that is planned or projected to be built.

Figure 1. Summary of Alternative Development Scenarios

Development Program Summary		
CITY OF NEWTON: WASHINGTON STREET FISCAL IMPACT ANALYSIS		
	Option 1	**Option 2**
Housing Units	**3,086**	**3,757**
Existing/Remaining Housing Units	523	523
New Housing Units	2,563	3,234
Population	**6,079**	**7,402**
Existing/Remaining Population	1,031	1,031
New Population	5,048	6,371
Public School Students	**1,088**	**1,325**
Existing/Remaining Public School Students	184	184
New Public School Students	903	1,140
Nonres SF	**3,678,344**	**4,611,901**
Existing Retail SF	394,916	394,916
New Retail SF	807,195	1,152,406
Existing Office SF	996,823	996,823
New Office SF	1,479,410	2,067,755
Jobs	**14,785**	**18,418**
Existing/Remaining Jobs	5,774	5,774
New Jobs	9,011	12,644

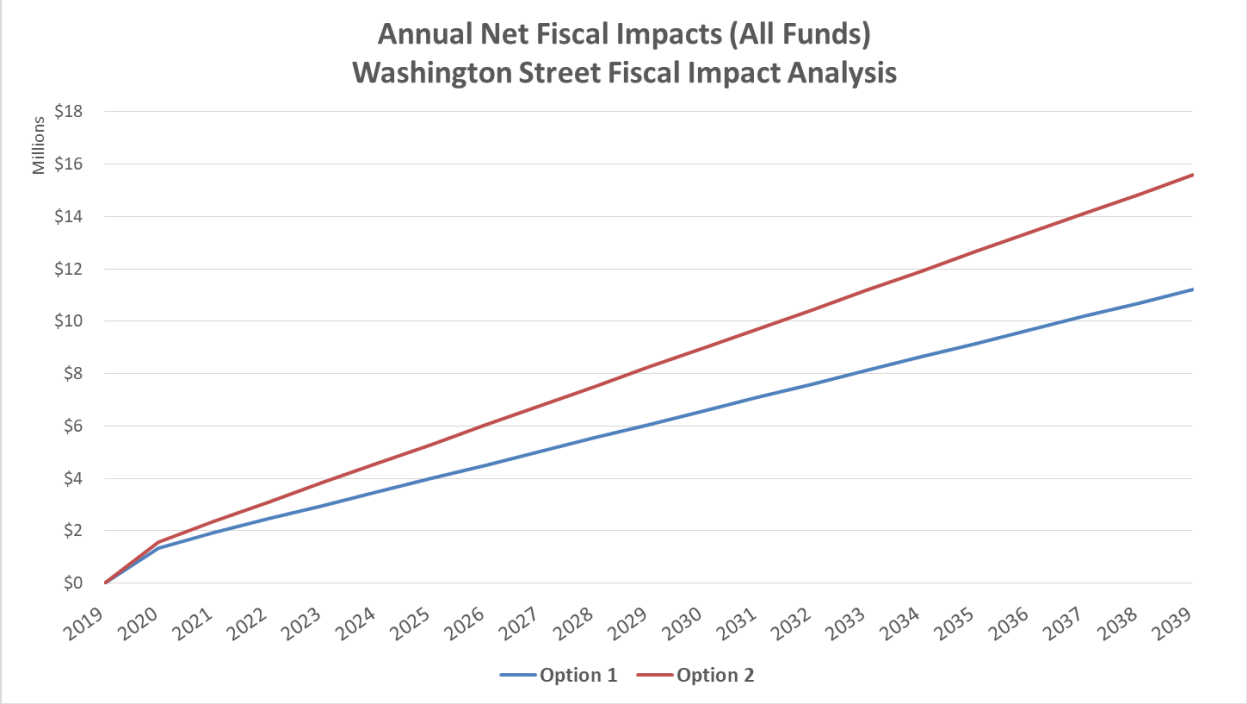
ANNUAL NET FISCAL IMPACTS

Figure 2 presents the annual (year-to-year) net fiscal results of the two redevelopment scenarios for the Washington Street corridor. Each year reflects total revenues generated minus total expenditures incurred in the same year. Both capital and operating costs are included. By showing the results annually, the magnitude, rate of change, and timeline of deficits and revenues can be observed over time. Data points above the $0 line represent annual net surpluses; points below the $0 line represent annual net deficits. Each year's net surplus or deficit is not carried forward into the next year in this graphic. This enables a comparison from year-to-year of the net results without distorting the revenue or cost side of the equation.

As shown, the annual net fiscal impact remains positive throughout the 20-year projection period. The spike in Year 1 (2020) reflects the fiscal impact of existing development which is expected to remain following redevelopment. This analysis assumes that development comes online at a steady pace, thereby "straight lining" the pace of redevelopment and the resulting fiscal impacts. This results in straight line annual fiscal results following Year 1 (2020). Capital improvements and expenditures are assumed to be

debt financed in this analysis, which has a "smoothing effect" on the results, spreading debt service payments out as opposed to incurring a large expenditure in one or two years.

Figure 2. Annual Net Fiscal Impact Results: All Revenues and Costs

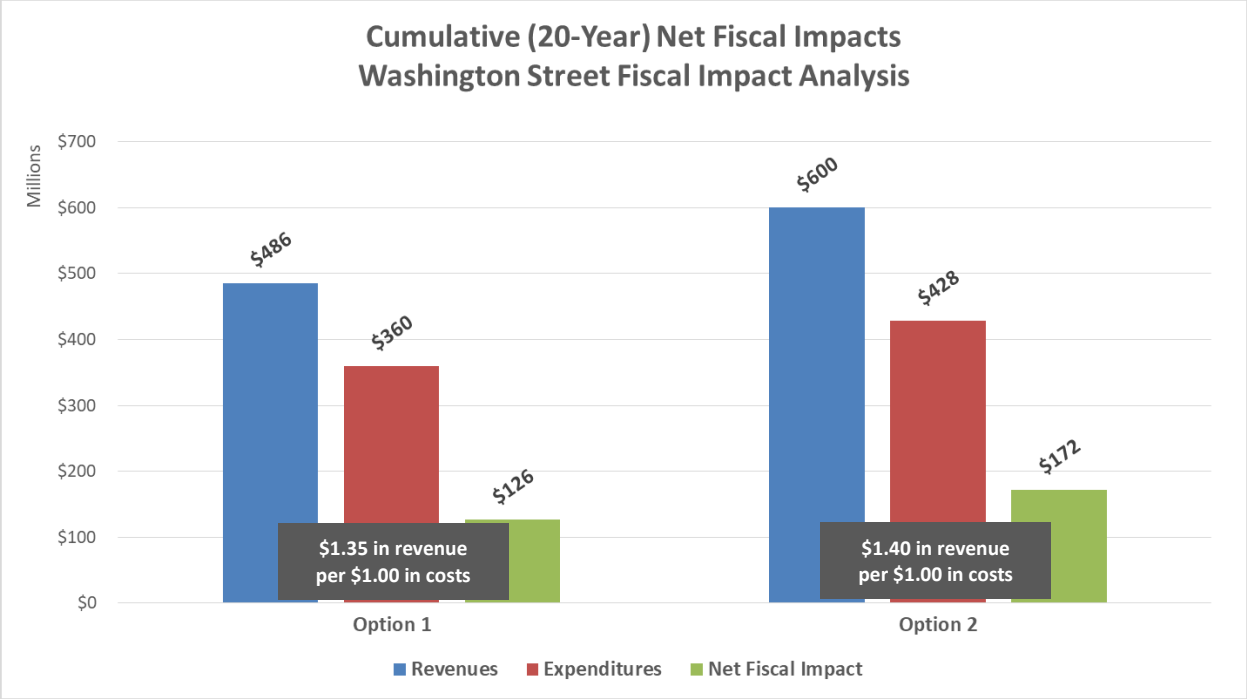


CUMULATIVE NET FISCAL IMPACTS

The overall finding is that both scenarios are fiscally positive to the City. Figure 3 presents the cumulative results for the two development scenarios. The analysis includes all variable revenues generated by the redevelopment of the Washington Street corridor. All operating and capital costs attributable to the development are included in the analysis. Comparing available resources to projected costs reveals overall net surpluses or net deficits.

The 20-year cumulative net fiscal impact Option 1 is a $126-million surplus, while the 20-year cumulative net fiscal impact of Option 2 is a $172-million surplus. The redevelopment plan for Option 1 yields $1.35 in revenue per $1.00 in cost. Option 2 boasts a greater ratio of revenue to costs, yielding $1.40 in revenue per $1.00 in cost.

Figure 3. Cumulative Net Fiscal Impact Results: All Revenues and Costs



CONCLUSIONS

The following conclusions can be drawn from the fiscal impact analysis:

- Both redevelopment scenarios generate net surpluses to the City over the 20-year analysis period, with Option 2 producing the greatest fiscal benefits. The greater fiscal impact from Option 2 is largely the product of its inclusion of air rights development over the Massachusetts Turnpike, resulting in a more robust development program.
- The cost of decking over the Turnpike is not included in either scenario given the hypothetical outlook of this project and the fact that the cost of such a project would yield a net negative fiscal impact. Increased net revenue from the redevelopment could serve as an income source against which the City could issue bonds in order to pay for the high cost of building over portions of the Massachusetts Turnpike. Revenue from the redevelopment alone, however, will not be enough to pay for upfront capital costs; rather, it would best serve as one of many diverse funding sources to pay for decking over the highway.
- From a land use policy perspective, it is important to acknowledge that fiscal issues are only one concern. Community goals include but are not limited to: environmental, housing affordability, jobs/housing balance, traffic and other issues must also be taken into consideration when making final assessments on what is best for the City.

DEVELOPMENT SCENARIOS

TischlerBise analyzed the fiscal impacts of two alternative development scenarios for Washington Street: Option 1 and Option 2. The two scenarios differ only in the inclusion of air rights development over the Massachusetts Turnpike in Option 2.

Option 1 calls for 3,086 housing units in the Washington Street corridor – 523 existing housing units that will remain and 2,563 housing units that are planned or projected to be built. Additionally, **Option 1 calls for 3,678,344 square feet of nonresidential development** – 394,916 square feet of retail space that will remain and 807,195 square feet of retail space that is planned or projected to be built, and 996,823 square feet office space that will remain and 1,479,410 square feet of office space that is planned or projected to be built.

Option 2 calls for 3,757 housing units in the Washington Street corridor – 523 existing housing units that will remain and 3,234 housing units that are planned or projected to be built. Additionally, **Option 2 calls for 4,611,901 square feet of nonresidential development** – 394,916 square feet of retail space that will remain and 1,152,406 square feet of retail space that is planned or projected to be built, and 996,823 square feet office space that will remain and 2,067,755 square feet of office space that is planned or projected to be built.

Figure 4. Development Scenarios

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Housing Units	**3,086**	**3,757**
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Jobs	**14,785**	**18,418**
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New Jobs	9,011	12,644

SUMMARY OF APPROACH AND ASSUMPTIONS

A fiscal impact analysis determines whether revenues generated by new growth are sufficient to cover the resulting costs for service and facility demands placed on the City. It is based on cost and revenue assumptions that reflect a community's current level of service. TischlerBise analyzed the fiscal impacts of two redevelopment scenarios based on current citywide levels of service and any additional known infrastructure or service needs. A projection timeline of 20 years is used to show long-term trends.

The fiscal impact analysis conducted by TischlerBise incorporates a hybrid average/marginal cost approach wherever possible. Under the marginal cost approach, growth triggers facilities and other infrastructure needs that are "built" once a threshold is reached, resulting in "lumpier" fiscal impact results. There are a few exceptions in this analysis, namely for current or planned improvements that are known to be needed due to capacity needs and will serve future growth/development.

The assumptions outlined below are utilized along with the development projections to determine the potential fiscal impact to the City over the 20-year projection period. Calculations are performed using a customized fiscal impact model designed specifically for this assignment.

For this analysis, only costs to serve new growth are included. Both operating and capital costs are modeled. Some costs are not expected to be impacted by demographic changes and may be fixed in this analysis. For example, this is true for some functions included under the budget. Other general items to note in the analysis:

- Operating costs are generally projected on an average basis with demand factors specific to the service being modeled. Personnel costs are modeled to reflect the fact that some types of positions (e.g., directors) are fixed and would not increase regardless of growth.
- Capital costs are projected on an incremental basis for most categories where capacity is needed with the exception of facilities currently planned in the short-term.
- Debt financing is assumed for capital improvements that are projected to serve growth.

LEVELS OF SERVICE

Cost projections are based on the "snapshot approach" in which it is assumed the current level of service, as funded in the City's FY2019 budget, will continue through the projection period. Current demand base data was used to calculate unit costs and service level thresholds. Examples of demand base data include population, dwelling units, employment by industry type, and jobs. In summary, the "snapshot" approach does not attempt to speculate about how levels of service, costs, revenues, and other factors will change over 20 years. Instead, it evaluates the fiscal impact to the City as it currently conducts business under the present budget.

Revenues are projected assuming that the current revenue structure and tax rates, as defined by the FY18 budget, will not change during the analysis period. Of particular note are the following:

- City property tax is modeled based on the cumulative assessed value of projected residential growth. The City's FY18 adopted tax rate of $10.82 per $1,000 in residential property value is used to project property tax revenue from residential development, while the adopted tax rate of $20.62 per $1,000 in commercial property value is used to project property tax revenue from commercial development.
- Personal property taxes are projected on a per capita and per job basis, dependent on the subcategory (e.g., vehicles, machinery and tools, equipment).

Enterprise operations such as the City's **water and wastewater utilities are not included in this analysis reflecting the portion of utility operating costs that are funded through the General Fund.** The fiscal impact analysis assumes the level of operating subsidy continues into the future. Utility capital expenditures are assumed to be covered by private developers and therefore not included as a cost to the City.

Specific assumptions pertaining to any unique treatment of revenue and cost factors are discussed where relevant throughout the body of this report.

INFLATION RATE

The rate of inflation is assumed to be zero throughout the projection period, and cost and revenue projections are in constant 2019 dollars. This assumption is in accord with current budget data and avoids the difficulty of forecasting as well as interpreting results expressed in inflated dollars. In general, including inflation is complicated and unpredictable. This is particularly the case given that some costs, such as salaries, increase at different rates than other operating and capital costs such as contractual and building construction costs. These costs, in turn, almost always increase in variation to the appreciation of real estate. Using constant 2019 dollars reinforces the snapshot approach and avoids these problems.

NON-FISCAL EVALUATIONS

It should be noted that while a fiscal impact analysis is an important consideration in planning decisions, it is only one of several issues that should be considered. Environmental and social issues, for example, should also be considered when making planning and policy decisions. In addition, economic development goals such as the ability to provide suitable locations for future employment growth should be taken into consideration when making land use decisions. The above notwithstanding, this analysis will enable interested parties to understand the fiscal implications of future development in Newton.

PROJECTION FACTORS

Projection methodologies and factors are based on our previous fiscal studies for the City and discussed where applicable in the body of this report. All variable operating costs and revenues are projected. Detail is provided in the Appendix.

FISCAL IMPACT RESULTS

Results of the fiscal impact analysis are provided in this chapter. The fiscal results include revenues and costs to serve future growth/development only. Revenues and expenditures are not included from existing development.

Our results are summarized in several ways:

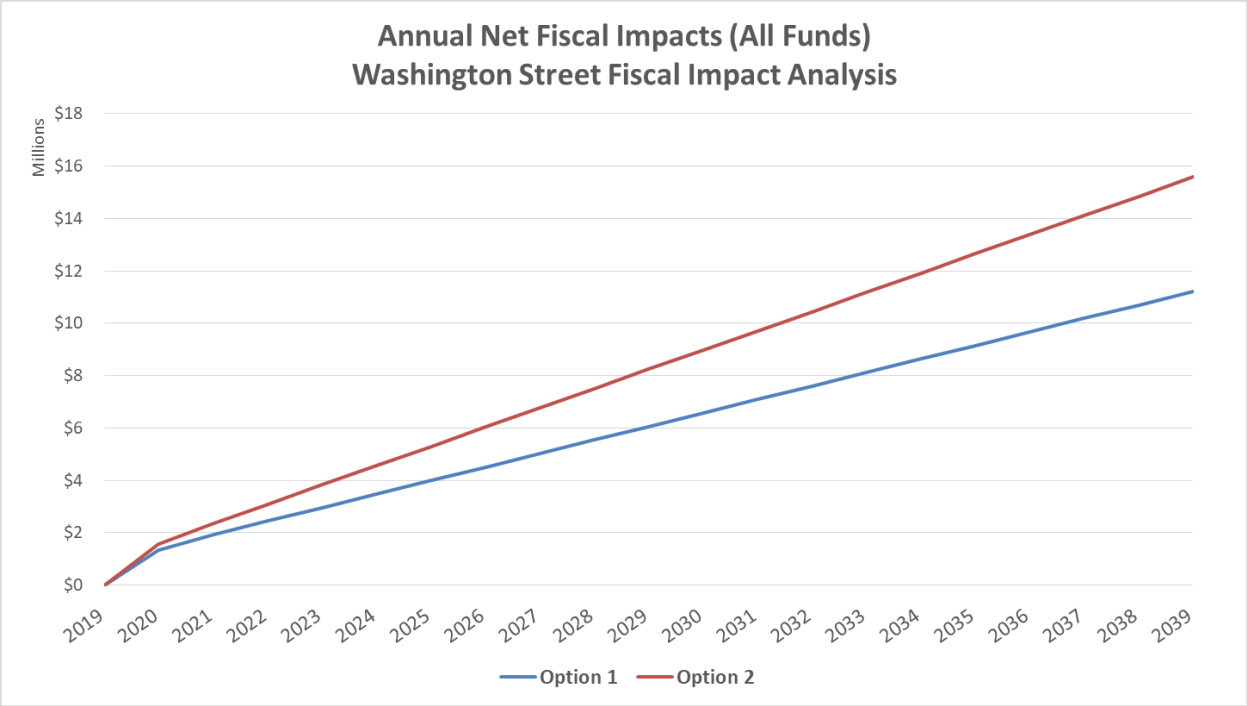
- **Annual** net fiscal results are shown first that include all revenues and costs in the funds included in the analysis in each year. Two charts are provided:
  - Combined operating and capital from future growth/development
  - Revenue compared to operating and capital impacts
- Results are then shown in a series of bar charts depicting **cumulative** net fiscal impact results.
  - Cumulative net fiscal impact results convey the projected grand total revenues minus grand total expenditures over the 20-year period from future growth/development.
- The third section provides **average annual** fiscal impact results.
  - The average annual net result conveys an average impact over three time periods (Years 1-10, Years 11-20, and over the entire 20-year period).

ANNUAL NET FISCAL IMPACTS

Figure 5 show the annual net fiscal results to the City for the two redevelopment scenarios over the 20-year development period. By showing annual results, the magnitude, rate of change, and timeline of deficits and revenues can be observed over time. The spike in Year 1 (2020) reflects the fiscal impact of existing development which is expected to remain following redevelopment. The straight line for annual fiscal results following Year 1 (2020) is a product of the assumption that new development comes online at a steady pace.

Net fiscal results are **revenues minus costs in each year**, including operating and capital costs. Data points above the $0 line represent annual surpluses; points below the $0 line represent annual deficits. Surpluses in any one year are not carried forward to the next year.

Figure 5. Annual Net Fiscal Impact Results: All Revenues and Costs



- Revenues are sufficient to cover operating and capital impacts from the projected development in each year of the projection period.
- Capital improvements are assumed to be debt financed with several that are incurred in each year. This analysis excludes capital costs related to additional demand for new school seats. These costs were excluded because of ongoing and planned expansions of existing schools and recent demographic analysis carried out on behalf of Newton Public School that projects declining enrollment in the schools. Capital expenditures included in this analysis are:
    - Police: front line patrol vehicles and unmarked patrol vehicles

For further detail, the analysis segregates operating and capital impacts compared to projected revenue generation. The following figures illustrate the comparison between revenues and operating and capital expenditures.

As shown in Figure 6 and Figure 7, **both development scenarios generate enough revenue to cover operating and capital costs** across all 20 years examined.

Figure 6. Annual Net Fiscal Impact Results: Revenues Compared to Expenditures

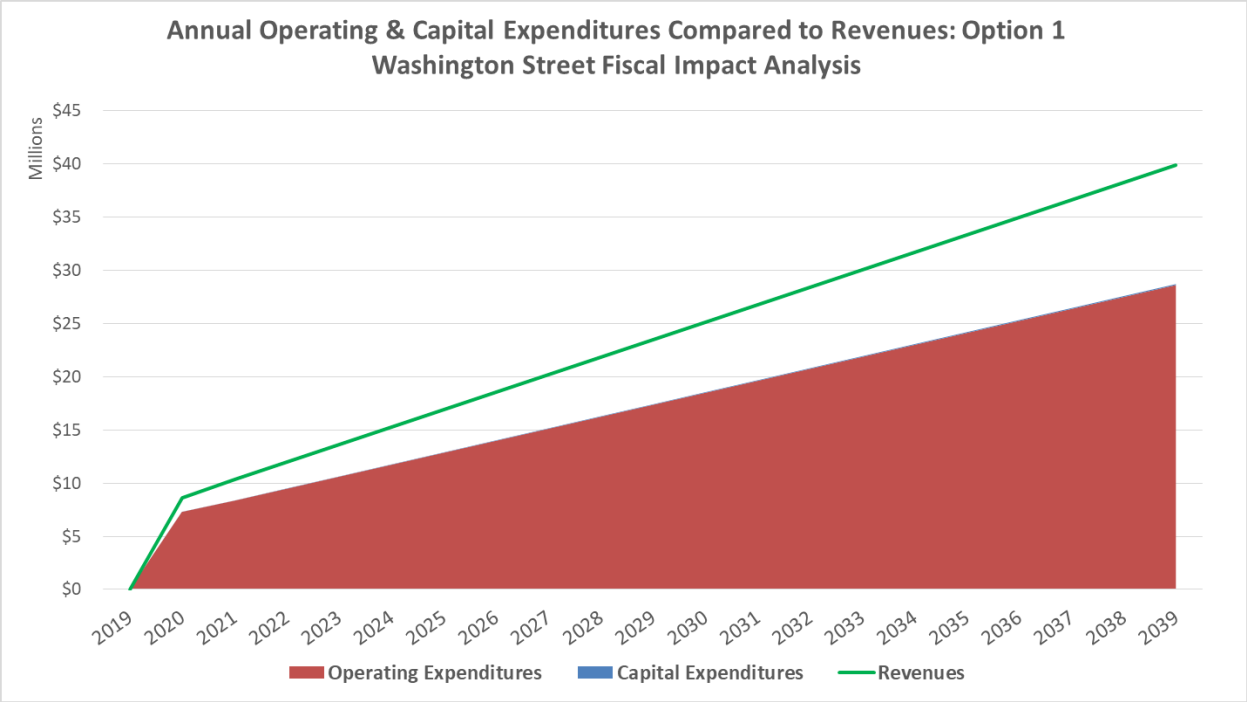
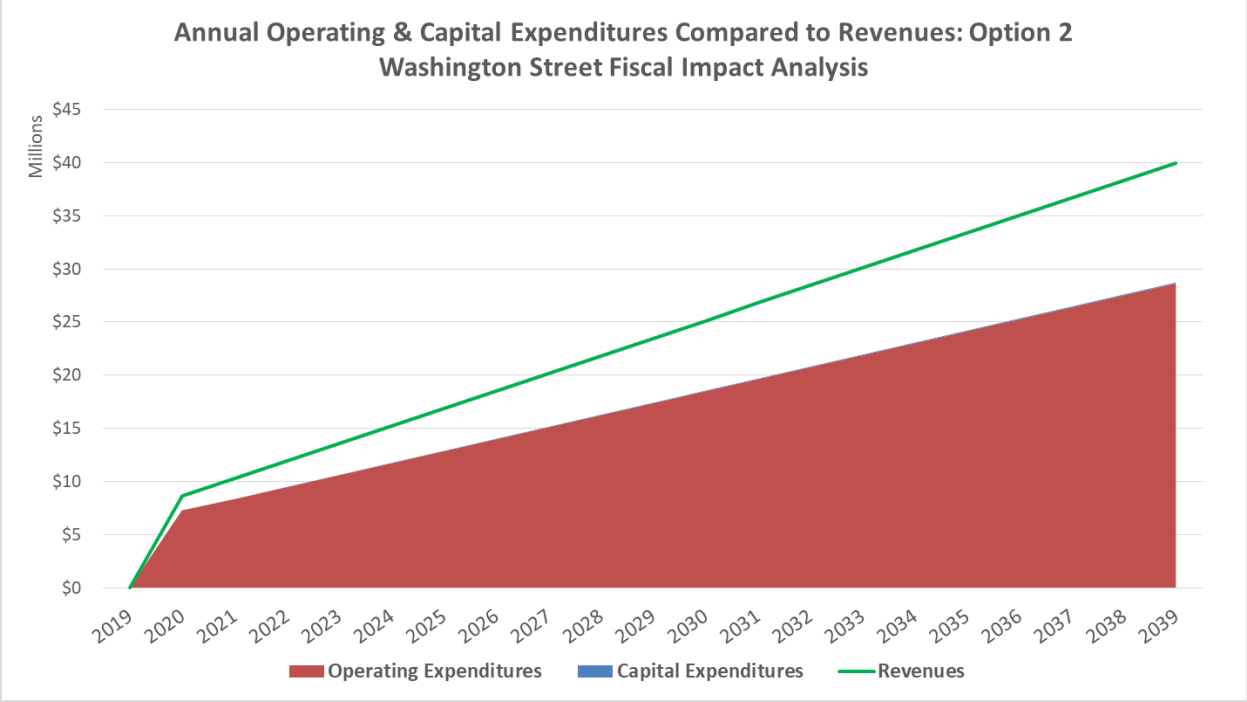


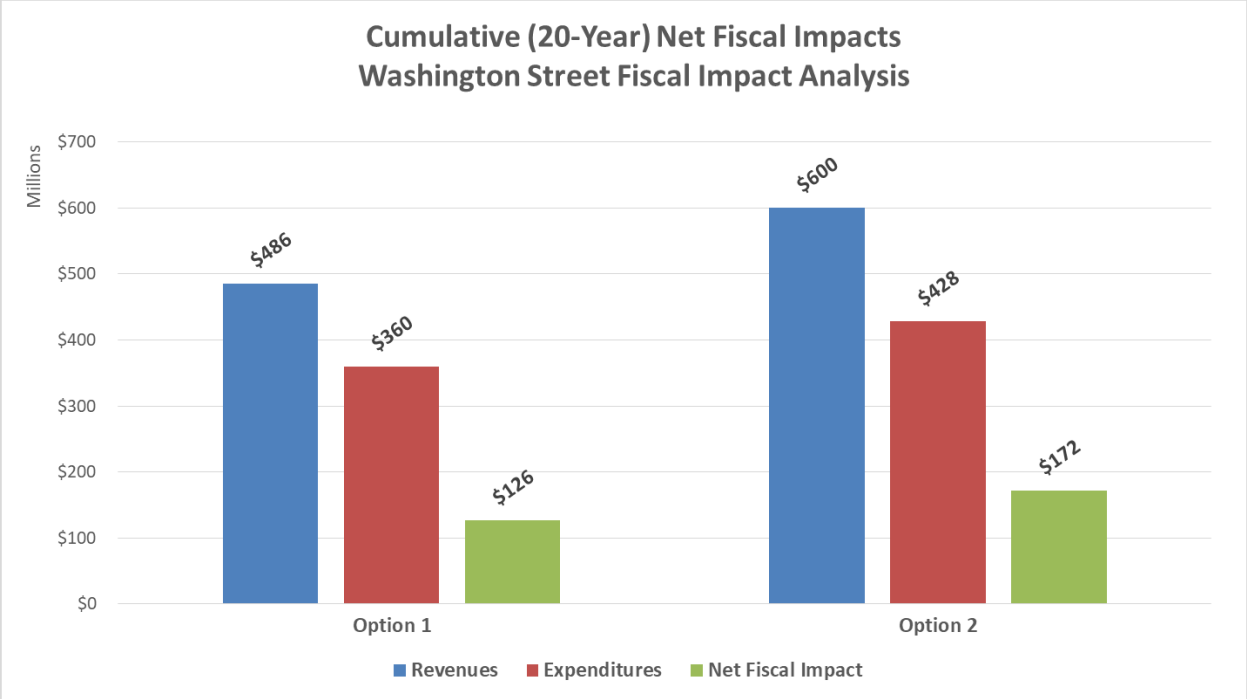
Figure 7. Annual Net Fiscal Impact Results: Revenues Compared to Expenditures



CUMULATIVE NET FISCAL IMPACTS

Results are presented on a **cumulative** basis reflecting grand total revenues over the 20-year period minus grand total expenditures over the 20-year period.

Figure 8. Cumulative Net Fiscal Impact Results

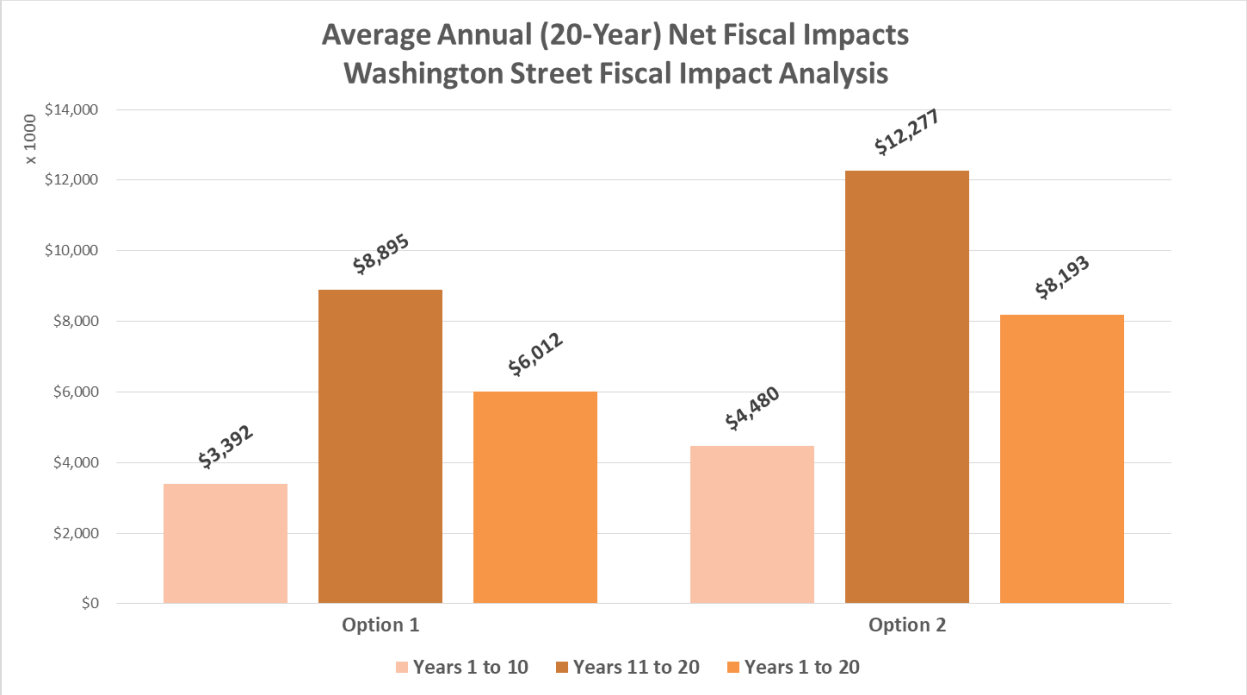


- Option 1 generates $486 million in revenue compared to $360 million in expenditures over the 20-year projection period. This yields a $126-million net surplus. The smaller development program put forth under Option 1 results in lower revenues, yet this also results in lower operating and capital expenditures. These impacts result in a slightly lower net fiscal impact to the City.
- Option 2 generates $600 million in revenue compared to $428 million in expenditures over the 20-year projection period. This yields a $172-million net surplus. The greater net fiscal impact of Option 2 is primarily due to the more robust development program put forth. The greater ratio of revenue to costs under Option 2 compared to Option 1 is a product of the fact that taxes collected from lower-valued existing development comprises the property taxes collected under Option 1. Property taxes form the largest revenue component in Newton's budget.
- Costs include ongoing annual operating expenditures and capital costs that include debt financing with payments that continue beyond the last year in the model projection period.

AVERAGE ANNUAL NET FISCAL IMPACTS

For further information, results are also presented on an **average annual** basis—in three time-period increments (first ten years, second ten years, and then over the total projection period, Years 1-20.)

Figure 9. Average Annual Net Fiscal Impact Results



- Under Option 1, average annual fiscal results are approximately $6,012,000 year over the 20-year projection period with the second half of the timeframe generating considerably better fiscal results. Due to the more modest redevelopment program put forth under Option 1, Option 1 results in a lower average annual net fiscal impact over the 20-year projection period than Option 2. While capital costs are more concentrated in the second half of the 20-year timeframe, higher property tax revenues in the second half of the timeframe offset the uneven distribution of capital costs.
- Under Option 2, average annual fiscal results average approximately $8,193,000 per year over the 20-year projection period. Like Option 1, fiscal performance is stronger during the second half of the 20 years examined. The larger development program put forth under Option 2, which included air rights development over the Massachusetts Turnpike, results in a higher average annual net fiscal impact over than 20-year projection period than Option 1. Like Option 2, higher property tax revenues in the second half of the 20-year projection period results in better fiscal results in the second half of the projection period despite a concentration of capital costs during this time.

REVENUE AND EXPENDITURE PROJECTIONS

OVERVIEW

Annual costs and revenues attributable to new development are projected using the methodologies described below.

PER CAPITA (POPULATION)

If a cost or revenue is assumed to be allocated on a per capita basis, the budget item is divided by base year population to arrive at the current level-of-service factor.

PER CAPITA AND EMPLOYEE (POPULATION AND JOBS)

Some costs and revenues use both a per capita and employee (job) approach. If a cost or revenue is assumed to be allocated on a per capita and job basis, it is divided by the population and job estimate to determine the current level-of-service factor.

CUSTOM/MARGINAL

A marginal cost approach identifies factors that will be impacted by demographic or land use changes and allocates the changes on a marginal basis. These variable factors are determined through a detailed examination of the applicable budgets and conversations with appropriate staff. In these instances, the projection factor is identified as Direct Entry or by specific factor (e.g., cumulative assessed value for property tax calculations). Further description is provided in this document where appropriate.

FIXED

Revenue and cost factors that are directly attributable to new development are included in the fiscal impact analysis. Some factors—or a portion—are not expected to be impacted by demographic changes and are fixed in the analysis. As with the variable factors, fixed factors are determined through a detailed examination of applicable budgets and conversations with staff.

Revenue

PROPERTY TAXES

City General Fund property tax revenues and projection factors used in the Fiscal Impact Analysis are shown in Figure 10. The table shows revenue category, specific revenue type, base year (FY18) budget amount, projection methodology and the level of service (LOS) standard/dollar per demand unit.

Figure 10. Property Tax Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Property Tax	Property Taxes (Residential)	$342,183,546	CUMUL RES AV	0.001	CONSTANT	0%	$10.82
Property Tax	Property Taxes (Nonresidential)	$0	CUMUL NONRES AV	0.001	CONSTANT	0%	$20.62

- Property tax revenue is calculated by multiplying the assessed values for each land use type by the appropriate tax rate shown in the figure above. The residential property tax rate is $10.82 per $1,000 in assessed value, while the commercial property tax rate is $20.62 per $1,000 in assessed value. The assumptions regarding the assessed values for each type of real estate are shown in Figure 11. Values for existing residential and nonresidential development that will remain were determined using local assessment data made available by the Assessor. Values for new residential and nonresidential development were calculated based on data from Zillow – housing prices – and Newton's City Assessor – recently built residential and nonresidential properties.

Figure 11. Market Value Assumptions for New Development

	Development Program		
	Option 1	Option 2	Market Value
Remaining Existing Residential Units	523	523	$160,000 per unit
New Residential Units	2,563	3,234	$535,000 per unit
TOTAL RESIDENTIAL	**3,086**	**3,757**	**N/A**
Remaining Existing Retail SF	394,916	394,916	$155 per sf
New Retail SF	807,195	1,152,406	$350 per sf
TOTAL RETAIL	**1,202,111**	**1,547,322**	**N/A**
Remaining Existing Office SF	996,823	996,823	$155 per sf
New Office SF	1,479,410	2,067,755	$250 per sf
TOTAL OFFICE	**2,476,234**	**3,064,579**	**N/A**
TOTAL NONRESIDENTIAL	**3,678,344**	**4,611,901**	**N/A**

Source: Zillow; TischlerBise; Urban Advisors; City of Newton

EXCISE TAXES

General Fund excise tax revenue and projection factors used in the Fiscal Impact Analysis are shown in Figure 12. Excise tax revenue totals $13.5 million in FY2019. Revenue from excise taxes, i.e. motor vehicle excise taxes, are projected to increase with population and job totals.

Figure 12. Excise Tax Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Excise Tax	Motor Vehicle Excise Taxes	$13,500,000	POP AND JOBS	1.00	CONSTANT	0%	$97.06

INTEREST & PENALTIES ON TAXES

General Fund revenue from interest and penalties on taxes totals $1,290,000 in FY2019, as shown in Figure 13. This revenue source is not considered a growth-related revenue source in the Fiscal Impact Analysis, thus this revenue source is projected as fixed income.

Figure 13. Interest & Penalties on Taxes Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Interest & Penalties on Taxes	Interest & Penalties on Taxes	$1,290,000	FIXED	1.00	CONSTANT	0%	$0.00

PILOT PAYMENTS

General Fund PILOT Payment revenues total $360,000 in FY2019, as shown in Figure 14Figure 12. This revenue source is considered fixed relative to new development.

Figure 14. PILOT Payments Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
PILOT Payments	In Lieu of Tax Payments	$360,000	FIXED	1.00	CONSTANT	0%	$0.00

MEALS TAX

General Fund meals tax revenue totals $1,956,589 in FY2019, as shown in Figure 15. Revenue for the meals tax is projected to increase with population and job totals in the City.

Figure 15. Meals Tax Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Meals Tax	Meals Tax	$1,956,589	POP AND JOBS	1.00	CONSTANT	0%	$14.07

HOTEL/MOTEL TAX

General Fund hotel/motel tax revenue totals $2,500,000 in FY2019, as shown in Figure 16. This revenue source is considered fixed relative to new development.

Figure 16. Hotel/Motel Tax Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Hotel/Motel Taxes	Hotel/Motel Taxes	$2,500,000	FIXED	1.00	CONSTANT	0%	$0.00

CHARGES FOR SERVICE

General Fund revenue from charges for service totals over $3.5 million in FY2019, as shown in Figure 17. Charges for service for the School Department, $80,000 in FY2019, is projected to increase with total enrollment to Newton Public Schools. Meanwhile, charges for service for recreation and rentals, $128,000 and $1,126,349 in FY2019, respectively, are both projected to increase with population growth in the City. Lastly, charges for service for all other departments and fees, $1,506,150 and $681,900, respectively, are projected to increase with population and job totals in the City.

Figure 17. Charges for Service Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Charges for Service	School Department	$80,000	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$6.27
	Recreation	$128,000	POPULATION	1.00	CONSTANT	0%	$1.44
	Other Departments	$1,506,150	POP AND JOBS	0.50	CONSTANT	0%	$10.83
	Fees	$681,900	POP AND JOBS	1.00	CONSTANT	0%	$4.90
	Rental Income	$1,126,349	POPULATION	1.00	CONSTANT	0%	$12.65

FINES & FORFEITURES

General Fund revenue from fines and forfeitures totals over $1.6 million in FY2019, as shown in Figure 18. Revenues from court fines and library fines, $100,000 and $120,000 in FY2019, respectively, are projected to increase with population. Revenue from parking violation fines, $1,390,000 in FY2019, is projected to increase with the total number of vehicle trips in the City. Lastly, revenue from administrative fines and restitution, $5,000 in FY2019, is considered fixed relative to new development.

Figure 18. Fines & Forfeitures Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Fines & Forfeitures	Court Fines	$100,000	POPULATION	1.00	CONSTANT	0%	$1.12
	Administrative Fines & Restitution	$5,000	FIXED	1.00	CONSTANT	0%	$0.00
	Library Fines	$120,000	POPULATION	1.00	CONSTANT	0%	$1.35
	Parking Violation Fines	$1,390,000	TOTAL TRIPS	1.00	CONSTANT	0%	$7.29

LICENSES AND PERMITS

General Fund revenue from charges for service totals nearly $6.5 million in FY2019, as shown in Figure 19. Revenues from inspection services and other licenses and permits, $5,435,000 and $1,045,675 in FY2019, respectively, are projected to increase with population and job totals in the City.

Figure 19. Licenses and Permits Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Licenses and Permits	Inspection Services	$5,435,000	POP AND JOBS	1.00	CONSTANT	0%	$39.07
	Other Licenses & Permits	$1,045,675	POP AND JOBS	1.00	CONSTANT	0%	$7.52

INVESTMENT INCOME

General Fund revenue from investment income totals $800,000 in FY2019, as shown in Figure 151. This revenue source is not considered a growth-related revenue source in the Fiscal Impact Analysis.

Figure 20. Investment Income Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Investment Income	Investment Income	$800,000	FIXED	1.00	CONSTANT	0%	$0.00

SPECIAL ASSESSMENTS

General Fund revenue from special assessments totals $50,000 in FY2019, as shown in Figure 21Figure 151. This revenue source is considered fixed relative to new development.

Figure 21. Special Assessments Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Special Assessments	Special Assessments	$50,000	FIXED	1.00	CONSTANT	0%	$0.00

MISCELLANEOUS LOCAL REVENUES

General Fund revenue from miscellaneous local revenue sources totals $60,000 in FY2019, as shown in Figure 22Figure 151. This revenue source is considered fixed relative to new development.

Figure 22. Miscellaneous Local Revenues - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Misc. Local Revenues	Misc. Local Revenues	$60,000	FIXED	1.00	CONSTANT	0%	$0.00

STATE & FEDERAL AID

General Fund revenue from special assessments totals over $31 million in FY2019, with the majority of that aid going to schools, as shown in Figure 23Figure 151. Chapter 70 School Aid, $23,807,406 in FY2019, is projected to increase with total enrollment to Newton Public Schools. Unrestricted general government

aid, $6,076,265 in FY2019, is projected to increase with population. All other sources of state and federal aid, however, are considered fixed relative to new development.

Figure 23. State & Federal Aid Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
State & Federal Aid	Chapter 70 School Aid	$23,807,406	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$1,867.25
	Unrestricted General Government Aid	$6,076,265	POPULATION	1.00	CONSTANT	0%	$68.24
	Other "Cherry Street" Aid	$268,089	FIXED	1.00	CONSTANT	0%	$0.00
	School Building Assistance Aid	$0	FIXED	1.00	CONSTANT	0%	$0.00
	Other State & Federal Aid	$1,710,000	FIXED	1.00	CONSTANT	0%	$0.00

INTERFUND TRANSFERS

General Fund revenue from interfund transfers totals $4.7 million in FY2019, as shown in Figure 24Figure 151. These revenue sources are considered fixed relative to new development.

Figure 24. Interfund Transfers Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Interfund Transfers	Self-Insurances Funds	$0	FIXED	1.00	CONSTANT	0%	$0.00
	Grant Special Revenue Funds	$0	FIXED	1.00	CONSTANT	0%	$0.00
	Misc. Special Revenue Funds	$351,500	FIXED	1.00	CONSTANT	0%	$0.00
	Sewer Utility Special Revenue Fund	$1,814,042	FIXED	1.00	CONSTANT	0%	$0.00
	Water Utility Special Revenue Fund	$1,500,875	FIXED	1.00	CONSTANT	0%	$0.00
	Stormwater Fund	$514,265	FIXED	1.00	CONSTANT	0%	$0.00
	Parking Meter Special Revenue Fund	$0	FIXED	1.00	CONSTANT	0%	$0.00
	Community Preservation Fund	$0	FIXED	1.00	CONSTANT	0%	$0.00
	Cable Franchise Admin. Fund	$250,000	FIXED	1.00	CONSTANT	0%	$0.00
	Capital Projects Funds	$300,000	FIXED	1.00	CONSTANT	0%	$0.00
	Bond Premiums	$0	FIXED	1.00	CONSTANT	0%	$0.00

FUND BALANCE TO SUPPORT BUDGET

General Fund revenue from existing fund balances used to support the FY2019 budget totals over $1.6 million in FY2019, as shown in Figure 25Figure 151. These revenue sources are considered fixed relative to new development in the Fiscal Impact Analysis.

Figure 25. Fund Balance to Support Budget Revenue - Level of Service Factors/Projection Methodologies

Revenue Category	Revenue Name	Base Year Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Fund Balance to Support Budget	MSBA Debt Service Reserves	$102,738	FIXED	1.00	CONSTANT	0%	$0.00
	Debt Exclusion Bond Sale Premiums	$0	FIXED	1.00	CONSTANT	0%	$0.00
	Fee Cash and Overlay Surplus	$1,500,000	FIXED	1.00	CONSTANT	0%	$0.00

CUMULATIVE REVENUE PROJECTIONS

Cumulative revenues to the City generated by redevelopment are shown for a 20-year cumulative period. The revenues shown in Figure 26 reflect all revenues (for operating and capital purposes) projected from growth.

Figure 26. Cumulative City Revenues (Years 1-20)

Cumulative Revenue - Scenario Comparisons (Years 1-20)
City of Newton, MA

Category	SCENARIO			
	Option 1	%	Option 2	%
Property Tax	$404,087,980	83%	$502,903,763	84%
Excise Tax	$27,537,348	6%	$32,586,797	5%
Interest & Penalties on Taxes	$0	0%	$0	0%
PILOT Payments	$0	0%	$0	0%
Meals Tax	$3,991,057	1%	$4,722,887	1%
Hotel/Motel Taxes	$0	0%	$0	0%
Charges for Service	$4,046,915	1%	$4,794,885	1%
Fines & Forfeitures	$3,406,473	1%	$4,084,805	1%
Licenses and Permits	$13,219,304	3%	$15,643,292	3%
Investment Income	$0	0%	$0	0%
Special Assessments	$0	0%	$0	0%
Misc. Local Revenues	$0	0%	$0	0%
State & Federal Aid	$29,624,651	6%	$35,212,866	6%
Interfund Transfers	$0	0%	$0	0%
Fund Balance to Support Budget	$0	0%	$0	0%
TOTAL	**$485,913,728**	**100%**	**$599,949,294**	**100%**

Option 1 presents a slightly scaled down program, whereas Option 2 includes air rights development over the Turnpike. The larger program evaluated under Option 2 thus yields higher revenues since these depend on residential and commercial growth. **Option 1 generates $485.9 million in revenue, whereas Option 2 generates $559.9 million in revenue**.

Expenditures

EXPENDITURE PROJECTION METHODOLOGIES

City operating and capital expenditures are projected from the future growth/development. Other items to note regarding expenditure projections are:

- School operating expenditures are projected based on an increase in enrollment from future growth/development. The Appendix includes student generation rate assumptions.
- School costs reflect the **funding provided by the City of Newton to Newton Public Schools only and does not include state or federal funding** that comprises the full amount of the Public Schools' budget.
- Public Safety expenditures are projected based on a projection of calls for service from new development. See the Appendix for further detail.
- Some expenditures are projected based on an increase in vehicle trips from future growth/development. The Appendix includes information about vehicle trip assumptions.
- Some expenditures are not affected by growth and are considered "fixed" in this analysis.

ASSESSING

Figure 27 provides an inventory of the General Fund's Assessing expenditure factors used in the Fiscal Impact Analysis. The table provides the departmental budget broken down into expenditure type, budgeted amount, projection methodology, and current level of service. As shown in the figure below, all operating expenditures related to Assessing are projected to increase with population and job totals.Figure 151

Figure 27. Assessing Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Assessing

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$1,054,695	POP AND JOBS	0.75	CONSTANT	0%	$7.58
Expenses	$63,375	POP AND JOBS	1.00	CONSTANT	0%	$0.46
Fringe Benefits	$134,621	POP AND JOBS	0.75	CONSTANT	0%	$0.97
TOTAL	$1,252,691					

CLERK OF COUNCIL

City Council

Figure 28 provides an inventory of the General Fund's Clerk of Council City Council expenditure factors used in the Fiscal Impact Analysis. The table provides the departmental budget broken down into expenditure type, budgeted amount, projection methodology, and current level of service. As shown in the figure below, Personal Services and Fringe Benefit expenditures are not considered growth-related expenditures. Meanwhile, Expenses and Debt and Capital expenditures are projected to increase with population and job totals.Figure 151

Figure 28. City Council Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

City Council

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$667,687	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$67,970	POP AND JOBS	1.00	CONSTANT	0%	$0.49
Debt and Capital	$2,500	POP AND JOBS	1.00	CONSTANT	0%	$0.02
Fringe Benefits	$257,887	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$996,044					

City Clerk

Figure 29 provides an inventory of the General Fund's Clerk of Council City Clerk expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services, Expenses, and Fringe Benefit expenditures are projected to increase with population and job totals. Debt and Capital expenditures are not considered growth-related expenses.Figure 151Figure 151

Figure 29. City Clerk Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

City Clerk

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$273,927	POP AND JOBS	0.75	CONSTANT	0%	$1.97
Expenses	$33,614	POP AND JOBS	1.00	CONSTANT	0%	$0.24
Debt and Capital	$1,500	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$74,748	POP AND JOBS	0.75	CONSTANT	0%	$0.54
TOTAL	$383,789					

Archives Management

Figure 30 provides an inventory of the General Fund's Clerk of Council Archives Management expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Archives Management expenditures are not considered growth-related expenses.Figure 151

Figure 30. Archives Management Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Archives Management					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$122,340	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$18,651	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$27,794	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$168,785					

Census Records

Figure 31 provides an inventory of the General Fund's Clerk of Council Census Records expenditure factors used in the Fiscal Impact Analysis. As shown in the figure below, Expenses-related expenditures are projected to increase with population while Personal Services and Fringe Benefits expenditures are not considered growth-related expenses.Figure 151

Figure 31. Census Records Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Census Records					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$50,282	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$44,027	POPULATION	1.00	CONSTANT	0%	$0.49
Fringe Benefits	$681	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$94,990					

Elections

Figure 32 provides an inventory of the General Fund's Clerk of Council Elections expenditure factors used in the Fiscal Impact Analysis. As shown in the figure below, all operating expenditures related to Elections are projected to increase with population.Figure 151

Figure 32. Elections Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Elections

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$277,647	POPULATION	0.75	CONSTANT	0%	$3.12
Expenses	$58,703	POPULATION	1.00	CONSTANT	0%	$0.66
Debt and Capital	$5,000	POPULATION	1.00	CONSTANT	0%	$0.06
Fringe Benefits	$30,789	POPULATION	0.75	CONSTANT	0%	$0.35
TOTAL	$372,139					

COMPTROLLER

Comptroller

Figure 33 provides an inventory of the General Fund's Comptroller expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to the Comptroller are projected to increase with population and job totals.Figure 151

Figure 33. Comptroller Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Comptroller

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$539,144	POP AND JOBS	0.75	CONSTANT	0%	$3.88
Expenses	$127,600	POP AND JOBS	1.00	CONSTANT	0%	$0.92
Fringe Benefits	$85,741	POP AND JOBS	0.75	CONSTANT	0%	$0.62
TOTAL	$752,485					

Retirement

Figure 34 provides an inventory of the General Fund's Comptroller Retirement expenditure factors used in the Fiscal Impact Analysis. As shown in the figure below, all operating expenditures related to Retirement are projected to increase with population and job totals.Figure 151

Figure 34. Retirement Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Retirement

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Fringe Benefits	$39,175,944	POP AND JOBS	0.75	CONSTANT	0%	$281.65
TOTAL	$39,175,944					

Workers Compensation

Figure 35 provides an inventory of the General Fund's Comptroller Workers Compensation expenditure factors used in the Fiscal Impact Analysis. As shown in the figure below, all expenditures related to Workers Compensation are projected to increase with population and job totals.Figure 151

Figure 35. Workers Compensation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Workers Compensation

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Other Financing Uses	$800,000	POP AND JOBS	0.75	CONSTANT	0%	$5.75
TOTAL	$800,000					

Property Insurance

Figure 36 provides an inventory of the General Fund's Comptroller Property Insurance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Property Insurance are considered fixed relative to new development.Figure 151

Figure 36. Property Insurance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Property Insurance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$542,107	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$542,107					

Reserve Funds

Figure 27 provides an inventory of the General Fund's Comptroller Reserve Funds expenditure factors used in the Fiscal Impact Analysis. As shown in the figure below, operating expenditures related to Reserve Funds are not considered growth-related expenses.

Figure 37. Reserve Funds Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Reserve Funds

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$2,000,000	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$3,250,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$5,250,000					

Interfund Transfers

Figure 38 provides an inventory of the General Fund's Comptroller Interfund Transfers expenditure factors used in the Fiscal Impact Analysis. As shown in the figure below, all operating expenditures related to Interfund Transfers are considered fixed relative to new development.Figure 151

Figure 38. Interfund Transfers Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Inter-fund Transfers

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Other Financing Uses	$150,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$150,000					

FINANCIAL INFORMATION SERVICES

Figure 39 provides an inventory of the General Fund's Financial Information Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Financial Information Services are projected to increase with population and job totals.Figure 151

Figure 39. Financial Information Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Financial Info Systems

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$255,233	POP AND JOBS	0.75	CONSTANT	0%	$1.83
Expenses	$215,793	POP AND JOBS	1.00	CONSTANT	0%	$1.55
Fringe Benefits	$62,423	POP AND JOBS	0.75	CONSTANT	0%	$0.45
TOTAL	$533,449					

FIRE DEPARTMENT

Administration

Figure 40 provides an inventory of the General Fund's Fire Department Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures are not considered growth-related while Expenses expenditures are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 40. Fire Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Administration					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$783,106	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$29,050	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$2.41
Fringe Benefits	$104,551	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$916,707					

Fire/Rescue

Figure 41 provides an inventory of the General Fund's Fire Department Fire/Rescue expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Person Services and Fringe Benefits expenditures are considered fixed relative to new development while Expenses expenditures are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 41. Fire/Rescue Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Fire/Rescue					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$16,271,037	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$123,000	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$10.19
Fringe Benefits	$2,773,222	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$19,167,259					

Fire Prevention

Figure 42 provides an inventory of the General Fund's Fire Department Fire Prevention expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Fire Prevention are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 42. Fire Prevention Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Fire Prevention					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$661,936	TOTAL FIRE CALLS	0.75	CONSTANT	0%	$54.86
Fringe Benefits	$93,031	TOTAL FIRE CALLS	0.75	CONSTANT	0%	$7.71
TOTAL	$754,967					

Fire Alarm Services

Figure 43 provides an inventory of the General Fund's Fire Department Fire Alarm Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all expenditures related to Fire Alarm Services are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 43. Fire Alarm Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Fire Alarm Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$516,484	TOTAL FIRE CALLS	0.75	CONSTANT	0%	$42.80
Expenses	$14,750	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$1.22
Debt and Capital	$25,000	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$2.07
Fringe Benefits	$77,520	TOTAL FIRE CALLS	0.75	CONSTANT	0%	$6.42
TOTAL	$633,754					

Fire Station Maintenance

Figure 44 provides an inventory of the General Fund's Fire Department Fire Station Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all expenditures related to Fire Station Maintenance are considered fixed relative to new development.Figure 151

Figure 44. Fire Station Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Fire Station Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$406,600	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$406,600					

Fire Vehicle Maintenance

Figure 45 provides an inventory of the General Fund's Fire Department Fire Vehicle Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures related to Fire Vehicle Maintenance are considered fixed relative to new development while Expenses and Debt and Capital related to Fire Vehicle Maintenance are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 45. Fire Vehicle Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Fire Vehicle Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$205,354	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$250,375	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$20.75
Debt and Capital	$60,000	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$4.97
Fringe Benefits	$42,246	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$557,975					

Communications

Figure 46 provides an inventory of the General Fund's Fire Department Communications expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Communications are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 46. Communications Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Communications

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$100,212	TOTAL FIRE CALLS	0.75	CONSTANT	0%	$8.30
Expenses	$59,500	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$4.93
Debt and Capital	$50,000	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$4.14
Fringe Benefits	$22,592	TOTAL FIRE CALLS	0.75	CONSTANT	0%	$1.87
TOTAL	$232,304					

Fire Training

Figure 47 provides an inventory of the General Fund's Fire Department Fire Training expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures related to Fire Training are considered fixed relative to new development while Expenses and Debt and Capital related to Fire Training are projected to increase with the total number of calls for service to Newton Fire Department.Figure 151

Figure 47. Fire Training Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Fire Training					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$378,001	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$157,550	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$13.06
Debt and Capital	$15,000	TOTAL FIRE CALLS	1.00	CONSTANT	0%	$1.24
Fringe Benefits	$68,791	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$619,342					

Emergency Operations Center

Figure 48 provides an inventory of the General Fund's Fire Department Emergency Operations Center expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services expenditures related to the Emergency Operations Center are considered fixed relative to new development while Expenses related to the Emergency Operations Center are projected to increase with population and job totals.Figure 151

Figure 48. Emergency Operations Center Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Emergency Operations Center					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$5,000	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$28,000	POP AND JOBS	1.00	CONSTANT	0%	$0.20
TOTAL	$33,000					

HEALTH & HUMAN SERVICES

Administration

Figure 49 provides an inventory of the General Fund's Health & Human Services Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Administration are projected to increase with population.Figure 151

Figure 49. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Administration					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$438,850	POPULATION	0.75	CONSTANT	0%	$4.93
Expenses	$53,450	POPULATION	1.00	CONSTANT	0%	$0.60
Fringe Benefits	$94,509	POPULATION	0.75	CONSTANT	0%	$1.06
TOTAL	$586,809					

Environmental Health

Figure 50 provides an inventory of the General Fund's Health & Human Services Environmental Health expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Environmental Health are projected to increase with population and job totals.Figure 151

Figure 50. Environmental Health Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Environmental Health					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$273,790	POP AND JOBS	0.75	CONSTANT	0%	$1.97
Expenses	$58,902	POP AND JOBS	1.00	CONSTANT	0%	$0.42
Fringe Benefits	$51,332	POP AND JOBS	0.75	CONSTANT	0%	$0.37
TOTAL	$384,024					

Clinical Health

Figure 51 provides an inventory of the General Fund's Health & Human Services Clinical Health expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Clinical Health are projected to increase with population.Figure 151

Figure 51. Clinical Health Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Clinical Health					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$2,036,454	POPULATION	0.75	CONSTANT	0%	$22.87
Expenses	$68,178	POPULATION	1.00	CONSTANT	0%	$0.77
Fringe Benefits	$363,367	POPULATION	0.75	CONSTANT	0%	$4.08
TOTAL	$2,467,999					

Human Services

Figure 52 provides an inventory of the General Fund's Health & Human Services Human Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Human Services are projected to increase with population.Figure 151

Figure 52. Human Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Human Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$214,825	POPULATION	0.75	CONSTANT	0%	$2.41
Expenses	$50,800	POPULATION	1.00	CONSTANT	0%	$0.57
Fringe Benefits	$52,181	POPULATION	0.75	CONSTANT	0%	$0.59
TOTAL	$317,806					

Human Rights

Figure 53 provides an inventory of the General Fund's Health & Human Services Human Rights expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Human Rights are considered fixed relative to new development.Figure 151

Figure 53. Human Rights Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Human Rights

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$1,600	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,600					

Youth Services

Figure 54 provides an inventory of the General Fund's Health & Human Services Youth Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Youth Services are projected to increase with population.Figure 151

Figure 54. Youth Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Youth Services					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$118,800	POPULATION	1.00	CONSTANT	0%	$1.33
TOTAL	$118,800					

Mental Health Services

Figure 55 provides an inventory of the General Fund's Health & Human Services Mental Health Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Mental Health Services are projected to increase with population.Figure 151

Figure 55. Mental Health Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Mental Health Services					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$184,000	POPULATION	1.00	CONSTANT	0%	$2.07
TOTAL	$184,000					

Youth Commission

Figure 56 provides an inventory of the General Fund's Health & Human Services Youth Commission expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to the Youth Commission are considered fixed relative to new development.Figure 151

Figure 56. Youth Commission Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Youth Commission					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$3,620	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$3,620					

Weights & Measures

Figure 57 provides an inventory of the General Fund's Health & Human Services Weights and Measures expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe

Benefits expenditures related to Weights and Measures are considered fixed relative to new development while Expenses expenditures are projected to increase with employment in the City.Figure 151

Figure 57. Weights & Measures Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Weights & Measures

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$82,228	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$3,405	TOTAL JOBS	1.00	CONSTANT	0%	$0.07
Fringe Benefits	$8,900	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$94,533					

HISTORIC NEWTON

Figure 58 provides an inventory of the General Fund's Historic Newton Museum Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures are considered fixed relative to new development while Expenses expenditures are projected to increase with population.Figure 151

Figure 58. Historic Newton Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Museum Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$228,849	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$30,765	POPULATION	1.00	CONSTANT	0%	$0.35
Fringe Benefits	$28,981	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$288,595					

HUMAN RESOURCES

Figure 59 provides an inventory of the General Fund's Human Resources expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Human Resources are projected to increase with population and job totals.Figure 151

Figure 59. Human Resources Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Human Resources					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$672,765	POP AND JOBS	0.50	CONSTANT	0%	$4.84
Expenses	$206,756	POP AND JOBS	1.00	CONSTANT	0%	$1.49
Fringe Benefits	$212,067	POP AND JOBS	0.50	CONSTANT	0%	$1.52
TOTAL	$1,091,588					

INFORMATION TECHNOLOGY

Administration

Figure 60. Administration Expenditures - Level of Service Factors/Projection Methodologies provides an inventory of the General Fund's Information Technology Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to IT Administration are projected to increase with population and job totals.Figure 151

Figure 60. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Administration					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$242,793	POP AND JOBS	0.50	CONSTANT	0%	$1.75
Expenses	$14,370	POP AND JOBS	1.00	CONSTANT	0%	$0.10
Fringe Benefits	$45,160	POP AND JOBS	0.50	CONSTANT	0%	$0.32
TOTAL	$302,323					

Micro/Network Services

Figure 61 provides an inventory of the General Fund's Information Technology Micro/Network Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Micro/Network Services are projected to increase with population and job totals.Figure 151

Figure 61. Micro/Network Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Micro/Network Svcs					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$741,704	POP AND JOBS	0.50	CONSTANT	0%	$5.33
Expenses	$31,500	POP AND JOBS	1.00	CONSTANT	0%	$0.23
Debt and Capital	$125,000	POP AND JOBS	1.00	CONSTANT	0%	$0.90
Fringe Benefits	$134,397	POP AND JOBS	0.50	CONSTANT	0%	$0.97
TOTAL	$1,032,601					

System Programming

Figure 62 provides an inventory of the General Fund's Information Technology Systems Programming expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Systems Programming are projected to increase with population and job totals.Figure 151

Figure 62. Systems Programming Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Systems Programming					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$312,883	POP AND JOBS	1.00	CONSTANT	0%	$2.25
TOTAL	$312,883					

GIS Administration

Figure 63 provides an inventory of the General Fund's Information Technology GIS Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to GIS Administration are projected to increase with population and job totals.Figure 151

Figure 63. GIS Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
GIS Administration					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$107,680	POP AND JOBS	0.50	CONSTANT	0%	$0.77
Expenses	$20,600	POP AND JOBS	1.00	CONSTANT	0%	$0.15
Fringe Benefits	$20,073	POP AND JOBS	0.50	CONSTANT	0%	$0.14
TOTAL	$148,353					

INSPECTIONAL SERVICES

Administration

Figure 64 provides an inventory of the General Fund's Inspectional Services Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Administration are projected to increase with population and job totals.Figure 151

Figure 64. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Administration

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$458,204	POP AND JOBS	0.75	CONSTANT	0%	$3.29
Expenses	$51,440	POP AND JOBS	1.00	CONSTANT	0%	$0.37
Fringe Benefits	$108,527	POP AND JOBS	0.75	CONSTANT	0%	$0.78
TOTAL	$618,171					

Building Code/Zoning Enforcement

Figure 65 provides an inventory of the General Fund's Inspectional Services Building Code/Zoning Enforcement expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Building Code/Zoning Enforcement are projected to increase with population and job totals.Figure 151

Figure 65. Building Code/Zoning Enforcement Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Building Code/Zone Enforcement

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$392,147	POP AND JOBS	1.00	CONSTANT	0%	$2.82
Expenses	$3,830	POP AND JOBS	1.00	CONSTANT	0%	$0.03
Fringe Benefits	$60,717	POP AND JOBS	1.00	CONSTANT	0%	$0.44
TOTAL	$456,694					

Mechanical Inspections

Figure 66Figure 62 provides an inventory of the General Fund's Inspectional Services Mechanical Inspections expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Mechanical Inspections are projected to increase with population and job totals.Figure 151

Figure 66. Mechanical Inspections Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Mechanical Inspections					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$452,605	POP AND JOBS	1.00	CONSTANT	0%	$3.25
Expenses	$7,700	POP AND JOBS	1.00	CONSTANT	0%	$0.06
Fringe Benefits	$91,454	POP AND JOBS	1.00	CONSTANT	0%	$0.66
TOTAL	$551,759					

LAW DEPARTMENT

Legal

Figure 67 provides an inventory of the General Fund's Law Department Legal expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Legal costs are projected to increase with population and job totals.Figure 151

Figure 67. Legal Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Legal					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$1,486,351	POP AND JOBS	0.50	CONSTANT	0%	$10.69
Expenses	$140,875	POP AND JOBS	1.00	CONSTANT	0%	$1.01
Fringe Benefits	$189,052	POP AND JOBS	0.50	CONSTANT	0%	$1.36
TOTAL	$1,816,278					

Legal Claims/Settlements

Figure 68 provides an inventory of the General Fund's Law Department Legal Claims/Settlements expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Legal Claims/Settlements are projected to increase with population and job totals.Figure 151

Figure 68. Legal Claims/Settlements Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Legal Claims/Settlements					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$100,000	POP AND JOBS	1.00	CONSTANT	0%	$0.72
TOTAL	$100,000					

MAYOR'S OFFICE

Executive

Figure 69 provides an inventory of the General Fund's Mayor's Office Executive expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures related to Executive costs are considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.Figure 151

Figure 69. Executive Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Executive

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$720,030	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$114,266	POP AND JOBS	1.00	CONSTANT	0%	$0.82
Fringe Benefits	$69,843	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$904,139					

Citizen Assistance

Figure 70 provides an inventory of the General Fund's Mayor's Office Citizen Assistance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Citizen Assistance are considered fixed relative to new development.Figure 151

Figure 70. Citizen Assistance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Citizen Assistance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$59,430	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$21,524	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$80,954					

NEWTON PUBLIC LIBRARY

Administration

Figure 71 provides an inventory of the General Fund's Library Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Library Administration are projected to increase with population.Figure 151

Figure 71. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Administration

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$323,440	POPULATION	0.75	CONSTANT	0%	$3.63
Expenses	$1,300	POPULATION	1.00	CONSTANT	0%	$0.01
Fringe Benefits	$35,934	POPULATION	0.75	CONSTANT	0%	$0.40
TOTAL	$360,674					

Library Building Maintenance

Figure 72 provides an inventory of the General Fund's Library Building Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Library Building Maintenance are projected to increase with population.

Figure 72. Library Building Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Library Building Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$280,850	POPULATION	1.00	CONSTANT	0%	$3.15
TOTAL	$280,850					

Main Library

Figure 73 provides an inventory of the General Fund's Main Library expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Person Services and Fringe Benefits expenditures are considered fixed relative to new development while Expenses and Debt and Capital expenditures are projected to increase with population.

Figure 73. Main Library Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Main Library

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$3,552,079	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$880,190	POPULATION	1.00	CONSTANT	0%	$9.89
Debt and Capital	$12,500	POPULATION	1.00	CONSTANT	0%	$0.14
Fringe Benefits	$678,615	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$5,123,384					

PARKS & RECREATION

Administration

Figure 74 provides an inventory of the General Fund's Parks & Recreation Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits are considered fixed relative to new development while Expenses expenditures are projected to increase with population.Figure 151

Figure 74. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Administration

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$994,339	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$28,325	POPULATION	1.00	CONSTANT	0%	$0.32
Fringe Benefits	$184,951	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,207,615					

Public Grounds Maintenance

Figure 75 provides an inventory of the General Fund's Parks & Recreation Public Grounds Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all Public Ground Maintenance expenditures are projected to increase with park acreage needed to maintain the current level of service citywide. In the case of the Washington Street corridor, it assumed that all parks acreage is donated by private developers and maintained by the City.Figure 151

Figure 75. Public Grounds Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Public Grounds Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$883,111	PARK ACRES	1.00	CONSTANT	0%	$2,005.64
Expenses	$846,960	PARK ACRES	1.00	CONSTANT	0%	$1,923.54
Debt and Capital	$150,000	PARK ACRES	1.00	CONSTANT	0%	$340.67
Fringe Benefits	$167,167	PARK ACRES	1.00	CONSTANT	0%	$379.65
TOTAL	$2,047,238					

Forestry Services

Figure 76 provides an inventory of the General Fund's Parks & Recreation Forestry Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits

are considered fixed relative to new development while Expenses expenditures are projected to increase with park acreage.Figure 151

Figure 76. Forestry Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Forestry Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$672,922	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$781,310	PARK ACRES	1.00	CONSTANT	0%	$1,774.44
Fringe Benefits	$130,041	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,584,273					

Recreation Activities

Figure 77 provides an inventory of the General Fund's Parks & Recreation Recreation Activities expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Recreation Activities are projected to increase with population.Figure 151

Figure 77. Recreation Activities Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Recreation Activities

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$4,280	POPULATION	1.00	CONSTANT	0%	$0.05
TOTAL	$4,280					

Outdoor Swimming

Figure 78 provides an inventory of the General Fund's Parks & Recreation Outdoor Swimming expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Outdoor Swimming are projected to increase with population.Figure 151

Figure 78. Outdoor Swimming Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Outdoor Swimming

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$9,200	POPULATION	1.00	CONSTANT	0%	$0.10
TOTAL	$9,200					

Indoor Recreation

Figure 79 provides an inventory of the General Fund's Parks & Recreation Indoor Recreation expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Indoor Recreation are projected to increase with population.Figure 151

Figure 79. Indoor Recreation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Indoor Recreation

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$6,200	POPULATION	1.00	CONSTANT	0%	$0.07
TOTAL	$6,200					

Special Needs Recreation

Figure 80 provides an inventory of the General Fund's Parks & Recreation Special Needs Recreation expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits are considered fixed relative to new development while Expenses expenditures are projected to increase with population.Figure 151Figure 151

Figure 80. Special Needs Recreation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Special Needs Recreation

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$121,537	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$9,026	POPULATION	1.00	CONSTANT	0%	$0.10
Fringe Benefits	$20,819	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$151,382					

Emerson Community Center

Figure 81 provides an inventory of the General Fund's Parks & Recreation Emerson Community Center expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Emerson Community Center are projected to increase with population.Figure 151Figure 151

Figure 81. Emerson Community Center Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Emerson Community Center					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$20,914	POPULATION	1.00	CONSTANT	0%	$0.23
TOTAL	$20,914					

Hamilton Community Center

Figure 82 provides an inventory of the General Fund's Parks & Recreation Hamilton Community Center expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Hamilton Community Center are projected to increase with population.Figure 151Figure 151

Figure 82. Hamilton Community Center Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Hamilton Community Center					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$13,913	POPULATION	1.00	CONSTANT	0%	$0.16
TOTAL	$13,913					

Senior Recreation Services

Figure 83 provides an inventory of the General Fund's Parks & Recreation Senior Recreation Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Senior Recreation Services are projected to increase with population.Figure 151Figure 151

Figure 83. Senior Recreation Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Senior Recreation Services					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$1,150	POPULATION	1.00	CONSTANT	0%	$0.01
TOTAL	$1,150					

Cultural Affairs

Figure 84 provides an inventory of the General Fund's Parks & Recreation Cultural Affairs expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Cultural Affairs are projected to increase with population.Figure 151Figure 151

Figure 84. Cultural Affairs Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Cultural Affairs

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$114,142	POPULATION	0.75	CONSTANT	0%	$1.28
Expenses	$21,350	POPULATION	1.00	CONSTANT	0%	$0.24
Fringe Benefits	$9,283	POPULATION	0.75	CONSTANT	0%	$0.10
TOTAL	$144,775					

Recreation Vehicle Maintenance

Figure 85 provides an inventory of the General Fund's Parks & Recreation Vehicle Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Recreation Vehicle Maintenance are projected to increase with population.Figure 151Figure 151

Figure 85. Recreation Vehicle Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Recreation Vehicle Maintenace

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$48,366	POPULATION	0.50	CONSTANT	0%	$0.54
Expenses	$76,650	POPULATION	1.00	CONSTANT	0%	$0.86
Fringe Benefits	$16,923	POPULATION	0.50	CONSTANT	0%	$0.19
TOTAL	$141,939					

Recreation Building Maintenance

Figure 86 provides an inventory of the General Fund's Parks & Recreation Building Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Recreation Building Maintenance are projected to increase with population.Figure 151Figure 151

Figure 86. Recreation Building Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Recreation Vehicle Maintenace					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$48,366	POPULATION	0.50	CONSTANT	0%	$0.54
Expenses	$76,650	POPULATION	1.00	CONSTANT	0%	$0.86
Fringe Benefits	$16,923	POPULATION	0.50	CONSTANT	0%	$0.19
TOTAL	$141,939					

Community Beautification

Figure 87 provides an inventory of the General Fund's Parks & Recreation Community Beautification expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits are considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.Figure 151Figure 151

Figure 87. Community Beautification Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Community Beautfication					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$508,897	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$309,200	POP AND JOBS	1.00	CONSTANT	0%	$2.22
Fringe Benefits	$136,631	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$954,728					

PLANNING & DEVELOPMENT

Planning

Figure 88 provides an inventory of the General Fund's Planning & Development Planning expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Planning are projected to increase with population and job totals.Figure 151

Figure 88. Planning Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Planning						
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$1,219,171	POP AND JOBS	0.50	CONSTANT	0%	$8.77
Expenses	$85,525	POP AND JOBS	1.00	CONSTANT	0%	$0.61
Fringe Benefits	$197,790	POP AND JOBS	0.50	CONSTANT	0%	$1.42
TOTAL	$1,502,486					

Conservation

Figure 89 provides an inventory of the General Fund's Planning & Development Conservation expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Conservation are projected to increase with population and job totals.Figure 151

Figure 89. Conservation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Conservation						
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$129,494	POP AND JOBS	0.50	CONSTANT	0%	$0.93
Expenses	$2,000	POP AND JOBS	1.00	CONSTANT	0%	$0.01
Debt and Capital	$25,000	POP AND JOBS	1.00	CONSTANT	0%	$0.18
Fringe Benefits	$2,104	POP AND JOBS	0.50	CONSTANT	0%	$0.02
TOTAL	$158,598					

Historical

Figure 90 provides an inventory of the General Fund's Planning & Development Historical expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits are considered fixed relative to new development while Expenses expenditures are projected to increase with population.Figure 151

Figure 90. Historical Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Historical					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$104,527	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$2,624	POPULATION	1.00	CONSTANT	0%	$0.03
Fringe Benefits	$10,559	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$117,710					

Economic Development

Figure 91 provides an inventory of the General Fund's Planning & Development Economic Development expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Economic Development are projected to increase with employment.Figure 151

Figure 91. Economic Development Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Economic Development					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$95,508	TOTAL JOBS	1.00	CONSTANT	0%	$1.91
Expenses	$22,200	TOTAL JOBS	1.00	CONSTANT	0%	$0.44
Fringe Benefits	$1,442	TOTAL JOBS	1.00	CONSTANT	0%	$0.03
TOTAL	$119,150					

Zoning Board of Appeals

Figure 92 provides an inventory of the General Fund's Planning & Development Zoning Board of Appeals expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits are considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.Figure 151

Figure 92. Economic Development Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Zoning Board of Appeals					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$44,734	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$3,400	POP AND JOBS	1.00	CONSTANT	0%	$0.02
Fringe Benefits	$613	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$48,747					

NEWTON POLICE DEPARTMENT

Administration/Support

Figure 93 provides an inventory of the General Fund's Police Department Administration/Support expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits are considered fixed relative to new development, while Expenses expenditures are projected to increase with total calls for service to Newton Police.

Figure 93. Administration/Support Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Administration/Support

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$765,762	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$168,055	TOTAL POLICE CALLS	1.00	CONSTANT	0%	$3.10
Fringe Benefits	$141,475	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,075,292					

Traffic Safety

Figure 94 provides an inventory of the General Fund's Police Department Traffic Safety expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Traffic Safety are considered fixed relative to new development.

Figure 94. Traffic Safety Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Traffic Safety

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$2,038,036	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$319,884	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$2,357,920					

Patrol Services

Figure 95 provides an inventory of the General Fund's Police Department Patrol Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Patrol Services are projected to increase with total calls for service to Newton Police.

Figure 95. Patrol Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Patrol Services					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$9,359,700	TOTAL POLICE CALLS	0.75	CONSTANT	0%	$172.87
Fringe Benefits	$1,372,783	TOTAL POLICE CALLS	0.75	CONSTANT	0%	$25.36
TOTAL	$10,732,483					

Investigations

Figure 96 provides an inventory of the General Fund's Police Department Investigations expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Investigations are considered fixed relative to new development.

Figure 96. Investigations Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Investigations					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$1,731,687	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$304,001	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$2,035,688					

Community Services

Figure 97 provides an inventory of the General Fund's Police Department Community Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Community Services are considered fixed relative to new development.

Figure 97. Community Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Community Services					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$984,792	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$189,194	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,173,986					

Youth Services

Figure 98Figure 97 provides an inventory of the General Fund's Police Department Youth Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Community Services are considered fixed relative to new development.

Figure 98. Youth Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Youth Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$6,800	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$10,500	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$17,300					

Police Building Maintenance

Figure 98Figure 97 provides an inventory of the General Fund's Police Department Building Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Police Building Maintenance are considered fixed relative to new development.

Figure 99. Police Building Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Police Building Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$61,975	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$61,975					

Police Vehicle Maintenance

Figure 100Figure 97 provides an inventory of the General Fund's Police Department Vehicle Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Police Vehicle Maintenance are considered fixed relative to new development.

Figure 100. Police Vehicle Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Police Vehicle Maintenance					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$257,400	FIXED	1.00	CONSTANT	0%	$0.00
Debt and Capital	$350,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$607,400					

Animal Control

Figure 101Figure 97 provides an inventory of the General Fund's Police Department Animal Control expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Animal Control are projected to increase with population.

Figure 101. Animal Control Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Animal Control					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$87,537	POPULATION	1.00	CONSTANT	0%	$0.98
Expenses	$2,500	POPULATION	1.00	CONSTANT	0%	$0.03
Fringe Benefits	$22,326	POPULATION	1.00	CONSTANT	0%	$0.25
TOTAL	$112,363					

Information Technology

Figure 102Figure 97 provides an inventory of the General Fund's Police Department Information Technology expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Information Technology are considered fixed relative to new development.

Figure 102. Information Technology Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Information Technology					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$502,614	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$93,447	FIXED	1.00	CONSTANT	0%	$0.00
Debt and Capital	$50,000	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$89,071	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$735,132					

Communications

Figure 103Figure 97 provides an inventory of the General Fund's Police Department Communications expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related Communications are considered fixed relative to new development.

Figure 103. Communications Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Communications

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$1,644,530	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$261,373	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,905,903					

Police Support Services

Figure 104Figure 97 provides an inventory of the General Fund's Police Department Support Services expenditure Support Services are considered fixed relative to new development.

Figure 104. Police Support Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Police Support Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$536,049	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$293,219	FIXED	1.00	CONSTANT	0%	$0.00
Debt and Capital	$8,000	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$110,764	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$948,032					

Special Operations

Figure 105Figure 97 provides an inventory of the General Fund's Police Department Special Operations expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Special Operations are considered fixed relative to new development.

Figure 105. Special Operations Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Special Operations					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$436,661	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$32,000	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$70,372	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$539,033					

Police Recruitment

Figure 105Figure 97 provides an inventory of the General Fund's Police Department Recruitment expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Police Recruitment are considered fixed relative to new development.

Figure 106. Police Recruitment Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Police Recruitment					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$24,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$24,000					

Private Duty Details

Figure 105Figure 97 provides an inventory of the General Fund's Police Department Private Duty Details expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Private Duty Details are considered fixed relative to new development.

Figure 107. Special Operations Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Private Duty Details					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Fringe Benefits	$46,800	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$46,800					

PUBLIC BUILDINGS

Administration

Figure 108Figure 97 provides an inventory of the General Fund's Public Building Department Administration Details expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Administration are considered fixed relative to new development.

Figure 108. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Administration

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$993,688	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$125,400	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$132,558	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,251,646					

Municipal Building Maintenance

Figure 109Figure 97 provides an inventory of the General Fund's Public Building Department Municipal Building Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Municipal Building Maintenance are considered fixed relative to new development.

Figure 109. Municipal Building Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Minicipal Building Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$965,302	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$409,850	FIXED	1.00	CONSTANT	0%	$0.00
Debt and Capital	$200,000	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$252,877	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,828,029					

Custody of Surplus Building

Figure 110Figure 97 provides an inventory of the General Fund's Public Building Department Custody of Surplus Building expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Custody of Surplus Buildings are considered fixed relative to new development.

Figure 110. Custody of Surplus Building Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Custody of Surplus Building					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$43,850	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$43,850					

School Building Maintenance

Figure 111Figure 110Figure 97 provides an inventory of the General Fund's Public Building Department School Building Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to School Building Maintenance are considered fixed relative to new development.

Figure 111. School Building Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
School Building Maintenance					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$709,500	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$709,500					

City Hall Maintenance

Figure 112Figure 110Figure 97 provides an inventory of the General Fund's Public Building Department City Hall Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to City Hall Maintenance are considered fixed relative to new development.

Figure 112. City Hall Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
City Hall Maintenance					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$211,419	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$243,880	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$29,683	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$484,982					

Library Building Maintenance

Figure 113Figure 110Figure 97 provides an inventory of the General Fund's Public Building Department City Hall Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Library Building Maintenance are considered fixed relative to new development.

Figure 113. Library Building Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Library Building Maintance/Operations

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$276,421	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$19,625	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$71,098	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$367,144					

Police Headquarters Maintenance

Figure 114Figure 110Figure 97 provides an inventory of the General Fund's Public Building Department Police Headquarters Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Police Headquarters Maintenance are considered fixed relative to new development.

Figure 114. Police Headquarters Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Police Headquarters Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$81,279	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$6,640	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$20,290	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$108,209					

Parks/Recreation Building Custodial

Figure 115 provides an inventory of the General Fund's Public Building Department Parks/Recreation Building Custodial expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Parks/Recreation Building Custodial are considered fixed relative to new development.

Figure 115. Parks/Recreation Building Custodial Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Parks/Recreation Building Custodial

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$25,000	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$5,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$30,000					

PUBLIC WORKS

Administration

Figure 116 provides an inventory of the General Fund's Public Works Department Administration expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Administration are projected to increase with population and job totals.

Figure 116. Administration Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Administration

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$844,110	POP AND JOBS	0.50	CONSTANT	0%	$6.07
Expenses	$475,892	POP AND JOBS	1.00	CONSTANT	0%	$3.42
Fringe Benefits	$154,253	POP AND JOBS	0.50	CONSTANT	0%	$1.11
TOTAL	$1,474,255					

Vehicle Maintenance

Figure 117 provides an inventory of the General Fund's Public Works Department Vehicle Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Vehicle Maintenance are projected to increase with population and job totals.

Figure 117. Vehicle Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Vehicle Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$1,081,482	POP AND JOBS	0.50	CONSTANT	0%	$7.78
Expenses	$934,406	POP AND JOBS	1.00	CONSTANT	0%	$6.72
Debt and Capital	$435,000	POP AND JOBS	1.00	CONSTANT	0%	$3.13
Fringe Benefits	$280,024	POP AND JOBS	0.50	CONSTANT	0%	$2.01
TOTAL	$2,730,912					

Street/Sidewalk Maintenance

Figure 118 provides an inventory of the General Fund's Public Works Department Street/Sidewalk Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Street/Sidewalk Maintenance are projected to increase with population and job totals.

Figure 118. Street/Sidewalk Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Streets/Sidewalk Maintenance

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$2,902,483	POP AND JOBS	0.75	CONSTANT	0%	$20.87
Expenses	$1,030,865	POP AND JOBS	1.00	CONSTANT	0%	$7.41
Fringe Benefits	$755,961	POP AND JOBS	0.75	CONSTANT	0%	$5.43
TOTAL	$4,689,309					

Street Cleaning

Figure 119 provides an inventory of the General Fund's Public Works Department Street Cleaning expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Street Cleaning are projected to increase with population and job totals.

Figure 119. Street Cleaning Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Street Cleaning

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$420,747	POP AND JOBS	0.75	CONSTANT	0%	$3.02
Expenses	$123,500	POP AND JOBS	1.00	CONSTANT	0%	$0.89
Fringe Benefits	$99,621	POP AND JOBS	0.75	CONSTANT	0%	$0.72
TOTAL	$643,868					

Street Lighting

Figure 120 provides an inventory of the General Fund's Public Works Department Street Lighting expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, operating expenses related to Street Lighting are not considered growth-related expenditures and are projected as fixed costs.

Figure 120. Street Lighting Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Street Lighting					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$457,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$457,000					

Snow/Ice Control

Figure 121 provides an inventory of the General Fund's Public Works Department Snow/Ice Control expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Snow/Ice Control are projected to increase with population and job totals.

Figure 121. Snow/Ice Control Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Snow/Ice Control					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$283,300	POP AND JOBS	0.75	CONSTANT	0%	$2.04
Expenses	$1,037,700	POP AND JOBS	1.00	CONSTANT	0%	$7.46
Debt and Capital	$179,000	POP AND JOBS	0.75	CONSTANT	0%	$1.29
TOTAL	$1,500,000					

Sustainable Materials Management

Figure 122 provides an inventory of the General Fund's Public Works Department Sustainable Materials Management expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenses related to Sustainable Materials Management are considered fixed relative to new development.

Figure 122. Sustainable Materials Management Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Sustainable Materials Management					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Personal Services	$418,699	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$8,253,621	FIXED	1.00	CONSTANT	0%	$0.00
Debt and Capital	$90,000	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$100,514	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$8,862,834					

Engineering Services

Figure 123 provides an inventory of the General Fund's Public Works Department Engineering Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services, Debt and Capital, and Fringe Benefits expenditures are considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.

Figure 123. Engineering Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Engineering Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$1,228,840	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$537,390	POP AND JOBS	1.00	CONSTANT	0%	$3.86
Debt and Capital	$18,400	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$165,092	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$1,949,722					

Transportation

Figure 124 provides an inventory of the General Fund's Public Works Department Transportation expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures are considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.

Figure 124. Transportation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Transportation

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$1,064,699	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$1,055,460	POP AND JOBS	1.00	CONSTANT	0%	$7.59
Fringe Benefits	$184,731	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$2,304,890					

PURCHASING

Purchasing

Figure 125 provides an inventory of the General Fund's Purchasing Department Purchasing expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures are considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.

Figure 125. Purchasing Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Purchasing

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$303,014	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$16,350	POP AND JOBS	1.00	CONSTANT	0%	$0.12
Fringe Benefits	$69,021	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$388,385					

Printing

Figure 126 provides an inventory of the General Fund's Purchasing Department Printing expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Printing are considered fixed relative to new development.

Figure 126. Printing Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Printing

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$67,806	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$42,500	FIXED	1.00	CONSTANT	0%	$0.00
Fringe Benefits	$22,012	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$132,318					

SENIOR SERVICES

Figure 127 provides an inventory of the General Fund's Senior Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to Senior Services are projected to increase with population.

Figure 127. Senior Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Senior Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$275,823	POPULATION	0.75	CONSTANT	0%	$3.10
Expenses	$331,350	POPULATION	1.00	CONSTANT	0%	$3.72
Fringe Benefits	$60,656	POPULATION	0.75	CONSTANT	0%	$0.68
TOTAL	$667,829					

TREASURY

Treasury

Figure 128 provides an inventory of the General Fund's Treasury Department Treasury expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related Treasury are projected to increase with population and jobs totals.

Figure 128. Treasury Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Treasury

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$726,794	POP AND JOBS	0.50	CONSTANT	0%	$5.23
Expenses	$459,450	POP AND JOBS	1.00	CONSTANT	0%	$3.30
Fringe Benefits	$111,417	POP AND JOBS	0.50	CONSTANT	0%	$0.80
TOTAL	$1,297,661					

Debt Maturities

Figure 129 provides an inventory of the General Fund's Treasury Department Debt Maturities expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to debt maturities are considered fixed relative to new development.

Figure 129. Debt Maturities Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Debt Maturities

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Debt and Capital	$13,162,267	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$13,162,267					

Interest – Long-Term Debt

Figure 130 provides an inventory of the General Fund's Treasury Department Interest – Long-Term Debt expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to interest from long-term debt are considered fixed relative to new development.

Figure 130. Interest – Long-Term Debt Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Interest - Long Term Debt					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Debt and Capital	$10,885,907	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$10,885,907					

Interest – Temporary Loans

Figure 131 provides an inventory of the General Fund's Treasury Department Interest – Temporary Loans expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to interest from temporary loans are considered fixed relative to new development.

Figure 131. Interest – Temporary Loans Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Interest - Temporary Loans					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$40,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$40,000					

State Assessments

Figure 132 provides an inventory of the General Fund's Treasury Department State Assessments expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to State assessments are considered fixed relative to new development.

Figure 132. State Assessments Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Interest - Temporary Loans					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$40,000	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$40,000					

VETERAN SERVICES

Figure 133 provides an inventory of the General Fund's Veteran Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, Personal Services and Fringe Benefits expenditures are

considered fixed relative to new development while Expenses expenditures are projected to increase with population and job totals.

Figure 133. Veteran Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Veteran Services

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$74,732	FIXED	1.00	CONSTANT	0%	$0.00
Expenses	$283,369	POP AND JOBS	1.00	CONSTANT	0%	$2.04
Fringe Benefits	$1,084	FIXED	1.00	CONSTANT	0%	$0.00
TOTAL	$359,185					

NEWTON PUBLIC SCHOOLS

Salaries & Benefits

Figure 134 provides an inventory of the General Fund's Newton Public Schools Salaries & Benefits expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to salaries and benefits are projected to increase with total public school enrollment.

Figure 134. Salaries & Benefits Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Salaries & Benefits

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Personal Services	$158,388,095	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$12,422.60
Fringe Benefits	$37,364,226	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$2,930.53
TOTAL	$195,752,321					$15,353.12

Utilities

Figure 135 provides an inventory of the General Fund's Newton Public Schools Utilities expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to utilities are projected to increase with total school seats, i.e. the total capacity of all public schools.

Figure 135. Utilities Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Utilities					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$4,723,371	TOTAL SCHOOL SEATS	1.00	CONSTANT	0%	$352.07
TOTAL	$4,723,371					

Maintenance

Figure 136 provides an inventory of the General Fund's Newton Public Schools Maintenance expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to maintenance are projected to increase with total school seats.

Figure 136. Maintenance Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Maintenance					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$4,043,098	TOTAL SCHOOL SEATS	1.00	CONSTANT	0%	$301.36
TOTAL	$4,043,098					

Contract Services

Figure 137 provides an inventory of the General Fund's Newton Public Schools Contract Services expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to contract services are projected to increase with total school seats.

Figure 137. Contract Services Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS						
Contract Services					Annual	LOS Std
Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Change (+/-)	$ per Demand Unit
Expenses	$1,403,994	TOTAL SCHOOL SEATS	1.00	CONSTANT	0%	$104.65
TOTAL	$1,403,994					

Tuition

Figure 138 provides an inventory of the General Fund's Newton Public Schools Tuition expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to tuition are projected to increase with total public school enrollment.

Figure 138. Tuition Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Tuition

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$8,918,437	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$699.49
TOTAL	$8,918,437					

Transportation

Figure 139 provides an inventory of the General Fund's Newton Public Schools Transportation expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to transportation are projected to increase with total public school enrollment.

Figure 139. Transportation Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Transportation

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$7,096,402	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$556.58
TOTAL	$7,096,402					

Supplies

Figure 140 provides an inventory of the General Fund's Newton Public Schools Supplies expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to supplies are projected to increase with total public school enrollment.

Figure 140. Supplies Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Supplies

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$2,444,614	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$191.73
TOTAL	$2,444,614					

Equipment

Figure 141 provides an inventory of the General Fund's Newton Public Schools Equipment expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to equipment are projected to increase with total public school enrollment.

Figure 141. Equipment Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Equipment

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$1,709,948	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$134.11
TOTAL	$1,709,948					

Athletics

Figure 142 provides an inventory of the General Fund's Newton Public Schools Athletics expenditure factors used in the Fiscal Impact Analysis. As shown in the figure, all operating expenditures related to athletics are projected to increase with total public school enrollment.

Figure 142. Athletics Expenditures - Level of Service Factors/Projection Methodologies

BASE YEAR BUDGET AND FACTOR PROJECTION METHODOLOGY INPUTS

Athletics

Expenditure Name	FY2019 Budget Amount	Project Using Which Demand Base?	Demand Unit Multiplier	Projection Methodology	Annual Change (+/-)	LOS Std $ per Demand Unit
Expenses	$1,093,078	TOTAL ENROLLMENT	1.00	CONSTANT	0%	$85.73
TOTAL	$1,093,078					

CUMULATIVE EXPENDITURE PROJECTIONS

City expenditures generated by future growth/development are shown below cumulatively for Years 1-20. Cumulative general government operating expenditures for the City of Newton are shown in Figure 143 and cumulative school operating expenditures are shown in Figure 144. A summary of combined cumulative operating expenditures is displayed in Figure 145. Cumulative capital expenditures are shown in Figure 146.

Figure 143. Cumulative General Government Operating Expenditures

Cumulative General Government Operating Expenditures - Scenario Comparisons
City of Newton, MA

Category	SCENARIO			
	Option 1	%	Option 2	%
Assessing	$1,948,751	2%	$2,306,088	2%
Clerk of Council	$1,026,088	1%	$1,215,716	1%
Comptroller	$62,373,565	49%	$73,810,838	49%
Financial Information Services	$926,142	1%	$1,095,966	1%
Fire	$3,338,417	3%	$3,999,515	3%
Health & Human Services	$3,009,385	2%	$3,573,703	2%
Historic Newton	$25,439	0%	$30,237	0%
Human Resources	$1,324,183	1%	$1,566,995	1%
Information Technology	$2,346,297	2%	$2,776,532	2%
Inspectional Services	$222,746	0%	$275,643	0%
Law	$2,200,084	2%	$2,603,508	2%
Library	$1,194,307	1%	$1,419,593	1%
Mayor's Office	$233,080	0%	$275,819	0%
Parks & Recreation	$3,493,740	3%	$4,149,456	3%
Planning & Development	$2,318,148	2%	$2,742,309	2%
Police	$17,326,114	14%	$20,760,682	14%
Public Buildings	$0	0%	$0	0%
Public Works	$20,991,581	17%	$24,840,750	16%
Purchasing	$33,351	0%	$39,466	0%
Senior Services	$482,652	0%	$573,696	0%
Treasury	$1,792,081	1%	$2,120,690	1%
Veteran's Services	$578,017	0%	$684,007	0%
TOTAL	**$127,184,168**	**100%**	**$150,861,209**	**100%**

Figure 144. Cumulative Newton Public Schools Operating Expenditures

Cumulative Operating Expenditures - Scenario Comparisons Newton Public Schools				
	SCENARIO			
Category	Option 1	%	Option 2	%
Salaries & Benefits	$202,272,335	87%	$240,427,759	87%
Utilities	$3,339,450	1%	$4,214,410	2%
Maintenance	$2,858,493	1%	$3,607,439	1%
Contract Services	$992,632	0%	$1,252,708	0%
Tuition	$9,215,488	4%	$10,953,841	4%
Transportation	$7,332,765	3%	$8,715,973	3%
Supplies	$2,526,038	1%	$3,002,534	1%
Equipment	$1,766,902	1%	$2,100,200	1%
Athletics	$1,129,486	0%	$1,342,545	0%
TOTAL	**$231,433,587**	**100%**	**$275,617,411**	**100%**

Figure 145. Cumulative Operating Expenditures

Cumulative Operating Expenditures - Scenario Comparisons City of Newton, MA				
	SCENARIO			
Category	Option 1	%	Option 2	%
General Government Expenditures	$127,184,168	35%	$150,861,209	35%
Newton Public Schools Expenditures	$231,433,587	65%	$275,617,411	65%
TOTAL	**$358,617,755**	**100%**	**$426,478,620**	**100%**

Option 1 results in $127.1 million in cumulative general government operating costs to the City and $231.4 million in cumulative operating costs to Newton Public Schools, resulting in combined cumulative operating costs of $358.6 million. Option 2 results in $150.8 million in cumulative general government operating costs to the City and $275.6 million in cumulative operating costs to Newton Public Schools, resulting in combined cumulative operating costs of $426.5 million. Since most operating costs are a function of population or employment growth, Option 2 logically results in greater operating costs.

Figure 146. Cumulative Capital Expenditures

Cumulative Capital Expenditures - Scenario Comparisons City of Newton, MA				
	SCENARIO			
Category	Option 1	%	Option 2	%
Police	$1,041,883	100%	$1,424,743	100%
TOTAL	**$1,041,883**	**100%**	**$1,424,743**	**100%**

Option 1 results in $1.04 million in cumulative capital costs to the City, while Option 2 results in $1.42 million in cumulative capital costs to the City. The greater capital costs associated with Option 2 are the result of the larger development program put forth under Option 2. Police capital expenditures, encompassing the purchase of both marked and unmarked patrol vehicles, account for all capital expenditures. Demand for both marked and unmarked patrol vehicles is a function of police calls for service. As explained in the Appendix, police calls for service resulting from the development scenarios is calculated by multiplying calls for service per capita by the population resulting from each scenario. Therefore, Option 2 results in greater capital costs because it generates greater population growth than Option 1.

Approach to Modeling Capital Impacts

Capital expenditures are modeled using the following criteria:

- Future growth/development creates new demand for additional capacity.
- The City does not currently have capacity to accommodate the additional demand.
- There are current/future plans by the City to build or purchase the capital improvements needed to provide additional capacity.
- The current or planned capital expenditure is anticipated to be funded by the City (as opposed to being provided by private development or funded from other sources).

A summary of the projected capital improvements and costs are shown below in Figure 147. Additional detail is provided below the figure.

Figure 147. Summary of Capital Needs and Cost

	20-Year Cumulative Total Capital Needs and Costs City of Newton, MA							
		SCENARIO						
		Option 1			Option 2			
	Category	*Demand Unit*	*Demand*	*Total Cost**	*Demand Unit*	*Demand*	*Total Cost**	
Police	Frontline patrol vehicle	Vehicle	4	$ 972,101	Vehicle	6	$	1,329,318
	Unmarked patrol vehicle	Vehicle	4	$ 69,782	Vehicle	5	$	95,425
TOTAL				**$ 1,041,883**			**$**	**1,424,743**

* Reflects cumulative capital costs over the 20-year projection period, including principle, interest, and potential replacement

Police

- Additional frontline patrol vehicles are projected based on current levels of service of 0.76 vehicles per 1,000 calls for service (41 police vehicles / 54,142 calls for service x 1,000). The cost per vehicle is $40,000 according to Newton Police.
- Additional unmarked patrol vehicles are projected based on current levels of service of 0.65 vehicles per 1,000 calls for service (35 police vehicles / 54,142 calls for service x 1,000). The cost per vehicle is $18,500 according to Newton Police.

APPENDIX: DEMOGRAPHIC & DATA ASSUMPTIONS

BASE YEAR DATA

The table below summarizes estimates of the base year population, housing units, employment, nonresidential space, and facility factors in Newton, MA. These estimated values serve as the basis for the fiscal impact analysis and are used to determine the cost and revenue factors used in the analysis.

Figure 148. Base Year Input Data

CITYWIDE	
Year->	Base
	2018
POPULATION	89,041
POP AND JOBS	139,094
HOUSING UNITS	
SINGLE FAMILY-DETACHED	18,648
SINGLE FAMILY-ATTACHED	1,781
MULTIFAMILY	12,104
TOTAL UNITS	32,533
Source: 2016 U.S. Census, American Community Survey, 1-Year Estimates	
PERSONS PER HOUSEHOLD	
SINGLE FAMILY-DETACHED & ATTACHED	2.92
SINGLE FAMILY-ATTACHED	0.00
MULTIFAMILY	2.26
ALL HOUSEHOLDS	2.68
Source: 2016 U.S. Census, American Community Survey, 1-Year Estimates	
JOBS	
Retail	8,954
Office	26,194
Industrial	7,912
Institutional	6,993
TOTAL JOBS	50,053
Source: BLS QCEW, 2016, All Employees, All Ownership Types	
NONRESIDENTIAL SQUARE FOOTAGE	
COMMERCIAL SF	3,326,510
OFFICE SF	3,326,510
INDUSTRIAL SF	3,318,793
INSTITUTIONAL SF	
TOTAL NONRES SF	9,971,812
Source: CB Richard Ellis	

RESIDENTIAL VEHICLE TRIPS	
SINGLE FAMILY-DETACHED	18,648
SINGLE FAMILY-ATTACHED	63,023
MULTIFAMILY	12,104
TOTAL RES TRIPS	93,775
NONRESIDENTIAL VEHICLE TRIPS	
COMMERCIAL	63,376
OFFICE	26,937
INDUSTRIAL	6,704
INSTITUTIONAL	0
TOTAL NONRES TRIPS	97,017
TOTAL VEHICLE TRIPS	
RESIDENTIAL TRIPS	93,775
NONRESIDENTIAL TRIPS	97,017
TOTAL TRIPS	190,791
PARK ACRES	440
FACILITY SF	590,959
SCHOOL SF	2,309,057
Sources: Newton Parks; Newton Department of Public Works	
CALLS FOR SERVICE	
RES POLICE CALLS	32,485
NONRES POLICE CALLS	21,657
TOTAL POLICE CALLS	54,142
RES FIRE CALLS	6,000
NONRES FIRE CALLS	4,000
TOTAL FIRE CALLS	12,067
TOTAL PUBLIC SAFETY CALLS	66,209
Source: Newton Police Department; Newton Fire Department	
SCHOOL ENROLLMENT	
ELEMENTARY ENROLLMENT	5,824
MIDDLE ENROLLMENT	2,868
HIGH ENROLLMENT	4,058
TOTAL ENROLLMENT	12,750
TOTAL SCHOOL SEATS (CAPACITY)	13,416
Source: Newton Public Schools, Enrollment Analysis	
ROAD INVENTORY	
ROAD MILES	275
Source: Newton Department of Public Works	

PUBLIC SCHOOL STUDENTS PER HOUSING UNIT

Figure 149 shows the student generation rate (SGR) for public schools used in TischlerBise's fiscal impact analysis. Given the envisioned character of the Washington Street corridor following redevelopment, it was assumed that all residential development would be multifamily housing.

Figure 149. Newton Public Schools Pupil Yields per Housing Unit

Structure Type	ELEMENTARY SCHOOL	MIDDLE SCHOOL	HIGH SCHOOL	TOTAL
Multifamily	0.161	0.079	0.112	0.353

The student generation rate used in this study maintains the weighted average SGR from recent multifamily housing developments in Newton. This weighted average SGR is shown in Figure 150.

Figure 150. Local Student Generation Rates from Recent Developments

Development	Units	Public Schol Students	SGR
Avalon at Newton Highlands	294	108	0.367
Avalon at Chestnut Hill	204	80	0.392
Arborpoint at Woodland Station	180	51	0.283
Total	**678**	**239**	**0.353**

Source: Newton Public Schools Enrollment Analysis Report

In order to calculate student generation rates for each level of school, i.e. elementary, middle, and high school, TischlerBise utilized enrollment statistics from Newton Public Schools, as shown in Figure 151. TischlerBise allocated the total weighted average SGR across the three levels of schools according to each level's share of total enrollment, thereby arriving at the SGR assumptions displayed in Figure 149.

Figure 151. Newton Public Schools Enrollment by School Level

	ELEMENTARY	MIDDLE SCHOOL	HIGH SCHOOL	TOTAL
Enrollment	5,824	2,868	4,058	12,750
Share of Total Enrollment	46%	22%	32%	100%

Source: Newton Public Schools Enrollment Analysis Report

VEHICLE TRIPS

Vehicle trips are used to project some operating and capital expenditures in the fiscal impact analysis. Average Weekday Vehicle Trip Ends by type of development (or trip generation rates) are from the reference book, *Trip Generation, 10TH Edition*, published by the Institute of Transportation Engineers (ITE), in 2017. A "trip end" represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway). Trip rates have been adjusted to avoid overestimating the number of actual trips because one vehicle trip is counted in the trip rates of both the origination and destination points. A simple factor of 50 percent has been applied to Residential and the Office and Industrial categories. The Retail category has a trip factor of less than 50 percent because this type of development attracts vehicles as they pass-by on arterial and collector roads. For example, when someone stops at a convenience store on their way home from work, the convenience store is not their primary destination.

Trip rates and adjustment factors are shown in the Figure 152. Using trips generated from single family units as an example, the formula is as follows: 11,590 units x 9.44 vehicle trips per unit x 50% adjustment = 54,703. As shown in Figure 152, residential development accounts for an estimated 72 percent of total daily trips and nonresidential development accounts for the additional 28 percent.

Figure 152. Vehicle Trips

ITE TRIP GENERATION RATES AND EMPLOYMENT DENSITIES

Land Use	Wkdy Trip Ends Per 1,000 Sq Ft (1)	Reduction for Mixed Use**	Mixed Use Wkdy Trip Ends	Wkdy Trip Ends Per Employee (1)	Emp Per 1,000 Sq Ft	Sq Ft Per Emp (2)	Trip Adj. Factor (1)
Free-Standing Discount Store (815)	57.24	29%	40.64	28.84	1.98	504	33%
Discount Supermarket (854)	90.86	29%	64.51	40.36	2.25	444	33%
	8.11	29%	5.76				
Specialty Retail	44.32		44.32	22.36	3.88	258	24%
Commercial/Shopping Ctr (820)							
25K gross leasable are	110.32	29%	78.33	na	3.33	300	28%
50K gross leasable are	86.56	29%	61.46	na	2.86	350	31%
100K gross leasable ar	67.91	29%	48.22	na	2.50	400	33%
200K gross leasable ar	53.28	29%	37.83	na	2.22	450	36%
400K gross leasable ar	41.80	29%	29.68	na	2.00	500	39%
Quality Restaurant (931)	89.95	29%	63.86	na	5.00	200	50%
Fast Food Restaurant w/Drive Through (934)	496.12	29%	352.25	na	5.00	200	50%
General Office (710)							
10K gross floor area	22.81	29%	16.20	5.06	4.51	222	50%
25K gross floor area	18.31	29%	13.00	4.43	4.13	242	50%
50K gross floor area	15.50	29%	11.01	4.00	3.88	258	50%
100K gross floor area	13.13	29%	9.32	3.62	3.63	276	50%
Bank (912)	148.15	29%	105.19	30.94	4.79	209	50%
Medical Office (720)	36.13	29%	25.65	8.91	4.05	247	50%
Assisted Living (254) (per bed)	2.74	29%	1.95	3.93			50%
Hospital (610)	13.22	29%	9.39	4.50	2.94	340	50%
Nursing Home (620) (per bed)	2.74	29%	1.95	3.26			50%
Research and Development (760)	8.11	29%	5.76	2.77	2.93	342	50%
Entertainment/Cultural Facility (590)	56.24	29%	39.93	52.52	1.07	934	50%
Indoor Recreation (495)	33.82	29%	24.01				50%
Outdoor Recreation (488) (per field)	71.33						50%
Day Care (565)	74.06	29%	52.58	26.73	2.77	361	50%
Private School/University (540)	27.49	29%	19.52	15.55	1.77	566	50%
High School (530)	12.89	29%	9.15	19.74	0.65	1531	50%
Elementary School (520)	15.43	29%	10.96	15.71	0.98	1018	50%
Mining-Sand and Gravel (per usable acre)	100						50%
Industrial							
Business Park (770)***	12.44	29%	8.83	4.04	3.08	325	50%
Light Industrial (110)	6.97	29%	4.95	3.02	2.31	433	50%
Warehousing (150)	3.56	29%	2.53	3.89	0.92	1,093	50%
Manufacturing (140)	3.82	29%	2.71	2.13	1.79	558	50%
Lodging (per Room)							
Hotel (310)	8.92	29%	6.33	14.34	0.44	2,273	50%
Motel (320)	9.11	29%	6.47	12.81	0.44	2,273	50%

1. Trip Generation, Institute of Transportation Engineers, 2012.
2. Square feet per employee calculated from trip rates except for Shopping Center data, which are derived from the Urban Land Institute's Development Handbook and Dollars and Cents of Shopping Centers.
*** According to ITE, a Business Park is a group of flex-type buildings served by a common roadway system. The tenant space includes an average mix of 20-30% office/commercial and 70-80% industrial/warehousing.
3. From Table 6 of the 2009 National Household Travel Survey.

VEHICLE TRIP RATES FOR RESIDENTIAL USES

ITE#	Land Use	Wkdy Trips Ends*	Reduction for Mixed Use**	Mixed Use Wkdy Trip Ends	TOD Adj. Factor***	Net Trip Rate	Trip Adj. Factor*
210	Single Family Detache	9.52	29%	6.76	50%	4.76	50%
220	Apartment	6.65	29%	4.72	50%	3.33	50%
221	Low Rise Apartment	6.59	29%	4.68	50%	3.30	50%
222	High Rise Apartment	4.20	29%	2.98	50%	2.10	50%
230	Residential Condo/To	5.81	29%	4.13	50%	2.91	50%
232	High Rise Condo/Tow	4.18	29%	2.97	50%	2.09	50%
240	Mobile Home Park	4.99	29%	3.54	50%	2.50	50%
251	Senior Adult Housing-I	3.68	29%	2.61	50%	1.84	50%
252	Senior Adult Housing-/	3.44	29%	2.44	50%	1.72	50%
253	Congregate Care Fa	2.02	29%	1.43	50%	1.01	50%

* Trip Generation, Institute of Transportation Engineers, 2012.
**Conistent with the literature, a recent analysis of mixed-use developments in six regions of the US found an average 29% in trip generation as a funtion of "D" variables, inlcuding design, diverity, destination accessibility, distance to transit, development scale and demographics. Source: Reid Ewing, Michael Greenwald, Ming Zhang, Jerry Walters, Mark Feldman, Robert Cervero, Lawrence Frank, and John Thomas. Traffic Generated by Mixed-Use Developments: Six-Region Study Using Consistent Built Environmental Measures. Journal of Urban Planning and Development, 2011.
*** TischlerBise

POLICE CALLS FOR SERVICE

Using the above proportionate share methodology, Police calls for service per capita and per nonresidential trip are derived. For Police calls for service, self-initiated calls are netted out of the total number both to derive the cost per call for service and to project future calls for service from the development program.

To project future Police calls for service from new development, the data are used to determine a call per person and call per nonresidential trip. *Note: the development program only includes residential development; therefore, only the call per capita is used in the analysis.*

These factors are then applied to projected population from the development program to project demand for Police services using calls for service. (E.g., for every new person in the City, it is estimated that .365 Police calls for service are generated.)

Figure 153. Newton Police Department Calls for Service Projection Methodology

POLICE CALLS FOR SERVICE DATA (1)		
Land Use	**Calls**	**Percent**
Land Use		
Residential	*32,485*	60%
Nonresidential	*21,657*	40%
TOTAL CALLS FOR SERVICE	**54,142**	**100%**
CALLS FOR SERVICE PROJECTION FACTORS		
Current Population		89,041
Current Nonresidential Vehicle Trips		97,017
Calls per Capita		0.365
Calls per Nonresidential Trip		0.223
(1) Total calls provided by Newton Police Department Safety-Emergency Services. The department was not able to provide provide calls by land use type. Calls are allocated based on a functional population analysis.		

FIRE CALLS FOR SERVICE

Using the above proportionate share methodology, Fire calls for service per capita and per nonresidential trip are derived.

To project future Fire calls for service from new development, the data are used to determine a call per person and call per nonresidential trip.

These factors are then applied to projected population from the development program to project demand for Fire services using calls for service. (E.g., for every new person in the City, it is estimated that .067 Fire calls for service are generated.)

Figure 154. Newton Fire Department Calls for Service Projection Methodology

FIRE CALLS FOR SERVICE DATA (1)		
Land Use	**Calls**	**Percent**
Residential	6,000	60%
Nonresidential	4,000	40%
TOTAL CALLS FOR SERVICE	**10,000**	**100%**
CALLS FOR SERVICE PROJECTION FACTORS		
Current Population		89,041
Current Nonresidential Vehicle Trips		97,017
Calls per Capita		0.067
Calls per Nonresidential Trip		0.041
(1) Call data was provided by the Newton Fire Department Safety-Emergency Services. The department was not able to provide provide calls by land use type. Calls are allocated based on a functional population analysis.		

Figure 155. Detailed Demand Projections (Option 1)

Option 1 SCENARIO ANNUAL DEMAND BASE

	Base Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Fiscal Year->	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
EXISTING POPULATION	0	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031
NEW POPULATION	0	252	505	757	1,010	1,262	1,514	1,767	2,019	2,272	2,524	2,777	3,029	3,281	3,534	3,786	4,039	4,291	4,543	4,796	5,048
POPULATION	0	1,283	1,536	1,788	2,041	2,293	2,545	2,798	3,050	3,303	3,555	3,807	4,060	4,312	4,565	4,817	5,070	5,322	5,574	5,827	6,079
POP AND JOBS	0	7,508	8,211	8,914	9,617	10,320	11,023	11,726	12,429	13,132	13,835	14,538	15,241	15,944	16,647	17,350	18,053	18,756	19,459	20,162	20,865
EXISTING RESIDENTIAL	0	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523
NEW RESIDENTIAL (MULTIFAMILY)	0	128	256	384	513	641	769	897	1,025	1,153	1,281	1,409	1,538	1,666	1,794	1,922	2,050	2,178	2,306	2,435	2,563
TOTAL UNITS	0	651	780	908	1,036	1,164	1,292	1,420	1,548	1,677	1,805	1,933	2,061	2,189	2,317	2,445	2,573	2,702	2,830	2,958	3,086
EXISTING RETAIL SF	0	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916
NEW RETAIL SF	0	40,360	80,719	121,079	161,439	201,799	242,158	282,518	322,878	363,238	403,597	443,957	484,317	524,676	565,036	605,396	645,756	686,115	726,475	766,835	807,195
EXISTING OFFICE SF	0	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823
NEW OFFICE SF	0	73,971	147,941	221,912	295,882	369,853	443,823	517,794	591,764	665,735	739,705	813,676	887,646	961,617	1,035,587	1,109,558	1,183,528	1,257,499	1,331,469	1,405,440	1,479,410
TOTAL SF	0	1,506,070	1,620,400	1,734,730	1,849,061	1,963,391	2,077,721	2,192,051	2,306,382	2,420,712	2,535,042	2,649,372	2,763,702	2,878,033	2,992,363	3,106,693	3,221,023	3,335,354	3,449,684	3,564,014	3,678,344
EXISTING RETAIL JOBS	0	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790
NEW RETAIL JOBS	0	81	161	242	323	404	484	565	646	726	807	888	969	1,049	1,130	1,211	1,292	1,372	1,453	1,534	1,614
EXISTING OFFICE JOBS	0	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984
NEW OFFICE JOBS	0	370	740	1,110	1,479	1,849	2,219	2,589	2,959	3,329	3,699	4,068	4,438	4,808	5,178	5,548	5,918	6,287	6,657	7,027	7,397
TOTAL JOBS	0	6,225	6,675	7,126	7,576	8,027	8,477	8,928	9,379	9,829	10,280	10,730	11,181	11,631	12,082	12,533	12,983	13,434	13,884	14,335	14,785
EXISTING RESIDENTIAL TRIPS	0	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760
EXISTING NONRES TRIPS	0	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024
EXISTING TOTAL TRIPS	0	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785
NEW RESIDENTIAL TRIPS	0	186	372	558	744	931	1,117	1,303	1,489	1,675	1,861	2,047	2,233	2,419	2,606	2,792	2,978	3,164	3,350	3,536	3,722
NEW NONRES TRIPS	0	894	1,789	2,683	3,578	4,472	5,367	6,261	7,155	8,050	8,944	9,839	10,733	11,627	12,522	13,416	14,311	15,205	16,100	16,994	17,888
NEW TOTAL TRIPS	0	1,081	2,161	3,242	4,322	5,403	6,483	7,564	8,644	9,725	10,805	11,886	12,966	14,047	15,127	16,208	17,289	18,369	19,450	20,530	21,611
RESIDENTIAL TRIPS	0	946	1,132	1,318	1,505	1,691	1,877	2,063	2,249	2,435	2,621	2,807	2,993	3,180	3,366	3,552	3,738	3,924	4,110	4,296	4,482
NONRES TRIPS	0	10,919	11,813	12,708	13,602	14,497	15,391	16,285	17,180	18,074	18,969	19,863	20,758	21,652	22,546	23,441	24,335	25,230	26,124	27,018	27,913
TOTAL TRIPS	0	11,865	12,946	14,026	15,107	16,187	17,268	18,348	19,429	20,509	21,590	22,670	23,751	24,832	25,912	26,993	28,073	29,154	30,234	31,315	32,395
PARK ACRES	0	6	8	9	10	11	13	14	15	16	18	19	20	21	23	24	25	26	28	29	30
EXISTING RES POLICE CALLS	0	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376
EXISTING NONRES POLICE CALLS	0	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238
EXISTING TOTAL POLICE CALLS	0	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614
NEW RES POLICE CALLS	0	92	184	276	368	460	553	645	737	829	921	1,013	1,105	1,197	1,289	1,381	1,473	1,566	1,658	1,750	1,842
NEW NONRES POLICE CALLS	0	200	399	599	799	998	1,198	1,398	1,597	1,797	1,997	2,196	2,396	2,596	2,795	2,995	3,195	3,394	3,594	3,794	3,993
NEW TOTAL POLICE CALLS	0	292	583	875	1,167	1,459	1,750	2,042	2,334	2,626	2,917	3,209	3,501	3,793	4,084	4,376	4,668	4,960	5,251	5,543	5,835
RES POLICE CALLS	0	468	560	652	744	837	929	1,021	1,113	1,205	1,297	1,389	1,481	1,573	1,665	1,757	1,850	1,942	2,034	2,126	2,218
NONRES POLICE CALLS	0	2,437	2,637	2,837	3,036	3,236	3,436	3,635	3,835	4,035	4,234	4,434	4,634	4,833	5,033	5,233	5,432	5,632	5,832	6,031	6,231
TOTAL POLICE CALLS	0	2,906	3,197	3,489	3,781	4,073	4,364	4,656	4,948	5,240	5,531	5,823	6,115	6,407	6,698	6,990	7,282	7,574	7,865	8,157	8,449
RES FIRE CALLS	0	86	103	120	138	155	172	189	206	223	240	257	274	291	308	325	342	359	376	393	410
NONRES FIRE CALLS	0	450	487	524	561	598	635	671	708	745	782	819	856	893	930	966	1,003	1,040	1,077	1,114	1,151
TOTAL FIRE CALLS	0	537	591	644	698	752	806	860	914	968	1,022	1,076	1,129	1,183	1,237	1,291	1,345	1,399	1,453	1,507	1,560
EXISTING ELEMENTARY ENROLLMENT	0	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84
EXISTING MIDDLE ENROLLMENT	0	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41
EXISTING HIGH ENROLLMENT	0	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59
EXISTING TOTAL ENROLLMENT	0	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184
NEW ELEMENTARY ENROLLMENT	0	21	41	62	83	103	124	144	165	186	206	227	248	268	289	309	330	351	371	392	413
NEW MIDDLE ENROLLMENT	0	10	20	30	41	51	61	71	81	91	102	112	122	132	142	152	163	173	183	193	203
NEW HIGH ENROLLMENT	0	14	29	43	58	72	86	101	115	129	144	158	173	187	201	216	230	244	259	273	288
NEW TOTAL ENROLLMENT	0	45	90	136	181	226	271	316	361	407	452	497	542	587	632	678	723	768	813	858	903
ELEMENTARY ENROLLMENT	0	105	126	146	167	187	208	229	249	270	291	311	332	352	373	394	414	435	456	476	497
MIDDLE ENROLLMENT	0	52	62	72	82	92	102	113	123	133	143	153	163	174	184	194	204	214	224	235	245
HIGH ENROLLMENT	0	73	87	102	116	131	145	159	174	188	202	217	231	246	260	274	289	303	317	332	346
TOTAL ENROLLMENT	0	230	275	320	365	410	455	501	546	591	636	681	726	772	817	862	907	952	997	1,043	1,088
TOTAL PUBLIC SAFETY CALLS	0	828	1,174	1,520	1,865	2,211	2,557	2,902	3,248	3,593	3,939	4,285	4,630	4,976	5,322	5,667	6,013	6,359	6,704	7,050	7,395
CUMUL RES AV	$0	$152,281,945	$220,832,690	$289,383,435	$357,934,180	$426,484,925	$495,035,669	$563,586,414	$632,137,159	$700,687,904	$769,238,649	$837,789,394	$906,340,139	$974,890,884	$1,043,441,629	$1,111,992,374	$1,180,543,119	$1,249,093,864	$1,317,644,608	$1,386,195,353	$1,454,746,098
CUMUL NONRES AV	$0.00	$248,338,178	$280,956,709	$313,575,240	$346,193,771	$378,812,302	$411,430,833	$444,049,364	$476,667,895	$509,286,426	$541,904,957	$574,523,488	$607,142,019	$639,760,550	$672,379,081	$704,997,612	$737,616,143	$770,234,675	$802,853,206	$835,471,737	$868,090,268
TOTAL SCHOOL SEATS	0	45	90	136	181	226	271	316	361	407	452	497	542	587	632	678	723	768	813	858	903

Figure 156. Detailed Demand Projections (Option 2)

Option 2 SCENARIO ANNUAL DEMAND BASE

	Base Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Fiscal Year->	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
EXISTING POPULATION	0	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031	1,031
NEW POPULATION	0	319	637	956	1,274	1,593	1,911	2,230	2,548	2,867	3,185	3,504	3,823	4,141	4,460	4,778	5,097	5,415	5,734	6,052	6,371
POPULATION	0	1,349	1,668	1,987	2,305	2,624	2,942	3,261	3,579	3,898	4,216	4,535	4,854	5,172	5,491	5,809	6,128	6,446	6,765	7,083	7,402
POP AND JOBS	0	7,756	8,706	9,657	10,608	11,559	12,509	13,460	14,411	15,361	16,312	17,263	18,214	19,164	20,115	21,066	22,017	22,967	23,918	24,869	25,819
EXISTING RESIDENTIAL	0	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523	523
NEW RESIDENTIAL	0	162	323	485	647	809	970	1,132	1,294	1,455	1,617	1,779	1,940	2,102	2,264	2,426	2,587	2,749	2,911	3,072	3,234
TOTAL UNITS	0	685	847	1,008	1,170	1,332	1,494	1,655	1,817	1,979	2,140	2,302	2,464	2,625	2,787	2,949	3,111	3,272	3,434	3,596	3,757
EXISTING RETAIL SF	0	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916	394,916
NEW RETAIL SF	0	57,620	115,241	172,861	230,481	288,101	345,722	403,342	460,962	518,583	576,203	633,823	691,444	749,064	806,684	864,304	921,925	979,545	1,037,165	1,094,786	1,152,406
EXISTING OFFICE SF	0	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823	996,823
NEW OFFICE SF	0	103,388	206,776	310,163	413,551	516,939	620,327	723,714	827,102	930,490	1,033,878	1,137,265	1,240,653	1,344,041	1,447,429	1,550,816	1,654,204	1,757,592	1,860,980	1,964,367	2,067,755
TOTAL SF	0	1,552,748	1,713,756	1,874,764	2,035,772	2,196,780	2,357,788	2,518,796	2,679,804	2,840,812	3,001,820	3,162,828	3,323,836	3,484,844	3,645,852	3,806,860	3,967,868	4,128,876	4,289,885	4,450,893	4,611,901
EXISTING RETAIL JOBS	0	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790	790
NEW RETAIL JOBS	0	115	230	346	461	576	691	807	922	1,037	1,152	1,268	1,383	1,498	1,613	1,729	1,844	1,959	2,074	2,190	2,305
EXISTING OFFICE JOBS	0	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984	4,984
NEW OFFICE JOBS	0	517	1,034	1,551	2,068	2,585	3,102	3,619	4,136	4,652	5,169	5,686	6,203	6,720	7,237	7,754	8,271	8,788	9,305	9,822	10,339
TOTAL JOBS	0	6,406	7,038	7,670	8,303	8,935	9,567	10,199	10,831	11,464	12,096	12,728	13,360	13,992	14,624	15,257	15,889	16,521	17,153	17,785	18,418
EXISTING RESIDENTIAL TRIPS	0	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760	760
EXISTING NONRES TRIPS	0	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024	10,024
EXISTING TOTAL TRIPS	0	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785	10,785
NEW RESIDENTIAL TRIPS	0	235	470	705	939	1,174	1,409	1,644	1,879	2,114	2,349	2,584	2,818	3,053	3,288	3,523	3,758	3,993	4,228	4,463	4,697
NEW NONRES TRIPS	0	1,267	2,533	3,800	5,066	6,333	7,600	8,866	10,133	11,399	12,666	13,933	15,199	16,466	17,732	18,999	20,266	21,532	22,799	24,065	25,332
NEW TOTAL TRIPS	0	1,501	3,003	4,504	6,006	7,507	9,009	10,510	12,012	13,513	15,015	16,516	18,018	19,519	21,021	22,522	24,024	25,525	27,027	28,528	30,030
RESIDENTIAL TRIPS	0	995	1,230	1,465	1,700	1,934	2,169	2,404	2,639	2,874	3,109	3,344	3,579	3,813	4,048	4,283	4,518	4,753	4,988	5,223	5,458
NONRES TRIPS	0	11,291	12,558	13,824	15,091	16,357	17,624	18,891	20,157	21,424	22,690	23,957	25,224	26,490	27,757	29,023	30,290	31,557	32,823	34,090	35,356
TOTAL TRIPS	0	12,286	13,788	15,289	16,790	18,292	19,793	21,295	22,796	24,298	25,799	27,301	28,802	30,304	31,805	33,307	34,808	36,310	37,811	39,313	40,814
PARK ACRES	0	7	8	10	11	13	15	16	18	19	21	22	24	26	27	29	30	32	33	35	37
EXISTING RES POLICE CALLS	0	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376	376
EXISTING NONRES POLICE CALLS	0	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238
EXISTING TOTAL POLICE CALLS	0	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614	2,614
NEW RES POLICE CALLS	0	116	232	349	465	581	697	814	930	1,046	1,162	1,278	1,395	1,511	1,627	1,743	1,859	1,976	2,092	2,208	2,324
NEW NONRES POLICE CALLS	0	283	565	848	1,131	1,414	1,696	1,979	2,262	2,545	2,827	3,110	3,393	3,676	3,958	4,241	4,524	4,807	5,089	5,372	5,655
NEW TOTAL POLICE CALLS	0	399	798	1,197	1,596	1,995	2,394	2,793	3,192	3,591	3,990	4,389	4,787	5,186	5,585	5,984	6,383	6,782	7,181	7,580	7,979
RES POLICE CALLS	0	492	609	725	841	957	1,073	1,190	1,306	1,422	1,538	1,655	1,771	1,887	2,003	2,119	2,236	2,352	2,468	2,584	2,700
NONRES POLICE CALLS	0	2,520	2,803	3,086	3,369	3,651	3,934	4,217	4,500	4,782	5,065	5,348	5,631	5,913	6,196	6,479	6,762	7,044	7,327	7,610	7,893
TOTAL POLICE CALLS	0	3,013	3,412	3,811	4,210	4,609	5,008	5,407	5,806	6,204	6,603	7,002	7,401	7,800	8,199	8,598	8,997	9,396	9,795	10,194	10,593
RES FIRE CALLS	0	91	112	134	155	177	198	220	241	263	284	306	327	349	370	391	413	434	456	477	499
NONRES FIRE CALLS	0	466	518	570	622	674	727	779	831	883	936	988	1,040	1,092	1,144	1,197	1,249	1,301	1,353	1,406	1,458
TOTAL FIRE CALLS	0	556	630	704	778	851	925	999	1,072	1,146	1,220	1,293	1,367	1,441	1,514	1,588	1,662	1,735	1,809	1,883	1,957
EXISTING ELEMENTARY ENROLLMENT	0	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84
EXISTING MIDDLE ENROLLMENT	0	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41
EXISTING HIGH ENROLLMENT	0	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59	59
EXISTING TOTAL ENROLLMENT	0	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184	184
NEW ELEMENTARY ENROLLMENT	0	26	52	78	104	130	156	182	208	234	260	286	312	338	365	391	417	443	469	495	521
NEW MIDDLE ENROLLMENT	0	13	26	38	51	64	77	90	103	115	128	141	154	167	180	192	205	218	231	244	256
NEW HIGH ENROLLMENT	0	18	36	54	73	91	109	127	145	163	181	200	218	236	254	272	290	308	327	345	363
NEW TOTAL ENROLLMENT	0	57	114	171	228	285	342	399	456	513	570	627	684	741	798	855	912	969	1,026	1,083	1,140
ELEMENTARY ENROLLMENT	0	110	136	162	188	214	240	267	293	319	345	371	397	423	449	475	501	527	553	579	605
MIDDLE ENROLLMENT	0	54	67	80	93	106	118	131	144	157	170	183	195	208	221	234	247	259	272	285	298
HIGH ENROLLMENT	0	77	95	113	131	149	168	186	204	222	240	258	276	295	313	331	349	367	385	403	422
TOTAL ENROLLMENT	0	241	298	355	412	469	526	583	640	697	754	811	868	925	982	1,040	1,097	1,154	1,211	1,268	1,325
TOTAL PUBLIC SAFETY CALLS	0	955	1,428	1,901	2,373	2,846	3,319	3,791	4,264	4,737	5,209	5,682	6,155	6,627	7,100	7,572	8,045	8,518	8,990	9,463	9,936
CUMUL RES AV	$0	$170,242,751	$256,754,302	$343,265,854	$429,777,405	$516,288,956	$602,800,507	$689,312,059	$775,823,610	$862,335,161	$948,846,712	$1,035,358,264	$1,121,869,815	$1,208,381,366	$1,294,892,917	$1,381,404,469	$1,467,916,020	$1,554,427,571	$1,640,939,122	$1,727,450,674	$1,813,962,225
CUMUL NONRES AV	$0.00	$261,733,688	$307,747,730	$353,761,771	$399,775,813	$445,789,854	$491,803,896	$537,817,937	$583,831,979	$629,846,020	$675,860,062	$721,874,103	$767,888,145	$813,902,186	$859,916,228	$905,930,269	$951,944,311	$997,958,352	$1,043,972,394	$1,089,986,435	$1,136,000,477
TOTAL SCHOOL SEATS	0	57	114	171	228	285	342	399	456	513	570	627	684	741	798	855	912	969	1,026	1,083	1,140

#165-19
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Ruthanne Fuller
Mayor

City of Newton, Massachusetts
Department of Planning and Development
1000 Commonwealth Avenue Newton, Massachusetts 02459

Barney S. Heath
Director

M E M O R A N D U M

DATE: May 24, 2019

TO: Councilor Albright, Chair, Zoning & Planning Committee
Members of the Zoning and Planning Committee

FROM: Barney S. Heath, Director of Planning and Development
James Freas, Deputy Director of Planning and Development
Rachel B. Nadkarni, Long-Range Planner

RE: **#165-19 Washington Street Vision Plan**

MEETING DATE: May 28, 2019

CC: Honorable Newton City Councilors
Planning and Development Board
Urban Design Commission
Jonathan Yeo, Chief Operating Officer

Newton's Comprehensive Plan calls for creating district and topic specific plans. The Washington Street Vision Plan is the second in what is anticipated to be an ongoing series of area specific planning processes to further explore how the City can address its core public objectives while preparing for and managing development in that specific location. One of the central ideas of the Washington Street Vision is that this corridor is a place for development in Newton that will allow the City to address many of its core public objectives to the benefit of both those living in and directly adjacent to the corridor and the broader Newton community. The vision then identifies actions and strategies to ensure development in the corridor is consistent with the values and expectations of area residents and that necessary improvements can happen in a coordinated manner over time. This memo is offered as an opportunity to reiterate why the City Council has supported selective and well-designed growth and development in the past and how the Washington Street vision and Comprehensive Plan amendment lays out a pathway to continue those efforts.

As it relates to development, there have generally been five broad areas of public policy focus in Newton:

1. Housing – Creating and maintaining a diverse and affordable array of housing choices in the city.

2. Environment – Advancing the preservation and restoration of the natural environment. Increasingly, this objective has included significant attention to the issue of global climate change and therefore looked at energy efficiency in the building and transportation sectors.

3. Transportation – Endeavoring to alleviate existing transportation challenges through site specific improvements and expansion of transportation options.

4. Economic Development – Creating vibrancy and strengthening Newton's commercial areas, especially the village centers, and expanding the commercial tax base.

5. Excellence in Placemaking – Promoting high quality building and public space design. "Excellence in Placemaking" is one of the distinguishing themes of Newton's Comprehensive Plan with a goal to see all new projects complement and contribute to each village center or neighborhood's unique design qualities.

Each of these areas of public policy objectives overlap and reinforce each other in countless ways. For the first four, growth and development (density and, as a result, height) offer potential solutions. The last, 'Excellence in Placemaking' represents our overarching guide; the notion that whatever the solution offered or the development proposal under consideration, it must be one that reflects Newton's design ideals.

Housing

The housing discussion has been one of the most important in the City of Newton over the last many years and the issues speak directly to the question of what kind of community the city wants to be. The data has shown that, in the robust economy of greater Boston, with a growing population and increasing numbers of high-income jobs, and with the high desirability of Newton as a place to live, home costs are high and will continue to rise. Correspondingly, the valued economic diversity of the Newton community is declining. The consequences are important. Most directly, the low, moderate and middle-income people who work in Newton; the service employees, restaurant waitstaff, firefighters, teachers, and many others increasingly don't have the opportunity to live here. They are less a part of the community. This situation directly affects businesses, making it harder to locate in Newton and it also affects the inclusiveness of the community, who community members interact with and know. The Newton community also needs to provide multi-family housing options for older residents who wish to downsize and new younger residents who might want to work in the City's growing tech and innovation companies.

The solution set includes building new housing, to offer more multi-family options and ensure that a portion of these are reserved for affordable housing. The proposed inclusionary housing policy amendment will provide for some protected housing for middle income residents alongside housing for low-to-moderate income residents, but 15-20% of zero units is zero affordable units. Housing economics are complex and it is clear that solving the housing crisis cannot just be about building more housing units, but it also cannot be about not building more housing units. Supply and demand is not the entire story, but it is part of the story.

Environment

Climate change is the major environmental challenge of our time and it is clear that major action is necessary and that action must be taken at all levels of government. The solution is both simple and amazingly complex; reduce the emissions of carbon and quickly. Getting there will require essentially a two-pronged approach, shifting everything over to clean energy and significantly improving energy efficiency to reduce overall demand. Development will address this imperative in two ways, through energy efficient building design and through locating new development with density and height in walkable and transit-oriented locations in order to address the carbon impacts of the two major users of energy, buildings and transportation.

Transportation

Transportation planning over the last couple decades has shifted from a focus on building road capacity for cars to one of expanding transportation options for people. Effectively, what the industry has come to recognize is that road congestion is inevitable where demand is high (driven by a strong economy) and the service is free (ie. there is no or little cost to driving). The primary solution then is to expand the range of choices an individual has that will allow them to effectively and conveniently avoid or manage their experience of congestion. Expanding mode choice is one of the most effective avenues in this regard. Development, particularly in dense, mixed-use walkable, and transit-served environments is essential to expanding mode choice because it maximizes those choices available. In that kind of environment, an individual has all modes of transportation available, depending on their destination. Many destinations are a short walk away, others reachable by bike or a longer walk, and still others by transit. That density also improves the viability of car sharing for those other destinations that must be reached by car.

Creating the Walkable Environment

The foundation of a multi-modal transportation system is a walkable environment. Walkability is achieved through a combination of factors, the first being a sufficient density of residents and workers that there are a range of useful destinations within walking distance and the second being a list of urban design features that serve to promote and encourage walking. Two of the important urban design attributes are building facades that offer visual interest and engagement to passers-by and sufficient building height to enclose the streetscape so that a person does not feel as if they are out in the open. In measuring walkability, it is important to remember that we are aiming to create places where people are actively choosing to go to walk; that they want to be there as opposed to those walking through a place out of necessity. The highest quality places Newton offers, those found in parts of Newton's village centers, exhibit a desirable degree of walkable design attributes – places like Union Street in Newton Centre and Lincoln Street in Newton Highlands. These places were also designed at a time when the prime audience was someone who arrived by walking rather than driving. The Washington Street Vision recommends that when parking is provided that it be placed underground and behind buildings to ensure that the streets can be shaped with walking comfort as a top priority.

Economic Development

A significant defining characteristic of Newton is the diverse village centers. These are assets to the community. Similarly, other commercials areas, from offices to industrial sites play an important role in providing essential commercial tax revenue. Commercial land of all types is limited in Newton, such that an effective strategy to reinforcing and adding value to these assets is through density and height.

The market study completed as part of the Washington Street process found that there is excess buying power available in this area that is going out of the City, an idea referred to as retail leakage. This study concludes that the area could support additional retail square footage. Ensuring the long range success of Newton's village centers though will also require that they outcompete other regional and online destinations, and their greatest competitive advantage will come from proximity to large numbers of shoppers (ideally those who can walk to shopping) and a high quality design environment that promotes walking and draws attention and interest.

Excellence in Place-Making

How we ensure that, in meeting the policy objectives identified above we don't lose those qualities of place that make Newton *Newton* is the focus of the Washington Street vision effort and discussed in depth below. The Washington Street vision process has been a year-long effort to find the right solutions for addressing these major issues that would work for the immediate Washington Street community. Necessarily, there is a balancing as the vision recommends the strategic use of density and height to achieve the objectives above while also reflecting in those recommendations the "Newton approach." Specifics of this balancing are highlighted below.

Separate Villages

One of the important concepts in the Washington Street vision is that West Newton and Newtonville be recognizable as distinct villages; that these two places should not appear to blend together into one continuous development along the length of Washington Street. Much of Newton's identity derives from having separate and individually unique villages. With Newton's strong housing market, and the policy objectives above, one could easily have planned for six story buildings along the entire length of Washington Street as has been seen in other nearby municipalities. For Newton though, the appropriate place to focus new, denser development is in the village centers, consistent with the City's historical development patterns.

Village Center Scale

Notwithstanding the note above, there is an aspect of the historic, defining character of Newton in the generally lower height of many of Newton's villages. In the Washington Street corridor, the center of West Newton is a federally designated historic district, its character derived from several important civic buildings, a handful of historic commercial buildings, and overall, the general two to four story heights. Newtonville is similar in both of these regards. The Washington Street vision arrives at two solutions for

respecting the scale of these village centers while also accommodating density to support the policy objectives above.

First, the plan targets density and height towards areas of underutilized land just outside of the village cores but well within the walkable and transit served areas of the villages. In West Newton, this area includes the MBTA parking lots and the "Cheesecake Brook lots." In Newtonville, this area is primarily at the intersection of Crafts and Washington Streets. Essentially, the vision calls for transforming these areas that are currently less reflective of the ideal of Newton placemaking excellence. The vision proposes that these portions of the corridor could realize the important policy objectives while also incorporating the same quality of design that define the West Newton and Newtonville village cores.

Second, the plan specifically limits the heights in the village core areas to three stories while allowing for a fourth floor where historic facades are preserved. In order to have the additional story, the new portion of the building would be required to be set back from the front façade, significantly reducing the influence greater building height has on the sense of the character of these village centers.

Stepdown Height to Adjacent Neighborhoods

The transition from the denser and taller mixed-use areas to adjacent lower density residential neighborhoods is an important part of retaining neighborhood character. The plan recommends, and the zoning would ultimately require, that building heights drop adjacent to residences in order to be complementary to the neighborhood scale.

Building Variation

A distinguishing characteristic of both West Newton and Newtonville is that the buildings in these villages developed incrementally over time and are therefore distinctive from each other, varying in height, width, materials, and other aspects of their design. These building patterns are another essential feature that defines the unique sense of place of Newton. The vision recommends that zoning for Washington Street require that new development reinforce these building patterns. In particular, where a larger new development is proposed that might include multiple buildings or stretch over an entire block, that such a development reinforce the idea of multiple buildings with varying heights, materials, and other design distinctiveness.

Recognizing Financial Feasibility

An important part of planning for the future is recognizing that for development to play a role in accomplishing Newton's public policy objectives, the development opportunities must be financially realistic. Without creating true financially realistic options, the future is to maintain the status quo. The vision process identified a number of priorities for development that come with significant financial costs to the projects: underground parking, creating civic spaces on site, high standards for design, energy performance, and transportation service. In building the draft zoning, particularly for density

and related heights, the Principle Group considered the financially realistic density that would be needed to deliver these public priorities.

The current zoning of Washington Street for the most part does not offer the opportunity for financially viable projects. Notably, each of the recent major projects to come to the City Council have required a rezoning. This approach has led to a corridor that for significant portions does not reflect the quality design standards of Newton as a whole and promotes uncertainty for neighbors and property owners where development is proposed not according to the existing zoning, but instead according to individual rezoning requests. A key objective of this effort to plan for and zone the Washington Street corridor is to create greater predictability, so that neighbors and property owners can understand the potential parameters of new development and so that the City can coordinate investments over time. Again, getting to predictability requires realistic assessments of feasibility.

Ten Story Buildings

Tall buildings, which for Newton at this time range from 8 to 16 stories, are an important part of Newton's evolving character as the City retains its quality of place while also responding to its public policy objectives. Such tall buildings exist now in Newton Corner and Chestnut Hill, responding to the high value of these locations and offering important economic development and housing purposes. Taller buildings will be an important part of Newton's future as the incredible value of its location continues and the need for commercial and residential options remains. The Washington Street vision identifies two distinct locations on the Washington Street corridor to achieve public policy objectives with tall buildings.

At Crafts Street, the vision anticipates the potential for one tall building of up to 10 stories, but only if dedicated to office or lab space. Residential buildings in this location would be limited to a maximum height of 6.5 stories. The objective in this location is to support economic development and realize the value of a transit served location with highway visibility. The tall building would anchor a cluster of office, lab, and industrial buildings, existing and new, to create a node of economic activity in the eastern part of Newtonville.

At the West Newton MBTA parking lot, the vision anticipates developing the surface lot into a project that includes commuter parking, village parking, and a grouping of buildings that may include two tall buildings (up to 10 stories), or possibly three with very good design, with a mixture of residential and office or lab space. Tall buildings in this location serve all of the public policy objectives identified above and further, can afford to contribute to the significant infrastructure investments necessary to redesign the highway interchange and bridges that surround the site into roads that are consistent with the high-quality design expected as a part of Newton. To simply put buildings in this location without reconfiguring the infrastructure to integrate the MBTA lot into the village would be to ignore the design and character of Newton and consign this area to be separate and apart from the West Newton community.

Heights in the Draft 3 Washington Street Zoning

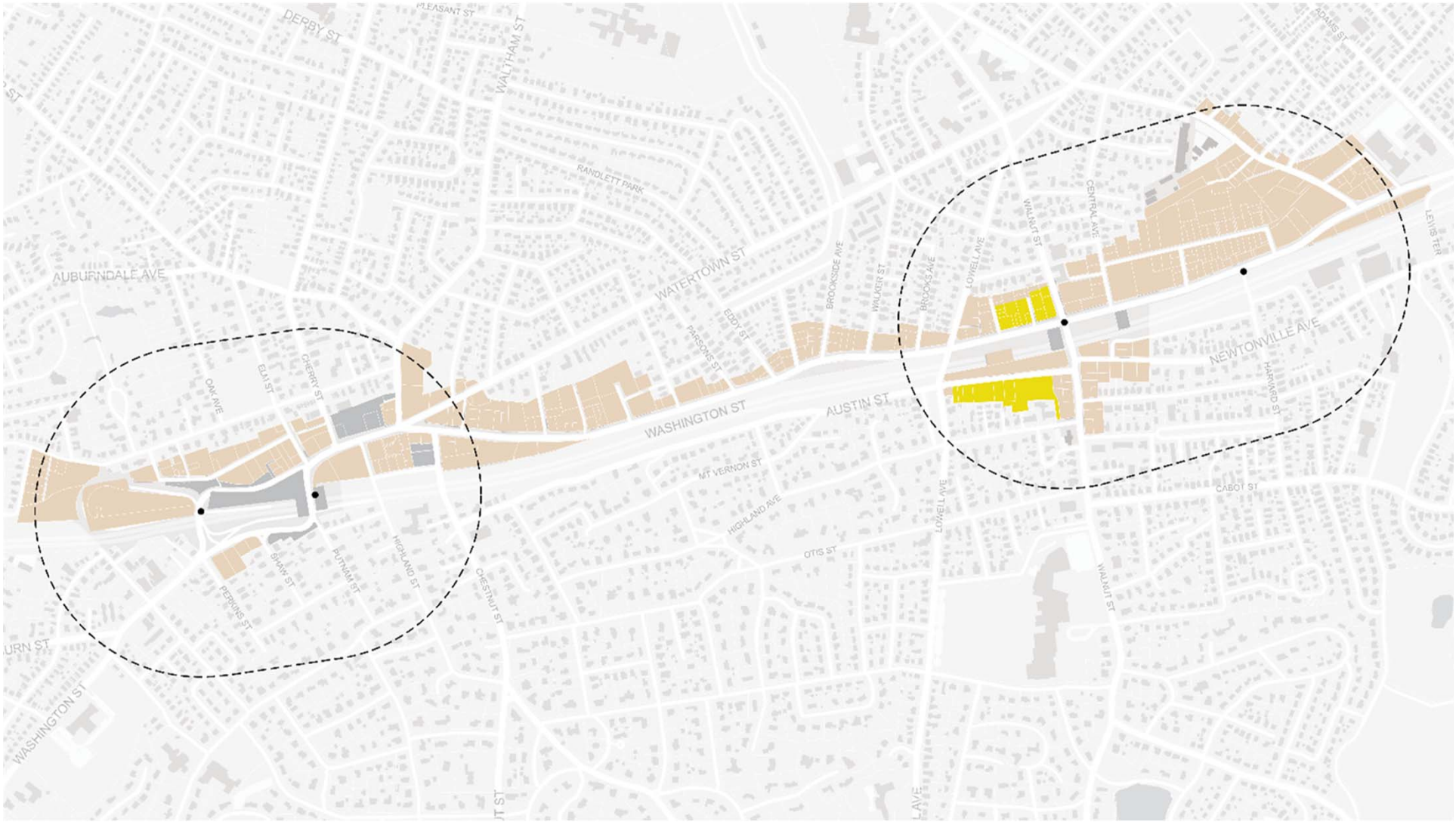
To better understand the Draft 3 Washington Street Zoning proposal, staff has distilled the Draft 3 Washington Street Zoning map into two height maps – one showing what building heights would be allowed by right and what building heights would be allowed by Special Permit. Alongside this, staff has put together a similar height map showing what is allowed by right and by Special Permit under the existing zoning ordinance.

In the Draft 3 proposed zoning, anything taller than 5.5 stories (5 stories with occupiable space under the roof) would require a Special Permit. All buildings, whether by right or by special permit, would have to meet the very detailed design requirements of the zoning ordinance. These design standards are intended to ensure that all buildings meet the excellence in placemaking objective and lead to buildings that integrate and contribute to the high-quality design environment in Newton.

Washington Street Comprehensive Plan Amendment

Based on feedback from the City Council at the May 9th meeting, the Planning Department will be creating a more concise Washington Street Vision Comprehensive Plan amendment document for the Council's consideration for adoption. This document will draw on the Hello Washington Street: Washington Street Vision Report submitted by the Principle Group and will be modeled on the document created for the Needham Street Area Vision. The Planning Department staff is targeting the delivery of a first draft of this new document in early July.

EXISTING ZONING: HEIGHTS ALLOWED BY RIGHT



2 - 2.5 Stories Max.

3 - 3.5 Stories Max.

4 - 4.5 Stories Max.

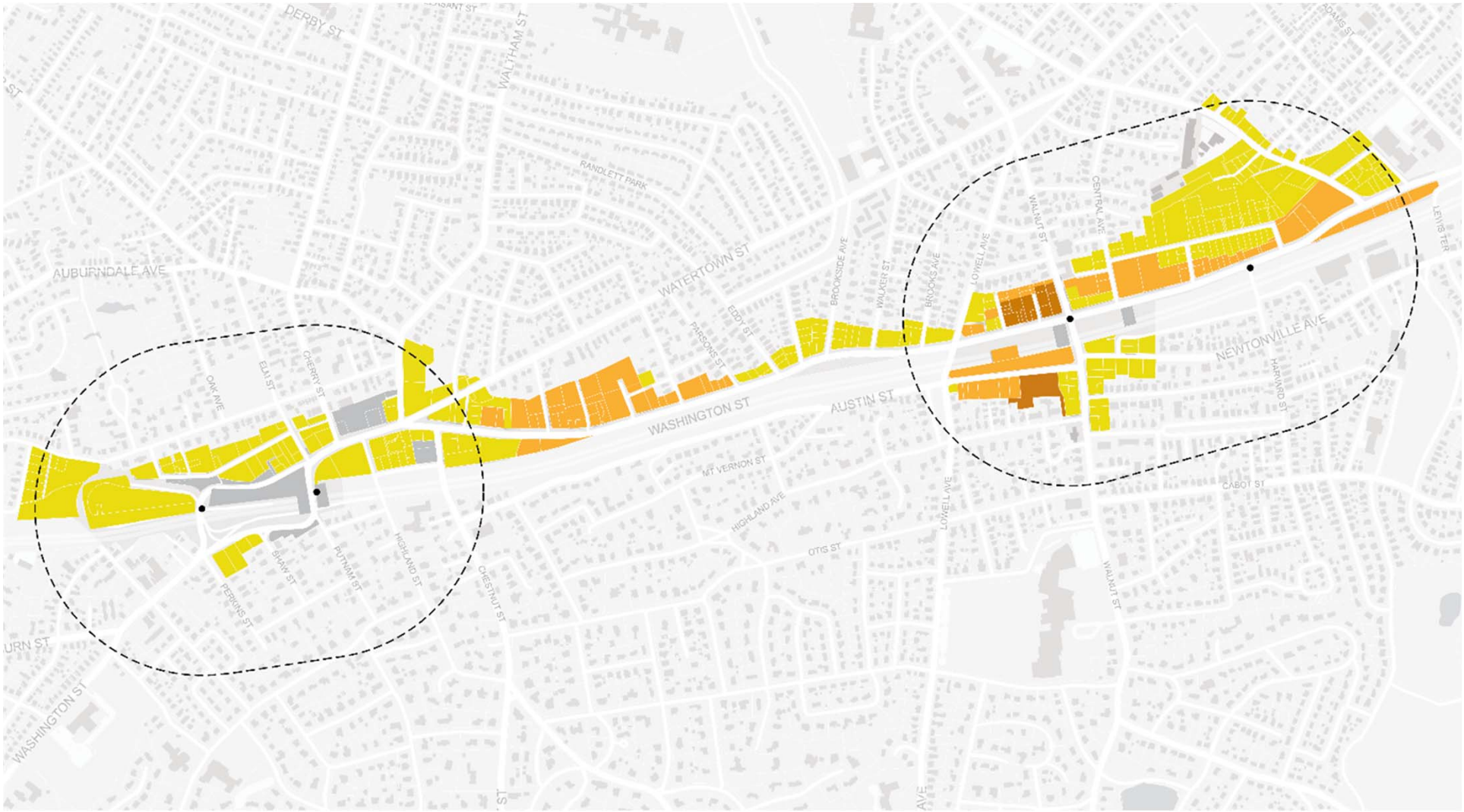
5 - 5.5 Stories Max.

6 - 6.5 Stories Max.

10 Stories Max.

Properties in gray are within the Public Use District which does not have a set height limit but limits buildings to those for public purposes

EXISTING ZONING: HEIGHTS ALLOWED WITH SPECIAL PERMIT



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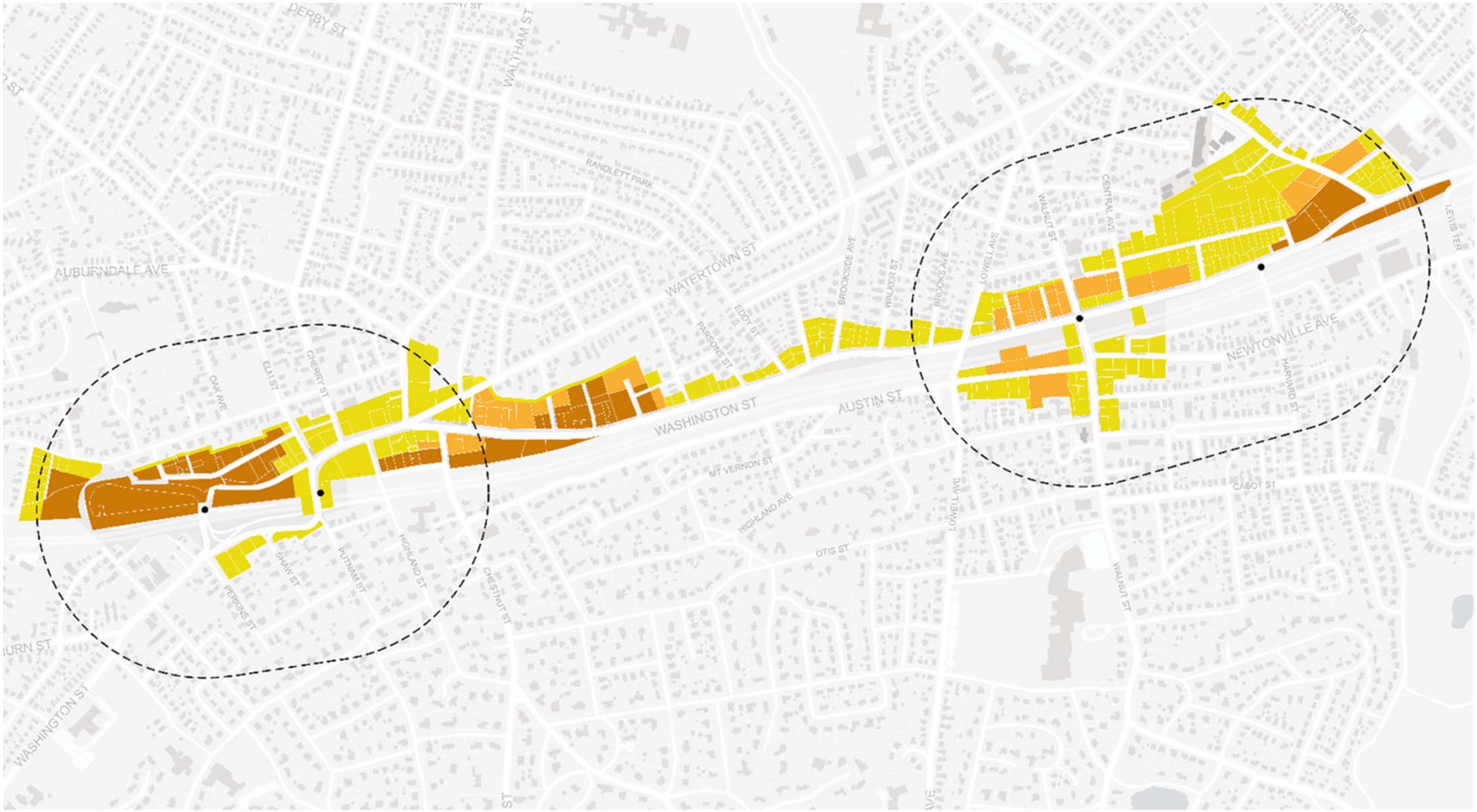
6 - 6.5 Stories Max.

10 Stories Max.

Properties in gray are within the Public Use District which does not have a set height limit but limits buildings to those for public purposes

PROPOSED ZONING: HEIGHTS ALLOWED BY RIGHT



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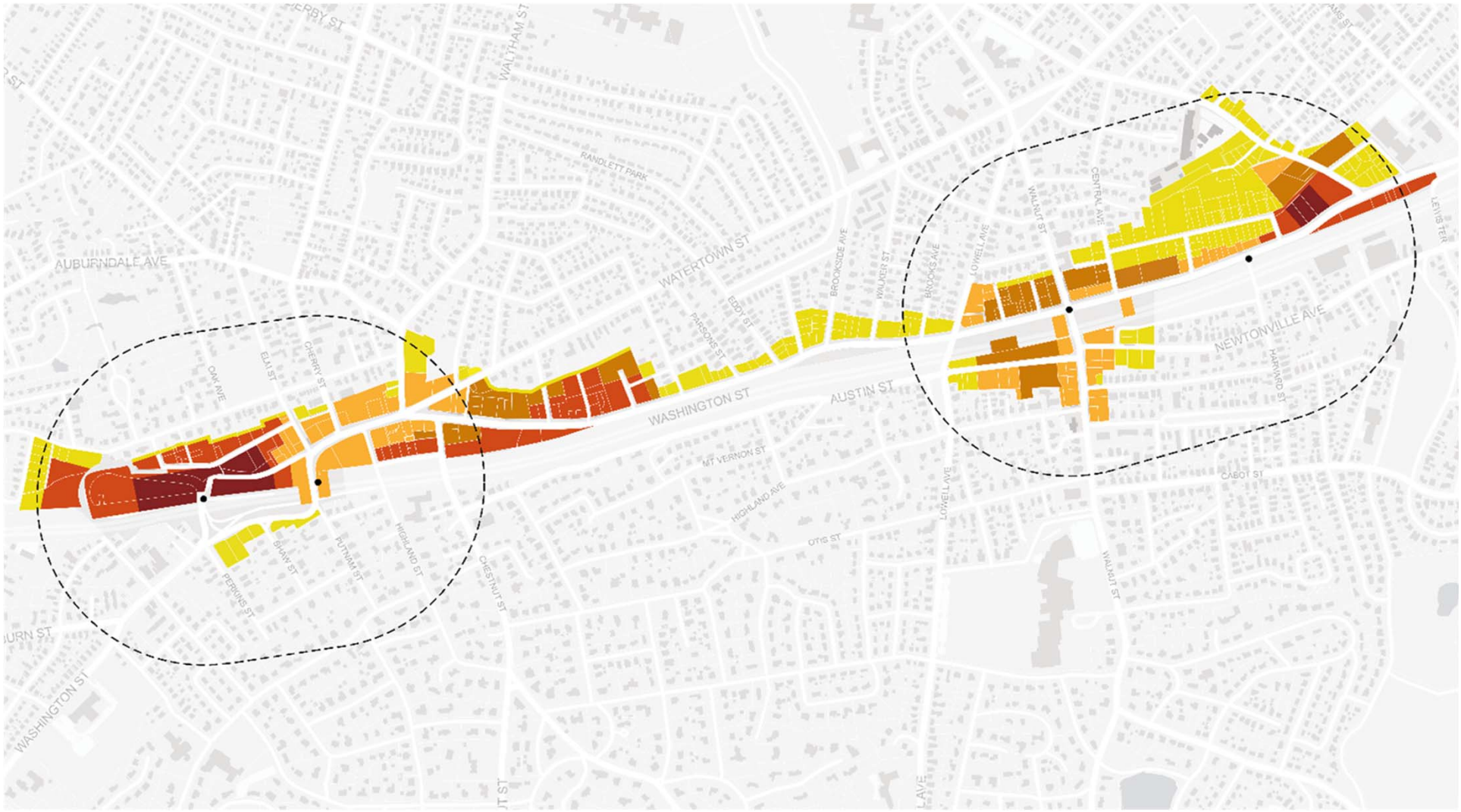
PROPOSED ZONING: HEIGHTS ALLOWED WITH SPECIAL PERMIT



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