



Town of Belmont
Town Administration's Fiscal Year 2014 Budget Recommendation

February 11, 2013

TOWN CLERK

OVERVIEW:

Program Responsibilities. The Town Clerk's Office has three primary areas of responsibility.

- *Elections & Registration.* This program assures that all elections comply with Massachusetts Election Laws and Commonwealth of Massachusetts Regulations (CMR) as well as federal election and local election laws.; manages the process for MGL-mandated yearly town census and maintains the census and voting information on a daily basis; provides and encourages voter registration and participation in elections, and provides election results in a timely & accurate manner.
- *Town Clerk.* This program creates, records and maintains Belmont's vital records from 1859 to the present (births, marriages, deaths) compliant with the Commonwealth's Public Health requirements; licenses pets and businesses; maintains Town Meeting and board, committee and commission meeting postings, minutes & decisions, assuring compliance with the ever-evolving State Open Meeting Laws and relevant MGL, incorporates and maintains the Town By-Laws and ensures compliance with the Massachusetts Conflict of Interest (Ethics) Laws and Office of Campaign and Political Finance reporting requirements.
- *Legislative.* The Office prepares for and manages Town Meeting to maximize use of time, to comply with all MGL and Acts of 1926 Town Meeting requirements, and to properly record votes and Town Meeting Members' records. Communicates votes to the appropriate State agencies as required by law and serves as the communication agent to and from Belmont's 300 Town Meeting Members throughout the year.

Staffing:

The Town Clerk's office has 4.5 Full Time Equivalent (FTE) employees comprised of two full-time management employees (the elected Town Clerk and the appointed Assistant Town Clerk), two full-time 35 hour per week clerical employees, four part-time appointed Registrars of Voters and one elected part-time Moderator. In addition, the Town Clerk's office depends upon our 94 skilled poll workers and our exceedingly competent volunteers who assist in organizing the responses to our annual census mailing to 12,000 households and 25,000+ voter registration cards and other filing projects as needed. For the period from mid-October 2012 to January 4th 2013, the Town Clerk's office answered the questions, fulfilled the requests of more than 5696 people, as tallied by our new door counter and phone log system; this does not include email inquiries. On quiet days, approximately 45 people walk through the door needing assistance.

Budget:

The FY2014 budget is \$431,076 with Elections & Registrations accounting for 55%, Town Clerk 42% and Legislative 3% of the total expenses. In addition, the Town Clerk's office fees for services amounted in FY12 to \$84,000, 100% of which is generated by the activities of the Town Clerk program.

FY13 ACCOMPLISHMENTS:

- *Elections:* More than 14,000 voters participated in November 2012 Presidential Election, an election that also drew worldwide scrutiny to Belmont, the hometown of the Republican Candidate. Along with media interest, coordination with the US Secret Service, Belmont Police and virtually every other Town Department was necessary. Trained 94 election workers, registered more than 1000 new voters, converted more than 2000 inactive voters in preparation. The November election was the seventh election since April of 2011.



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FY13 ACCOMPLISHMENTS (Continued):

- *Door and Telephone Activity Counts:* Door counters were installed and a telephone log was instituted at the Town Clerk's office for November 2012. In a three month period, more than 3000 visitors and 2700 calls were logged.
- *Codification of Town's By-Laws:* FY2013 is the final year of a two year project to analyze, codify and re-organize Belmont's General and Zoning By-Laws. Worked collaboratively with the By-Law Review Committee, Town Counsel, other employees, the Planning Board and a vendor, we expect the newly structured By-Laws to be voted at 2013 Annual Town Meeting.
- *Pet Licensing:* Enabled on-line payments for our pet licensing program which went live January 2012 and has been extremely well received, a banking fee of \$1 per \$12 average pet license. Email reminders and simplified enforcement yielded an increase of 100 licensed pets over calendar 2011.
- *Index of Town Meeting Votes:* Town Clerk staff expertise created an index of Town Meeting actions, an unpaid intern researched and populated the database with more than 1700 votes that have taken place over the past 30 years. The index has already proved extremely useful to conduct research on active or contemplated projects. We hope to continue this project both past and future.
- *Computer Databases:* During 2013, the Town Clerk's office created a new database to keep track of our elected and appointed officials, more than 500 individuals on 69 committees; statutory responsibilities include tracking Ethics receipts and training, Open Meeting Law receipts, terms of service, campaign finance filings, among others.

- In December of 2012, the Governor of the Commonwealth signed our Special Legislation to allow the distribution of Warrant materials for Town Meeting using electronic means.
- *Residency Verification for School Enrollment:* Working cooperatively with the School Superintendent, school principals and other department heads, we've standardized and clarified the residency process for school enrollment by involving the home owner directly in the verification process. Consistently applied, this process has helped to assure that only verified residents of Belmont can enroll in our schools.

DEPARTMENT BUDGET BY FUNCTION:

The chart below represents our best estimates of the functional costs for the department. Benefits are allocated on a percentage basis, not per person since these tend to change periodically. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. The "Other cost" component varies by program:

- In the Elections and Registrations budget, principle "other" costs relate to maintaining the voting machines and per-election costs for ballot coding and printing as required by the Secretary of the Commonwealth and Mass. Election Laws. The number of elections is the cost driver of this budget. For FY2014, the budget is prepared for six elections for personnel costs (June 30, 2013, Special State Election, April Local, two Special Locals and two additional Special State) and only five elections for other costs, which incorporates the three Special State Elections, related to the resignation of Senator Kerry and the possibility that one of Belmont's legislators would succeed him. The extra election for personnel costs includes the salaries of pollworkers for the June 25, 2013 Special State Election, which would not be reconciled and paid by June 30th.



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- In the Town Clerk budget, the principle "other" expenses are for supplies and software costs. 100% of the revenues generated by the Town Clerk's Office are earned by this program. Cost drivers for this department are derived from State Laws, such as Ethics, Open Meeting, Vital Records, Pet and Business Licensing, Public Records and Campaign Finance.
- In the Legislative budget, the number of sessions of Town Meeting is the cost driver, principally the services of the State-required police and By-Law required court reporter services. For the FY2014 budget, we use 5 separate sessions of Town Meeting.

Please note that the following chart represents the three current program budgets, with the individual salaries fully attributed to the existing programs. It does not allocate salaries to the individual programs based upon actual work/ time spent per program to get the true cost of each program, which shifts yearly based upon the federal, state and local election schedule.

FY14	Salaries	Benefits	Pollworkers	Other	Total
Elections & Registration	73,149	22,919	93,360	48,415	237,843
Town Clerk	157,258	10,139		12,635	180,032
Legislative	200	-		13,000	13,200
Total	230,607	33,058	93,360	74,050	431,076

STAFFING AND STRUCTURE:

The Town Clerk's office has four full-time employees to handle the daily requirements and operations of the entire department, all four to varying degrees participating in each of the three department programs totaling 4.0 FTE. The amount of time that each of these employees dedicates to the three programs depends primarily upon the time within the yearly schedule cycle as augmented by the calling of any state special elections.

STAFFING AND STRUCTURE:

In addition to daily operations, the department has four appointed members of the Board of Registrars each considered part-time for .1 dedicated to the Elections & Registrations program as well as one part-time elected Moderator for .1 dedicated to the Legislative program.

Management consists of the elected Town Clerk and the appointed Assistant Town Clerk (per Mass General Laws), the Clerical category is two SEIU full-time (35 hours/weekly), the Other category holds the part-time members of the Board of Registrars and Moderator.

Please note that the following chart represents the three current program budgets, with the individual salaries fully attributed to the existing programs. It does not allocate workers to the individual programs based upon actual work/ time spent per program to get the true cost of each program, which shifts yearly based upon the federal, state and local election schedule.

FTE - FY14	Elections & Registration	Town Clerk	Legislative	Total
Management	0.9	0.9	0.2	2.00
Other	0.4	0	0.1	0.50
Clerical	0.75	1.2	0.05	2.00
Total	2.05	2.1	0.35	4.50



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GOALS, PROGRAM OUTCOMES, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

ELECTIONS & REGISTRATION:

Goals:

- a. Facilitate & provide accurate and timely census data
- b. Comply with legal requirements for elections (local, State, Federal)
- c. Process public requests in a timely & accurate, accessible manner
- d. Provide accessible and accurate election processes and accurate & timely results reports and certifications
- e. Provide opportunities to encourage voter registration & voter participation

Program Outcomes:

- a. % Response to yearly Town census (first or second mailing)
- b. % Census response recorded in State Central Voter Registry 30 days preceding Town election
- c. % Of qualified and trained poll workers
- d. % Compliance with legal posting and testing requirements
- e. % Unofficial town-wide election results are available within 2 hours of close of polls
- f. % Unofficial town-wide election results are available on the website within 3 hours of close of polls
- g. % Official certified election results available on the website within 14 days of the election
- h. % Detailed election, voting and absentee information available in media and on website, Town Clerk's office at least 60 days preceding election
- i. % Elections in which absentee ballot applications fulfilled & sent to voter within 4 business days of initial delivery of printed and on-line ballots
- j. % Elections in which absentee ballot applications fulfilled and sent to voter within 24 hours after the initial fulfillment of the absentee backlog.
- k. % Elections in which Voter Registration Sessions were held outside routine office hours at Town Clerk's office
- l. % Elections in which Voter registration sessions were held at remote sites or events such as Belmont High School, Meet Belmont, etc
- m. % Elections in which in-person absentee voting was available at least 10 business days prior to election once the ballots are available.

Detailed Description:

This program/department is responsible for all aspects of voting and running elections, including but not limited to voter registration, census preparation and maintenance, election equipment and ballot testing, staffing eight voting precincts for election day, tallying and posting results for the public, certifying results for the Secretary of State and the Department of Revenue, all conducted in public view. In addition we record and maintain individual voting records for every voter (past and present) in Belmont. Other related activities include distributing and updating the 12, 600 household yearly census forms and compiling the statutorily-required Resident Book. Data is managed utilizing the Commonwealth's Central Voter Registration System, maintained for the State by the Secretary of Commonwealth.



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ELECTIONS & REGISTRATION (Continued):

Detailed Description (Continued):

Changes to voter status, registrations, etc. verifying identity may ONLY be accomplished by the original signature of the voter; paper documents continue to serve as legal source documents. In addition, compliance with all current federal, state and local election laws, changes to state or federal laws or regulations occur just before an election, requiring additional training of the Town Clerk's staff and election staff.

Input / Output Measures:

Elections & Registration INPUTS	FY11 Actual	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
# of Employees' work dedicated to this program	1.4	1.4	1.9	2.05	2.05
Department Expenditures	187,416	160,644	198,874	207,493	237,764
OUTPUTS					
# Census responses received & processed in Central Voter Registry 30 days preceding Annual April Election	7045	7196	8300	8214	8200
# of qualified & trained poll workers	71	80	105	94	100
# Unofficial Town-wide election results available within 2 hours of close of polls	3	3	4	5	5
# Unofficial town-wide election results on website within 3 hours of close of polls	3	3	4	5	5
# Absentee Ballots fulfilled	1800	1300	2800	3984	2200
# Official Results available on the website within 14 days of election	2	3	4	3	5
# Elections in which voting & absentee information available 60 days preceding election	4	4	3	5	5
# Elections in which all absentee ballot applications received were fulfilled and sent to voter within four days of availability of paper and electronic ballots.	n/a	3	4	5	5
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	3	3	4	5	5
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office	4	4	4	5	5
# Voter Registration sessions conducted at remote sites such as Belmont High School, Meet Belmont, etc.	2	2	3	4	4
# Elections in which in-person absentee voting available at Town Clerk's office 10 business days preceding election	3	3	4	5	5



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Goals:

- a. Secure and provide accurate and timely vital records and records of public actions
- b. Comply with legal requirements for vital records
- c. Process public requests in a timely, accurate, and accessible manor
- d. Provide accurate information in response to residents and connect them with the appropriate parties in town
- e. Provide accessible ways for members of the public to request and secure required licenses and certificates

Program Outcomes:

- a. % of original vital records accepted by and recorded accurately with the Commonwealth
- b. % of public meetings posted to successfully comply with Open Meeting Law on first attempt
- c. % of meeting minutes filed with the Town Clerk within 3 months of occurrence – Not yet measured, this is a goal
- d. % of Marriage Intentions converted to license on first attempt, without additional follow-up/contact
- e. % of “one-touch” vital record certificates
- f. % of Public Records Law (MGL Ch 66 Section10) requests completed and returned within the statutory 10 days
- g. % of written requests received by mail fulfilled within 24 hours
- h. % on-line searchable access to Town Meeting Actions, General and Zoning By-Laws, Acts and Special Legislation accepted by the Town -
Town Meeting Actions are currently internal online, public access is a goal.
- i. % of inquiries answered by Town Clerk staff
- j. % on-line information describing available Town Clerk services
- k. % On-line pet licensing & vital records request with electronic pay option
- l. % of “one-touch” pet licenses

Detailed Description:

This program/department is responsible for all of Belmont's permanent records back to 1859, including but not limited to vital records (births, deaths and marriages), recording, certifying to State agencies such as the State Legislature, Attorney General Office and Department of Revenue and maintaining Belmont's By-Laws and legislative acts, records of meetings and public actions of all Town Meeting, boards, committees and commissions, residency letters, raffle permits, resident books, annual reports, Zoning Board of Appeals decisions, maintaining and tracking conflict of interest (Ethics) summary receipts and training and Open Meeting Law compliance, political and campaign finance reports, pet licenses, business licenses, registrations and certificates and associated studies. Maintaining and indexing these documents while making them accessible to the public in a safe and secure way is a major responsibility. Lastly, the Town Clerk serves as the central “go to” place for residents and general inquiries from the public. People who don't know where to turn in the town's structure, call or email the Town Clerk's office first. Many times, we answer the question other times, we transfer to other departments once we decide who is the best match for the inquiry.



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TOWN CLERK (Continued):

Detailed Description (Continued):

In November of 2012, we installed door counters at each of the doors of the Town Clerk's Office to capture the foot traffic and in October 2012 we began to record on log sheets the number of phone calls fielded by each staff member every day. The totals were revealing for the three months: October to January 4th phone calls 2694; November to January 4th, 3002 totaling some 5696 customer interactions in less than three months.

As the official keeper of records for the Town of Belmont, Public Records Requests often arrive at the Town Clerk's office first; these requests are on the rise and often involve significant time and coordination among several departments.

Proper storage, index and archive activities for these permanent records is a priority for this department.

The Salary of the Elected Town Clerk is determined by specific vote of Town Meeting. At this time, the salary, a comparable management Grade 18, is shown only with the range movement. Any performance adjustment will be recommended upon advice of the Director of Human Resources.

Activities involving the certification of all of these town records generated fees in FY12 of \$83,359, not including the fees to DPW and Commonwealth. In FY2013, we budgeted \$83,000.

Input / Output Measures:

Town Clerk INPUTS:	Actual FY11	Actual FY12	Adjusted Budget FY13	Estimated FY13	Budget FY14
# of Employees' work dedicated to this program	2.5	2.5	2.5	2.1	2.1
Department Expenditures	133,002	141,933	177,911	177,911	179,188
OUTPUTS:					
# Public meetings posted requiring intervention to comply with Open Meeting Law	n/a	24	24	16	12
# Original vital records returned by Commonwealth requiring correction	4	1	1	3	1
# Marriage Intentions that didn't require additional follow-up contact	70	90	100	100	100
# "One-touch" vital records certificates issued.	50%	80%	98%	100%	100%
# MGL Public Records Requests completed & returned within the statutory 10 days	16	20	16	22	22
# Fee-based requests received by mail and fulfilled within 24 hours	4650	4900	5800	5000	5000
# Pet Licenses Issued	2334	2424	2386	2500	2500
# Public inquiries (Telephone calls & visitors) answered by Town Clerk staff (* Working with Building Services to obtain actuals YTD)	*	*	*	7,500-10,000	7,500-10,000
# Applications for licenses available on line for electronic payment	0	1	1	1	2



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LEGISLATIVE:

Goals:

- a. Management of Town Meeting sessions to maximize the use of time
- b. Comply with legal requirements for Town Meetings – 100% REQUIRED BY LAW
- c. Properly record Town Meeting tenure, attendance and individual voting records to permit public consideration

Program Outcomes:

- a. % of presenters who come to Town Meeting with prepared remarks, adhering to allocated time period
- b. % timely and accurate pronouncements of Town Meeting actions during the meeting to keep the meeting on track
- c. % compliance with legal posting for each session of Town Meeting per town bylaws
- d. % compliance providing required information to Town Meeting Members by the 14 days prior to session
- e. % certified votes of Town Meeting actions to the Commonwealth within the statutory 30 days of last day of Town Meeting.
- f. % of on-line update to Town Meeting Member status available within 1 week of status change
- g. % of on-line Town Meeting Member individual attendance records available yearly by nomination deadline for April Town Election – **Public access to this information is a goal**
- h. % availability of Town Meeting stenographer official record of Town Meeting minutes and actions

Detailed Description:

This program is responsible for coordinating virtually all aspects of Belmont's Representative Town Meeting, including but not limited to compliance with both the Massachusetts General Laws and Representative Town Meeting Act of 1926 and Belmont's By-Laws, written and verbal communications with Town Meeting Members and the public, moderating and managing the Town Meetings to be respectful of time pressures while securing the necessary results, creating, storing and indexing the official court stenographer's minutes of the meeting, certifying the votes of Town Meeting for the Town as well as for State Agencies, making the results available and understandable to the general public.

Input / Output Measures:

Legislative	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees	0.44	0.44	0.44	.35
Department Expenditures	10,867	13,200	13,200	13,200
OUTPUTS:				
# Presenters who do not come to Town Meeting with prepared remarks, or who do not adhere to allocated time period	1	2	2	1



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OPPORTUNITIES:

To comply with State and Federal laws, every Town Clerk's office in the Commonwealth of Massachusetts must continue to exist between two worlds, one where the paper document and original signature are considered the only legal source document and one where document imaging and on-line access dominate. Whereas the desire to move ahead into imaging our past presses on us, we must always evaluate the cost-benefit of automating and not automate without solid reason. As such, we continue to use technology tools to comply with our single-touch philosophy and to allow on-line payments in areas of high volume, small per unit revenue as well as areas where records must be maintained and secured permanently.

Since we deal with public on a daily basis, we have the pleasure to receive their direct comments on our services, both good and bad. Overall, feedback has been excellent so far, and we continue to strive for continuous improvement within our budgets but changing the way we conduct business. It's important to stress that the Town Clerk's office is often the go-to place in Town for visitors or callers who don't know where to turn or need help interpreting or obtaining information. To that end, in October of 2012, we installed door counters on all three doors of the Town Clerk's office as well as initiated a telephone call log system. As mentioned previously, the total of these direct interactions for just the three ending months of 2012 was nearly 5700, with 2700 calls and 3000 visitors, huge numbers. Looking into the data shows that not all of the calls and visits are attributed to the busy 2012 election cycle. On a completely "dead" day at the end of December more than 40 people came in and 30 people phoned the Town Clerk's office.

The Presidential Election of November 2012 represented significant challenges for the Town Clerk's office: the sheer volume of voters that day, more than 14,000; communicating and converting 2000 inactive voters to active voters; registering more than 1000 new voters between April and November; coordinating activities with the US Secret Service,

the Police and , the Presidential and other campaigns; communicating with the international and local media; recruiting, training (each person receiving 4 hours of training) and staffing the polls are just a few. One full-time staff member of the Town Clerk's office was out for several months, requiring the office to hire and train a temporary worker to assist October 1 - November 7th; we were thrilled with this person's efforts and contributions during this extremely busy and important time.

For the remainder of 2013, we expect two additional special elections to be called (to replace Senator John Kerry as he moves to the position of US Secretary of State). As the writing of this commentary the FY2014 budget is based upon six elections for six personnel costs (including June 30, 2012) and it must be anticipated that one of Belmont's legislators would run for election and succeed Senator Kerry. In addition to the these three Special State Elections, we budget for the Local Annual Election and Two Special Local Elections.

The codification of the Town's General By-Laws and Zoning By-Laws will be approaching the close in FY13 with some maintenance and communications costs remaining in FY14. Each of the Boards, the Planning Boards and the By-Law Review Committee, as well as the Town Counsel, have reviewed and are impressed with the detailed analysis of the By-Laws presented by our vendor, General Code.

In 2013, the Town Clerk's office created new databases using Town Clerk's office labor with existing software, PeopleForms (the same software we use for pet licensing)

- a. track all of our Town-wide elected and appointed officials and committees (for terms, ethics, etc)
- b. index all of our Town Meeting votes (1700+ votes, back to 1982 so far) an unpaid internship with a paralegal from Leslie University
- c. track all of our Town Meeting Members
- d. track and register all of our underground fuel permits



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OPPORTUNITIES (Continued):

Items 2 and 3 will eventually be made available to other Departments and then via the internet to the general public.

Automating our systems and cooperating with the Animal Control Officer and Health Department, to follow through on enforcement, we were able to increase pet license compliance in 2012

Throughout FY13 and into the future, the direct relationship with and oversight and enforcement by State agencies continues to increase, whether it's Homeland Security, Department of Public Health, Attorney General's Office, Governor's Office, or the Office of Campaign and Political Finance.

The Town Clerk's office requires accuracy, knowledge of and rigid compliance with relevant laws and public communications skills. We continue to benefit from the significant private sector experience of our staff to consciously make small, continuous improvements to each of our routine business practices.

CHALLENGES:

An overarching challenge for the entire Town Clerk's department is to overcome a popular perception that the Town Clerk's office is a place for file clerks.

Every day, the staff of the Town Clerk's office must use our knowledge of the Commonwealth, town and federal laws and regulations to make judgments, often involving in-person public requests. The numbers are not small, issuing more than two thousand vital records and certificates per year plus another two thousand three hundred pet licenses, thousands of inquiries and visits. In fact, at \$84,000 in revenue, comprised of \$20 activities (on average), that's more than 4900 paying transactions! It's not only making copies and filing paper, it's knowing and acting within the laws with a customer-service attitude. The risk of a mistake is tremendous involving someone's identity, an election result, or creating and amending laws.

CHALLENGES:

The State Ethics law, though the new municipal module is very worthwhile and important, tracking continues to be a drain on our personnel, accounting for every employee and volunteer as he/she moves through the compliance process, even with our new database system.

During FY2014, the Commonwealth Department of Public Health will begin utilizing the newest of the Vitals Information Partnership module for deaths, requiring training and attention to become proficient. In addition, it isn't yet clear the impact of the death module on other town operations, such as Health Department which currently issues burial permits, Town Clerk recording death certificates and cemetery which utilizes and records the burial permits.

Simplifying the Town's interactions with businesses, whether for business licensing, registering, or issuing and tracking special permits conditions will be a focus for the Town Clerk's office in FY14. Although we have licensed all these businesses on time, there continues to be significant confusion and delays to execute with the business owners for their various yearly permits and licenses. We'll work cooperatively with other Town departments to simplify this process, not taking away responsibilities but streamlining the customer processes to make it all easier and more transparent.



BOARD OF SELECTMEN / TOWN ADMINISTRATOR

OVERVIEW

Program Responsibilities: The Board of Selectmen/Town Administrator's office has four primary areas of responsibility:

GENERAL MANAGEMENT SERVICES:

The office is responsible for the general management of the Town and the coordination of the various departments as necessary to achieve goals and consistent policies throughout the organization. Key functional areas of responsibility include the following:

- ***Fiscal & Budgetary Oversight:*** This function is responsible for managing the Town's annual budget process and ongoing financial review and oversight. The Town Administrator serves as the liaison between Town Departments and the appointed Warrant Committee and Capital Budget Committee.
- ***Communications/Public Information (Formerly Community Relations):*** This function maintains primary responsibility for centralized town-wide communications, media relations, constituent services, Town Meeting preparation and the publishing of the Town's Annual Report. The office is responsible for website management and public outreach to the community and externally via the world-wide web.
- ***Committees/Commissions:*** The office provides administrative support for Board Appointed Committees, the Warrant Committee and Capital Budget Committee. Tasks include posting of meeting agendas, booking meeting space, coordinating special events, printing notices or publications, and updating the Town's website with meeting minutes, reports and general information.
- ***Risk Management:*** The office manages the Town's risk management and insurances for property, casualty, liability and auto insurance, workers compensation, health insurance trust fund.

BOARD OF SELECTMEN:

The Board appoints a Town Administrator who performs the duties outlined under the legal authority of the elected three-member Board. The Board of Selectmen holds biweekly public meetings (and usually more) to discuss: policy issues, address resident concerns, call the Town Meeting approves annual budgets, local licenses and Town Meeting Warrant Articles, as well as other issues facing the Town.

LEGAL SERVICES:

The office oversees and works directly with Town Counsel to manage the Town's legal services. The office also coordinates the services of labor counsel and special counsel with all Town Departments. Town Counsel is appointed by the Board of Selectmen to represent the interests of the Town of Belmont. The office works closely with Town Counsel to prepare the Town Meeting Warrant and to draft warrant articles and motions for Town Meetings.

Staffing:

The office is staffed by 5 full-time employees, an equivalent of 4.75 FTEs. Office staffing and weekly work schedules include 3 employees for 40 hours, and 2 employees for 35 hours. All office staff members work together as a team in order to provide or to oversee the delivery of the services listed above.

Budget:

The FY2014 proposed budget for the department is \$794,271. Roughly 62% of the department budget is for General Management Services, 30% for Legal Services, 7% for Board of Selectmen, and 1% for the VFW Lease Agreement.



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FY 13 ACCOMPLISHMENTS

- Hired a new permanent Town Administrator in August.
- Coordinated with the Superintendent of Schools to issue job description for new Facilities Director position in order to begin implementation of Consolidated Town/School Facilities Management Department.
- Produced and presented balanced FY13 & FY14 Town Budget proposal to the Board of Selectmen and Warrant Committee.
- Coordinated Town Meeting preparation, logistics with Town Clerk, Town Moderator, Department Heads and Chairs of Committees/Commissions including preparation of schedule, warrant, articles, motions, and presentation slides.
- Continued new "Budget Team" model for FY14 budget including continued collaboration with school officials in the process.
- Developed timeline for Underwood Pool/Park and Library Projects.
- Awarded Underwood Pool/Park Feasibility Study Contract and coordinated first public meetings in January to provide information about the process and to receive public feedback.
- Realigned department staffing, functions, and responsibilities in Town Administrator's office to better serve citizens, Departments, Boards and Committees.
- Coordinated approval of 52 Common Victualler Licenses for 2013.
- Coordinated facility rentals in Town Offices for \$3,700 in revenue.
- Reappointed 50 citizens to various committees and Boards.
- Coordinated 13 Liquor License Renewals for \$45,501 in revenue.
- Coordinated RFP for disposition of town land on Woodfall Road.
- Started the temporary Community Path Advisory Committee.
- Coordinated ALS study committee and presented proposal for In-House Advanced Life Support Services by Belmont Fire Department and approved by the Board of Selectmen.

- Coordinated two "Precinct Meetings" for Town Meeting Members to provide updates of issues facing the Town.
- Coordinated project proposals for the Community Preservation Act Committee's review.
- Worked with Belmont Municipal Light Department on Information Technology issues to improve service delivery.
- Consolidated Recreation Department with Public Works.
- Consolidated Planning Division with Community Development.
- Assisted in the development of Other Post Employment Benefits ("OPEB") Policy which was adopted by the Board of Selectmen.
- Assisted in the development of state legislation regarding the transfer of the Incinerator Property to the Town.
- Implemented response to violations cited by the State Department of Public Health for the Underwood Pool which will allow the pool to open for the 2013 season, subject to Board of Health approval.
- Worked with Belmont Center Business Association and neighborhood to provide information & needed feedback on the Belmont Center Utility Project scheduled to begin in Spring 2013.

DEPARTMENT BUDGET:

The table below represents a summary of the program and functional costs for the department. Salaries represent direct compensation to employees. Benefits are departmental expenses for health insurance, workers compensation and the Town's Medicare contribution. Town employees are not covered under Social Security. The "Other" category generally includes supplies, purchased services, dues & memberships, and travel expenses. For the Selectmen, it also includes an annual \$7,500 lease agreement payment to the Belmont VFW as approved by the 2009 Town Meeting.



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DEPARTMENT BUDGET (Continued):

FY14 Program:	Salaries	Benefits	Other	Total
General Management	414,641	45,972	27,640	488,253
Board of Selectmen	14,000	17,118	27,400	58,518
Legal Services	n/a	n/a	240,000	240,000
VFW Lease Agreement	n/a	n/a	7,500	7,500
Total:	426,841	63,064	303,040	794,271

STAFFING & STRUCTURE:

The five department staff currently employed by the department include the positions of Town Administrator, Assistant Town Administrator, Administrative Coordinator, Budget Analyst and Public Information Specialist. The three members of the Board of Selectmen receive a small stipend for their leadership role and service to the community.

A key organizational change in FY13 came with the August appointment of the Town's new permanent Town Administrator, Mr. David Kale, formerly the Deputy Finance Director/Budget Director for the City of Cambridge. Prior to hiring the Chief Administrative Officer/Town Administrator, the Selectmen also appointed a new Town Accountant.

In the FY14 budget, all positions are funded by the General Management Services Program.

DEPARTMENT PROGRAMS:

GENERAL MANAGEMENT SERVICES

Goals:

- Meet with department heads to coordinate services and policies.
- Oversee Town's property and liability insurance / process claims.

- Recommend solutions to parking & other issues from residents.
- Pursue regionalization agreements with neighbor communities.
- Consolidate Town/school functions where feasible/desirable.

Detailed Description:

Beginning in FY 2014, the General Management Services budget funds five (5) full-time staff members in the Town Administrator's Office: Town Administrator, Assistant Town Administrator, Budget Analyst, Administrative Coordinator and Public Information Specialist. These individuals all work together to coordinate the general operations of the department and to handle special projects.

The Town Administrator directs the general management of Town affairs and oversees municipal operations on behalf of the Board of Selectmen. The Town Administrator coordinates: all official Board of Selectmen communications and activities; preparation of the annual operating and capital budget recommendations; Town-wide activities and special projects; public & media relations; the recruitment and hiring of key department head positions; management and oversight of department operations and key town-wide initiatives and projects, as directed by the Board.

The Assistant Town Administrator is responsible for providing management and executive-level administrative support to the Town Administrator, including the formation of Board recommendations, organizational communications, research for executive policy decisions, assistance in preparation of the annual operating and capital budget, providing general oversight of department operations, facilitating interdepartmental communications, managing town-wide Legal Services, managing Risk Management Services, coordinating Town Meeting planning and preparations; oversees the Town's property, auto and professional liability insurance programs for both the Town and School departments; and assists in general oversight of special projects and town-wide issues.



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GENERAL MANAGEMENT SERVICES (Continued):

The Administrative Coordinator provides primary administrative support for the department. She is responsible for general office management, providing executive-level assistance to the Town Administrator; agenda coordination and administrative support to the Board of Selectmen; processes all accounts payable; manages the department's payroll systems; maintains the department's personnel information; processes and tracks insurance claims for auto property and liability insurance. Key responsibilities include preparation of the Selectmen's meeting agendas, coordination of the board meeting packet, processing accounts receivables and payables, tracking all personnel and payroll transactions, providing scheduling & logistics for meetings, coordinating auditorium rentals, town signage, neighborhood block parties, one-day liquor licenses and annual licensing procedures.

The Public Information Specialist was recently established and filled by the department. The role provides general administrative support for the office while also offering primarily responsibility over the department's many varied community relations and public information activities. The Public Information Specialist is charged with coordination of public information, website enhancements, webpage content management, constituent services, email communications with residents, the Town's Annual Report and assisting in the annual publication of the Town's budget. The role will also be responsible for supporting the Town's committee, commissions and boards as they work on behalf of the Town.

The Budget Analyst position was increased to full-time in FY13. This position was made full-time in FY13 has increased the department's staffing capacity in order to support the centralized budget coordination process from the Town Administrator's Office. The Analyst works directly with the Town Administrator, Town Accountant, Treasurer and Department Heads to coordinate the annual budget document and to provide year-round budget reporting.

During the recent transition between Town Administrators, the department's staff was effectively cross-trained to perform all critical department functions. The staff works closely together to ensure that department responsibilities can be met daily.

Within the "General Management Services" program budget, there are at least four (4) functional areas of responsibility and specialized tasks. They are outlined below.

Fiscal & Budgetary Oversight:

Key Program Tasks:

- To coordinate the Town's annual budget process
- To oversee the Town's financial condition & budget reporting
- To communicate financial condition to the Selectmen
- To recommend financial policies to the Selectmen
- To facilitate communication with Warrant Committee
- To facilitate communication with Capital Budget Committee

Detailed Description:

The office is responsible for managing the Town's annual budget process, providing ongoing review of the Town's financial condition, providing oversight of the Town budget with Town Accountant. The Town Administrator serves as the liaison between Town Departments and the appointed Warrant Committee and Capital Budget Committee.

Communications/Public Information:

Key Tasks:

- To post new Town information on the website
- To manage the existing content on the website
- To maintain the Selectmen/Town Administrator web pages
- To respond to electronic mail sent to the Selectmen
- To coordinate and publish the Annual Town Report



Communications/Public Information (Continued):

Detailed Description:

The office performs a variety of ongoing community relations and public information services on behalf of the Board of Selectmen. Primary duties include the distribution of public information, media relations, distribution of municipal services information, communicating Town-wide policies and information to departments, committees, residents and business. The recent hiring of a new Public Information Specialist will give the office some much needed staffing capacity in order to accomplish these goals in the coming year.

Committees/Commissions:

Program Tasks:

- To post committee meetings
- To collect and post meeting minutes
- To maintain committee web pages
- To track appointment terms & maintain volunteer database

Detailed Description:

The Office provides general administrative support to the Town's permanent and temporary Town Committees and Commissions. Services include: identifying and booking meeting locations; officially posting committee meetings on Town Clerk's bulletin board, the Town's website calendar, and ensuring that website subscribers receive a copy; adding any pertinent reports, etc. to a Committee or Commission webpage; maintaining current membership information on official town roster, as well as website; officially posting Committee and Commissions minutes with Town Clerk, as well as on Committee or Commissions webpage; and compiling and maintaining a listing of resident volunteers as a "pool" for future appointments.

Risk Management

Key Tasks:

- Oversee Town's property and liability insurance
- To process and track claims filed against the Town
- To assess coverage, coordinate renewals, Draft RFPs as needed

Detailed Description:

The office manages the Town's risk management and insurances for property, casualty, liability and auto insurance, workers compensation, health insurance trust fund.

The Assistant Town Administrator and Administrative Coordinator are responsible for managing the Town's property, auto and professional liability insurance programs for both the Town and School departments. The Administrative Coordinator is responsible for the tracking of all incoming claims, monitoring premium costs, processing payments for all auto, personal and property insurance invoices.

BOARD OF SELECTMEN:

Goals:

- To oversee the provision of efficient & effective municipal services to the citizens and business owners of the Town of Belmont
- To make Executive recommendations for the annual Town Budget
- To conduct regular public meetings for official Town business

Tasks:

- To process Town license applications
- To coordinate meeting agendas with the Chairman
- To prepare an "agenda packet" for each Selectman by compiling background information for each agenda item to ensure efficient and effective meetings
- To process the actions voted at each Selectmen's meeting



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BOARD OF SELECTMEN (Continued):

- To coordinate and assemble materials for Town Meeting
- To facilitate the preparation of the Town's operating budget
- To formulate a budget recommendation for Town Meeting

Detailed Description:

The Office of the Board of Selectmen and Town Administrator is responsible for the oversight and general direction of the Town's delivery of municipal services, and all matters not otherwise provided for by law or specified in the Town's By-Laws.

The Board of Selectmen is comprised of three (3) elected members who serve in a part-time capacity and receive a small annual salary for their service. The members do not maintain individual offices in the Town Hall. Instead, they rely on full-time administrative and management staff to manage the day-to-day operations of the office.

The Selectmen appoint a full-time Town Administrator to serve as the Town's Chief Administrative Officer and to manage the daily operations of the Town on behalf of the Board.

The Board oversees many aspects of town business, including the preparation of the annual budget and the Warrant for Town Meeting, approval of local licenses, making committee appointments, setting town policies and overseeing the management and delivery of municipal services. The Board of Selectmen convene regularly throughout the year, typically biweekly on Monday evenings, to discuss policy issues; to set agendas for itself and the Town Meeting; to resolve disputes; to issue licenses; to establish ad hoc committees; to make appointments to existing boards and committees; and to develop a budget recommendation for Warrant Committee consideration and Town Meeting approval. Although the Town's governing structure is fragmented (e.g., many independent, elected boards and officials), the Board of Selectmen is the primary entity that has the structure and

ability to identify issues of Town-wide importance that can be translated into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is the Board of Selectmen that creates the official Warrant for the Town Meeting.

Many hours of staff and management support are provided to the Board of Selectmen to fulfill the Town's legal duties and to oversee the delivery of town services in the most efficient and effective way possible. The Town Administrator's Office coordinates the following activities under the authority of the Board of Selectmen: processing Town license applications; working with the Chairman of the Board of Selectmen to set the Board's meeting agendas; preparing the "agenda packet" for each Selectman; compiling background information for each agenda item to ensure efficient and effective meetings; processing the actions of each Selectmen's meeting; tracking requests from residents for Town information, tracking and processing insurance claims against the Town; preparing all materials for the smooth and efficient flow of the Town Meeting; facilitating the preparation and consolidation of the Town's operating budget; formulating a budget recommendation to the Board for their consideration and approval as the Executive branch of Town government.

VFW LEASE:

The "VFW Lease" is the budget line from which the Town funds a Rental & Lease Agreement between the Town and the VFW for the rental of meeting space. The program funding was approved by the 2009 Annual Town Meeting vote.

LEGAL SERVICES:

Goals:

- To defend the Town in legal actions
- To advise Selectmen and other bodies on applicable laws
- To negotiate agreements with private and public parties
- To review contracts, licenses, leases, and RFPs



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LEGAL SERVICES: (Continued):

- To draft and review materials for Town Meeting
- To approve Warrant, Articles and Motions for Town Meeting

Detailed Description:

The Board of Selectmen appoints Town Counsel annually. The Legal Services program budget funds all legal counsel services and legal settlements. The Town also retains the services of labor, cable, land use, and other special counsel. Most recently, special circumstances have warranted the need for special counsel services (e.g., Uplands Development, Highland Cemetery, Minuteman). Despite this, the budget has been held constant and level funded for the past three fiscal years. Significant budget savings has been realized since the 2006 decision to purchase general liability insurance. While our insurer and our Town Counsel staunchly defend the best interests of the Town to minimize settlement costs, the costs of occasional settlements against claims can vary from year to year.

The Town Administrator closely manages this program budget. Fortunately, legal services costs have been controlled paritally due to improved coordination and managed access to legal counsel by the Town Administrator's Office. In our continued efforts to reduce the need for costly legal expenses for Special and Annual Town Meetings, the Town Administrator and Assistant Town Administrator work closely with Town Counsel to draft and prepare the Town Meeting Warrant, warrant articles and formal motions.

INNOVATION

As citizens and officials continue to ask our managers to "find" better, smarter, more efficient ways to deliver Town services, there should be a recognition and acknowledgement that Belmont's employees are continuously seeking new and better ways to deliver the highest level of public services given the resources available to them.

In these recent years of recession and budget cuts, it remains a significant challenge for Belmont's managers (and others throughout the nation) to identify new opportunities for innovation. Unfortunately, even very promising innovations can be sabotaged without the adequate resources to implement them successfully.

Clearly, the Town must continue to identify new and better ways of managing the Town's affairs, despite limited resources and growing expenditures. With the recent increase in the Department's staffing capacity, the Town will certainly be better prepared to pursue further opportunities for regionalization, collaboration and public-private partnerships. In particular, the new staffing levels in the Office will allow us to research other communities (and to replicate where feasible) ideas for service improvements, program efficiencies and opportunities for potential cost savings.

OPPORTUNITIES

Document Management & Personal Security: The Department has an increasing need for improved document management both for ongoing and archived records. A town-wide document indexing system would be extremely beneficial for all departments. Funding would allow for records conversion from paper to electronic format, and periodic shredding services should be made available for the proper and confidential disposal of documents and the mandated protection of personal information.

Website Enhancements: The Town's website provides a window for citizens, visitors and other agencies to see the Town and to utilize its public services. The Town should pursue further options to expand our current website offerings and to evaluate the effectiveness of our electronic services. With the hiring of a new Public Information Specialist, there is a great advantage and opportunity to reassess the website and to consider enhancements that can make the Town more efficient



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OPPORTUNITIES (Continued):

Automated Agendas: The Department currently has a process and complex procedures for managing agendas. One available software application and potential technology resource is a web-based solution offered by the General Code. For approximately \$6,000 per year, the Town could automate the process for planning meetings of the Board of Selectmen as well as offering the resource to the Chairs of Town Committees, Commissions and Boards.

CHALLENGES:

The Department is constantly devoting time to issues raised by individual residents at the expense of other responsibilities that impact the Town as a whole. The need to be responsive and communicate clearly and effectively multiplies the amount of time and effort required to address even minor items.

FISCAL YEAR 2014 GOALS:

- Develop a long-range operating and capital budget plan in collaboration with the School Department.
- Implement a strategic planning process and coordinate goal-setting sessions with the Board of Selectmen and Department Heads.
- Continue the implementation of the consolidated Town-School Facilities Management Department.
- Continue to develop and maintain controls on health care costs.
- Investigate, develop and maintain regional opportunities.
- Investigate opportunities for department efficiencies, technology improvements, service enhancements and potential new revenues.
- Review and refine new Planning Division staffing and reporting structure in the Department of Community Development.
- Coordinate disposition of town-owned land on Woodfall Road.
- Continue to improve communications with the public.
- Investigate and implement enhancements to the Town's website.

FISCAL YEAR 2014 GOALS (Continued):

- Produce and present FY15 Town Budget proposal.
- Coordinate FY14 Annual Town Meeting.
- Revise annual Liquor License application process & info packet.
- Advertise new Liquor License Applications.
- Revise the Committee/Commission Handbook.

KEY PERFORMANCE/WORKLOAD INDICATORS:

Description	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
# of Selectmen Meetings	41	32	59	59
# of Liquor Licenses Granted	15	15	15	16
# Annual Website "Sessions"	434K	438K	438K	438K
# Annual "Bytes" Transferred	101GB	110GB	110GB	110GB
# Annual "Hits" on Web Page	3.1M	2.2M	2.2M	2.2M
# of Committees	57	57	58	58
# of Committee Members	285	285	295	295



INFORMATION TECHNOLOGY

OVERVIEW:

Program Responsibilities.

The Information Technology Department has five primary responsibilities.

- *Desktop Services.* The Department provides Computer Help Desk, Printer, PC replacement and Mobile (laptop) services for all Town Departments.
- *ERP System Administration.* The Department provides Enterprise Resource Planning (ERP) System administration for the Town's MUNIS system and the Municipal Light Departments Cogsdale System.
- *GIS and Database Administration.* This Department is responsible for maintaining the Town's Geographical Information System (GIS) and the several Databases developed by all Town Departments.
- *File Server and Communications Administration.* This Department maintains the Town's Email System (Exchange), systems security (anti-virus, anti-malware and encryption), Terminal services, Web services, File storage, Backup Systems and Virtual Machines.
- *Technical Training.* The Department is responsible for providing training in the use of a number of the Town's Systems, such as, Email, Web page maintenance, GIS and File Storage.

Staffing:

The Information Technology Department has five full time equivalent employees consisting of: the Director, GIS/DB Administrator, IT Specialist I, IT Specialist II, and Technical Assistant.

Budget:

The FY2013 budget was approximately \$882,000 with Desktop Services accounting for 20%, ERP System Administration 21%, GIS & DB Administration 17%, File Server & Communications Administration 37%, and Technical Training 5%.

Program Outcomes/Performance Indicators:

The department's performance indicators are primarily service quality measures, focusing on timeliness of service.

FY13 ACCOMPLISHMENTS:

- Replacement of Data Backup System.
- Backup Data Relocated to Multiple Datacenters outside of State of Massachusetts.
- Disaster Recovery (DR) System installed for phase-in of DR for all systems except ERP.
- ERP (MUNIS) System moved to 'Cloud', providing access from any location and reducing DR from a minimum of two weeks to a few seconds.
- Installation of new Data Storage Network (SAN). Increases data storage to cover next 5 years of file storage needs.
- Implemented Role Based Access Control (RBAC) for ERP System, a complete redesign of 139 user's access to the ERP System.
- Developed new operating system (OS) deployment system for upgrading computers.
- Began OS upgrade of computers - Windows XP to Windows 7.
- Replaced 23 desktop computers, 4 laptops and 4 printers.
- Replaced TECHSUPPORT work order ticket system with new enterprise system, allowing the creation of addition internal work order systems for other Town departments at no additional cost.



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- Upgraded Geographical Information System (GIS) to ESRI ArcGIS 10.1. This was a complete system redesign.
- Installed new Touch Screen PC at Central Fire Station to allow firefighters access to notifications as they come on shift.
- Implemented Mobile Device Controls (Laptops, Smart Phones, Tablets, ipads). This will provide the ability to offer BYOD (Bring Your Own Device) which will allow staff to utilize personal devices to access work files. Costs will be reduced by reducing the need for Town supplied devices.
- Implemented security scanning software to enhance identity theft protection.
- Installed new wireless network in Library with entire building coverage and increased speed.
- Deployed android based wireless tablet for DPW's Street Opening Planning Coordinator. Tablet is used in conjunction with 'Cloud' based street opening permit application.
- Developed 'Cloud' based database application for underground storage tanks. Application is used by Town Clerk and Public Safety.
- Developed 'Cloud' based Abutters list application used by Selectmen's, Planning & Community Development Departments.
- Deployed new Virtual Host Server which will replace 8 physical servers. Cost savings of approximately \$35,000.
- Continued Virtualization of Servers (added 5).
- Tested & deployed three upgrades of the Utility Billing ERP system (Cogsdale).
- Redesigned Virtual Test environment for testing new Utility Billing ERP system (Cogsdale) upgrades.

DEPARTMENT BUDGET BY PROGRAM:

The chart below represents our best estimates of the functional costs for the department. The benefit total is reflective of the entire department; however those expenses are presented as a percentage of FTE's.

In general, the "Other cost" component of each function consists of the Hardware refresh, Software Licensing and Software Maintenance costs associated with the function.

Information Technology - Budget Summary by Program:

Program	Salaries	Benefits	Other	Total
Desktop Services	\$69,275	\$18,280	\$88,920	\$176,475
ERP System Admin	\$105,562	\$27,855	\$49,348	\$182,766
GIS/DB Admin	\$65,976	\$17,410	\$66,108	\$149,494
File Server/ Communications	\$65,976	\$17,410	\$242,552	\$325,938
Technology Training	\$23,092	\$6,093	\$18,622	\$47,807
Totals:	\$329,882	\$87,048	\$465,550	\$882,480

STAFFING AND STRUCTURE:

The Information Technology Department has five full-time employees to support the technology needs of 22 Town Departments and Divisions.

Management consists of the IT Director. There is no administrative support staff and each IT member contributes to each function as specified in the table below.

Information Technology Department Staffing Breakdown by FTE:

Program:	Management	Other	Clerical	Total
Desktop Services	0.1	0.75	0.02	1.05
ERP System Admin	0.5	1.0	0.1	1.6
GIS/DB Admin	0.1	0.8	0.1	1.0
File Server/ Communications	0.1	0.8	0.1	1.0
Technology Training	0.2	0.1	0.05	0.35
Totals:	1.0	3.45	0.55	5.0



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PROGRAM DESCRIPTIONS

DESKTOP SERVICES:

Goals:

- To reduce resolution time for TECHSUPPORT requests.
- To reduce number of request recalls.

Program Outcomes

- Percentage of Requests Completed within 5 days
- Percentage of Request Recalls

Detailed Description

The department currently services 230 desktop computers as well as 48 laptops. These are distributed throughout 22 departments in 11 buildings. Also serviced are 75 printers. Servicing involves software installations and updates, virus scans, repairs and replacements.

Industry standard for computer replacement is 3yrs. Our replacement schedule is 5yrs. Printers are replaced on an as needed basis, typically 6 – 8yrs. Maintenance of software licensing is also a component of this function.

Input / Output Measures:

Desktop Services	FY12 Actual	FY13 Budget	FY13 Estimated	FY14 Projected
INPUTS:				
# of Employees	1.05	1.05	1.05	1.05
Department Expenditures	\$191,168	\$176,830	\$173,477	\$176,475
OUTPUTS:				
# TechSupport Requests	2114	n/a	1980	2200
# Techsupport Requests Resolved within 5 days	1448	n/a	1534	1650
# Request Recalls	128	n/a	110	105

ERP SYSTEM ADMINISTRATION:

Goals

- To maintain System availability.
- To maintain Version Status at most current.

Program Outcomes

- Percentage of system up-time.
- Percentage of non-current version status.

Detailed Description

The ERP (Enterprise Resource Planning) system is provided by Tyler Technologies and is called MUNIS. It provides a common repository for the entire Towns' financial, asset and personnel data. The MUNIS system is used by all departments and is a vital and critical component of the technology infrastructure. Administration is performed by the IT Director and involves version upgrades, weekly updates, help desk service call resolution, monthly file maintenance and system integration.

The IT Department also provides support for the Belmont Municipal Light Department (BMLD) ERP system (Cogsdale). This system is used for Utility Billing (Water/Sewer, Electric), BMLD asset and personal data. Administration for the Cogsdale system is performed by the IT Specialist I and involves version upgrades, weekly updates, help desk service call resolution, monthly file maintenance and system integration.

Input / Output Measures:

ERP System Services	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees	1.6	1.6	1.6	1.6
Department Expenditures	\$267,530	\$182,187	\$177,528	\$182,766
OUTPUTS				
System Up-Time %	99%	n/a	99%	99.5%
% Non-Current Version Time.	60%	n/a	0.00%	0.00%



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GIS & DATABASE ADMINISTRATION:

Goals

- To maintain up to date GIS.
- To increase Departmental use of GIS.
- To maintain database efficiency.

Program Outcomes

- Percentage of Departments using GIS.
- Percentage of database up-time.

Detailed Description

A GIS (Graphical Information System) has become a critical component in municipal planning. The ability to spatially display information provides a substantial increase in efficiency for Planning, Utility work, Property analysis, Pavement management and Public Safety. Our GIS is based on Environmental Systems Research Institute (ESRI) platform. The main challenge in maintaining the GIS is keeping data updated. This is accomplished through the efforts of the GIS/DB Administrator using custom written as well as 'off the shelf' utility programs. We are constantly finding new uses to address data gathering needs in various departments. Included in this function is the maintenance of all database in the Town. Although the main platform for the Town is Microsoft SQL Server, we do have several other databases to maintain. Maintenance involves monthly updates, performance analysis, table modifications and system integration.

Input / Output Measures:

GIS/Database Administration	FY12 Actual	FY13 Budget	FY13 Estimated	FY14 Projected
INPUTS:				
# of Employees	1	1	1	1
Department Expenditures	\$137,016	\$149,591	\$146,494	\$149,494
OUTPUTS				
# Dept Using GIS	8	n/a	9	10
Database Up-time %	99%	n/a	99%	99%

FILE SERVER & COMMUNICATION ADMINISTRATION:

Goals

- To maintain file system availability.
- To maintain email system availability

Program Outcomes

- Percentage of File System Up-time.
- Percentage of Email System up-time.

Detailed Description

The Town server infrastructure currently contains 37 servers (17-Virtual, 20 Physical). Maintenance involves monthly updates, configuration modifications, virus scans, log file analysis, and performance monitoring. Also included in this function is the Storage Network which allows critical data replication of School data to Town storage and Town data to School storage for disaster recovery purposes. Data backup to Cloud storage is performed daily, weekly and monthly to ensure no loss of data for any reason. The Town utilizes Microsoft Exchange for email. There are currently over 300 mailboxes which are constantly scanned for viruses and SPAM. We have implemented an email archiving system. This will assist the Town by providing eDiscovery capability.

Input / Output Measures:

File Server & Communication	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
# of Employees	1	1	1	1
Department Expenditures	\$202,506	\$328,327	\$324,310	\$325,938
OUTPUTS				
File System Up-time Percentage.	99%	n/a	98%	99%
Email System up-time Percentage.	97.0%	n/a	98%	99%



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TECHNICAL TRAINING:

Goals

- To Increase Technical Proficiency of Staff. *Input / Output Measures:*

Program Outcomes

- Percentage of reduction in Techsupport requests.

Detailed Description

The IT Department conducts training classes when possible to assist other Town departments to properly utilize technology to reduce costs. These classes include GIS, ERP, Email, Website and Policy training.

Unfortunately, IT Staff time is primarily used for maintaining systems operations. The department lacks sufficient resources to develop training classes and administer them. We are currently pursuing outsource possibilities. The goal is to increase staff technical abilities which should reduce support requests.

Input / Output Measures:

Technical Training	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
Number of Employees	0.35	0.35	0.35	0.35
Departmental Expenditures.	\$37,810	\$47,782	\$46,722	\$47,807
OUTPUTS				
# Training Classes	26	n/a	12	28
# Techsupport Requests	2114	n/a	1980	2200

OPPORTUNITIES:

- The goal for FY2014 is to test and move email to the 'Cloud'.
- If time permits, we will also attempt to move office applications to the 'Cloud'.

CHALLENGES:

The IT Department does not have any administrative staff. The current staff all do some portion of administrative work such as, bill paying, ordering, payroll, memo creation, etc. This is not efficient use of the skilled resources of the department. I am seeking sharing 15hrs/wk of administrative help with another department.



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HUMAN RESOURCES

OVERVIEW:

Program Responsibilities:

The H.R. Department has been broke down into six primary areas of responsibilities.

- *Benefits Administration:* Consists of health, dental, and life insurance enrollments, deductions, bill processing, Cobra notices, and assistance for all Town, Schools and Light Department employees and retirees with these benefits.
- *Employee/Labor Relations:* employment issues, personnel policies and questions, union contract compliance and interpretations for eight unions, grievance resolution, and collective bargaining of seven union contracts as well as bargaining health insurance benefit changes with the Public Employee Committee per new State law.
- *Recruitment:* Oversight of hiring and promotional processes across Town in compliance with internal polices, union contracts, and State/Federal hiring and wage law.
- *Employment Regulation Compliance:* areas include health insurance and benefit regulations, wage and hour matters, EEO regulations, FMLA, USERRA, Workers Compensation, unemployment benefits, CORI, ADA, FLSA, HIPAA, etc.
- *Informational assistance to citizens and external agencies:* provide information to citizens regarding employment opportunities, provide external agencies with Town data for surveys and regulatory information, respond to subpoenas, etc.
- *Pay and Position Classification:* administration and application of the union and non-union pay plans, updating of job descriptions, the rating of revised and new job descriptions.

Staffing:

The Human Resources department has 2.92 FTEs, two full time positions and a part-time Administrative Assistant.

Budget:

The 2014 salary and benefit portion of the budget represents approximately \$254,859 with 36% related to benefits administration for Town and Schools, 20% for employee/labor relations, 11% for recruitment, 17 % for employment regulation compliance, 12.5 % informational assistance, 3.5% for pay and classification matters.

Program Outcomes/Performance Indicators:

The department indicators are primarily based on internal customer satisfaction, a credible and constructive relationship with labor unions which influence fair results and continue to minimize legal challenges and costs, as well as efficient administration of employee and retiree benefits for the Town and Schools.

FY13 ACCOMPLISHMENTS:

- To date, H.R. has settled five collective bargaining agreements and reached another tentative agreement for FY 12 -14 in accordance with the parameters set by the Board of Selectmen, leaving one union in the bargaining process. The FY11 contract that remained unresolved at the State JLMC level was resolved in house by H.R.
- H.R. represented the Town under the new State health insurance bargaining law with the Public Employee Committee and reached an agreement that added a plan deductible and increased several co-payments to the health insurance plan.
- H.R. was able to assist the Board of Selectmen in locating a temporary Town Administrator and with the final placement of the new Town Administrator, David Kale.
- H.R. implemented the changes in health plans in time for the annual open enrollment and announced the changes to all School and Town employees and retirees, holding informational meetings, and responding to questions.



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DEPARTMENT BUDGET BY FUNCTION:

The chart below depicts our best estimates of the functional costs of the department. Benefits are allocated on a percentage basis, not per person. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers compensation and the Town's Medicare match. Employees are not covered by Social Security.

FY 14	Salaries	Benefits	Other	Total
Employee/Labor Relations	\$82,558	16,985	8,540	108,083
Benefits Administration	\$41,279	8,493	4,270	54,042
Employment Reg Compl.	\$30,959	6,369	3,203	40,531
Recruitment	\$20,640	4,246	2,135	27,021
Assistance	\$20,640	4,246	2,135	27,021
Pay and Classification	\$10,320	\$2,123	1,068	13,510
Total	\$206,395	\$42,463	\$21,350	\$270,208
		Funds for Temporary Replacement	\$6,000	\$276,208

STAFFING AND STRUCTURE:

The Human Resources Department has three employees (two full time and one part time) to handle the benefits administration for the Town, School and Light employees and retirees as well as all other Town program areas – Employee/Labor Relations, Recruitment, Employment Regulation Compliance, Informational Assistance, and Pay and Classification. The part time Administrative Assistant staffs the front desk 32.5 hours per week providing support with record keeping and customer interaction in all areas. Whenever one position is absent due to illness, vacation, etc. the other positions provide coverage for the vacancy as there is no other backup system in place. Management consists of the H.R. Director.

FTE - FY14	Salaries	Benefits	Other	Total
Employee/Labor Relations	0.4	0.4	0.4	0.4
Benefits Administration	0.2	0.2	0.2	1.1
Employment Reg compliance	0.15	0.15	0.15	0.55
Recruitment	0.1	0.1	0.1	0.3
Assistance	0.1	0.1	0.1	0.6
Pay and Classification	0.05	0.05	0.05	0.05
Total	1	1	1	2.92



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GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

EMPLOYEE/ LABOR RELATIONS:

Goals:

- To effectively begin collective bargaining with 7 unions for FY 15 contracts following guidelines by the Selectmen with minimal legal fees.
- To work proactively with labor unions to resolve employment disputes, provide contract interpretations and impact bargain over policy changes.
- To assist non union and union employees with policy questions and problems that relate to various Federal and State employment statutes.
- To assist the Selectmen in implementing health plan design changes in accordance with newly enacted MGL Chapter 69 if necessary.

Program Outcome:

- As of December 2012, five FY12 -14 contract settlements and one tentative settlement have been reached, leaving one union in continuing negotiations. The one FY11 contract that was in mediation thru the State was able to be resolved in house in the past year.
- By mid-FY14, it is anticipated that contract negotiations will begin with the 7 unions contract terms beginning for FY15 and possibly beyond.

Description of Function:

Under M.G.L. Chapter 150E, public employees are allowed to unionize. The Town of Belmont is legally required to meet and bargain with these employee groups over hours of work and other working conditions such as pay, benefits and working conditions.

Input/Output Measures

Since the creation of the H.R. department, the vast majority of the time, labor counsel has been able to serve in an advisory capacity which reduces the Town's legal fees. Contract settlements have been reached in a timely basis and within the cost perimeters set by the Board of Selectmen and employee issues have been worked out in a fair and equitable outcome, avoiding costly litigation.

Employee/Labor Relations	Actual FY12	Budget FY 13	December/Estimated FY13	Projected FY14
INPUTS				
# of Employees	0.4	0.4	0.3	0.4
Department Expenditures	47,173	47,173	36,719	49,714
OUTPUTS				
# of Unions Bargained With	7	7	7	7
# Employment & Disciplinary Issues Dealt With	30	36	9	25



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BENEFITS ADMINISTRATION:

Goals:

- To provide eligible Town, School, and Municipal Light employees and retirees with appropriate benefits.

Program Outcomes:

- Accurately administer Health, Dental, Life Insurance, Worker compensation and Unemployment benefits.

Detailed Description:

Administer the enrollment of approximately 785 eligible employees and 600 retirees for the Town and School Departments in health insurance, dental, and life insurance as well as workers compensation and unemployment. Process all plan bill payments, monitor enrollment, review eligibility, and work with vendors and consultants.

Input / Output Measures:

Employee/Labor Relations INPUTS	Actual FY12	Budget FY13	December/Estimated FY13	Projected FY14
# of Employees	0.95	0.95	0.95	1.1
Department Expenditures	\$79,666	\$79,666	\$79,666	\$89,007
OUTPUTS				
Health Insurance Services -784 School and Town eligible employees -615 retirees/spouse	700	650	365	700
Life Insurance Services - 495 participating School/Town employees & Retirees	75	55	25	50
Number of workers compensation cases for School and Town	27	25	12	27
Dental Insurance service to 166 participating Town employees and 398 for School employees	100	70	30	70
Number of unemployment cases for School and Town	67	47	24	50



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EMPLOYMENT REGULATION COMPLIANCE:

Goals:

- To provide non union and union employees information and policy interpretations regarding several Federal and State employment statutes that give rise to questions.
- To ensure that required employment information is filed and to complete any required State or Federal reports.

Program Outcomes:

- To administer Federal and State employment statutes and respond to corresponding employment questions and issues, collect required documents, and comply with internal union job posting procedures and external advertisements consistent with Equal Opportunity requirements .

Detailed Description:

Employment information needs to be available through the H.R. department for dissemination to employees with questions regarding sick leave and vacation questions that may fall under the Federal Family and Medical Leave act; wage and hour issues that may fall under the Fair Labor Standards Act or State statutes; or military leave acts, disability laws, and discrimination statutes such as the Civil Rights, etc. The Town is also required to maintain various employment information and records such as employment applications, required employment licensures, Federal Immigration I-9s, State Health disclosure forms, Marriage, Birth and Death certificates for insurance, Medicare cards, employment rosters, State Civil Service records, etc.

Input / Output Measures:

Employment Regulation Compliance	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees	0.6	0.6	0.6	0.55
Department Expenditures	\$45,567	\$45,567	\$45,567	\$44,224
OUTPUTS:				
# Regulation Related Issues	n/a	20	9	18
# Compliance Records Created	n/a	500	480*	750

**Processed employee contract wage settlements.*



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RECRUITMENT:

Goals:

- To provide a qualified and stable workforce.

Program Outcomes:

- 100% Placement of qualified applicants subject to reference checks, pre-employment physicals and probationary periods.

Detailed Description:

Create internal job postings and external ads from job descriptions with stated minimum qualifications, log in all applications, acknowledge external applications, provide copies to the hiring department and review results for EEO compliance and provide policy guidance of placement in pay ranges.

Input / Output Measures:

Recruitment	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees	0.2	0.2	0.2	0.2
Department Expenditures	n/a	\$26,479	\$26,479	\$29,275
OUTPUTS:				
# External Advertisements	18	22	7	20
# Internal Job Postings	26	27	11	25



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ASSISTANCE:

Goals

- Respond to citizen's inquiries regarding job openings and response to address inquiries from State of Federal agencies, and surrounding communities.

Program Outcomes:

- 100% response to citizen's inquiries regarding job openings and response to inquiries from State agencies such as Civil Service, the Attorney General, the Federal EEO office regarding required reports, and responses to requests for information from surrounding communities.

Input / Output Measures:

Assistance	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees	0.51	0.51	0.51	0.60
Department Expenditures	n/a	\$41,764	\$41,764	\$45,733
OUTPUTS:				
# Requests for Assistance from Citizens & External Agencies	140	156	75	150



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PAY AND CLASSIFICATION:

Goals:

- To establish a position hierarchy based on a point factor system that weighs the level of responsibility, skills and knowledge requirements, supervisory responsibility, working conditions, etc, and to attach pay ranges to these levels of positions.

Program Outcomes:

- Administer application of union and non-union pay plans, updating of job descriptions, rating of revised and new job descriptions as needed at 100%.

Detailed Description:

The Classification system is put into place by outside neutral consultants who have propriety systems that are defensible against claims of bias and protects the Town. After the pay plan has been put in place by the original consultant, the ranges increase with general wage market increases and CPI information approved by the Board of Selectmen.

Input / Output Measures:

Pay & Classification	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees	0.05	0.05	0.05	0.05
Department Expenditures		\$8,084	\$8,084	\$8,402
OUTPUTS:				
# Position Revisions/Ratings <i>(Includes Light Department)</i>	11	12	4	12



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INNOVATION:

In 2011 H.R. applied and was approved for new Federal Stimulus funds through the Early Retiree Reimbursement Assistance program. This program reimburses a predetermined level of claims for non-Medicare eligible retirees who are provided health insurance. During FY 12, the Town received two reimbursement payments consisting of \$31,170 and \$183,786. In the first half of FY 13, the Town received \$90,000. These funds must be used toward health insurance costs.

OPPORTUNITIES:

If my department were allocated additional funds, I would add a full time professional position to assist with day to day research/projects and non clerical duties. This would enable me to spend more of my time keeping up with external trends, analyzing, planning, improving programs and making innovative recommendations instead of handling staff functions.

CHALLENGES:

As mentioned in 2012's Warrant Committee report, the Human Resources department long term growth has only been .9% vs. 3.5% for all Belmont departments. This is despite the fact that the department has taken over the responsibility for administering Ch. 32B, Section 18, that mandates the retirees must enroll in Medicare A and B when eligible, administration of a dental plan for Town and School employees, a lead role in dealing with unions on day to day matters as well as collective bargaining, working with payroll on new employees and various changes in the payroll system, working with mandates such as State Health Care Reform regulations, Medicare D regulations and reimbursements, License tracking and verification for Town drivers through the Massachusetts Registry, the Federal Early Retiree Reimbursement program and Federal Health Care Reform and most recently, working with the new MGL Chapter 69 health plan design change regulations in order to implement design changes.



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ACCOUNTING AND FINANCE

OVERVIEW:

Program Responsibilities:

The Accounting Department has four primary responsibilities.

ACCOUNTING

Prepare and maintain the key financial records for all funds, including Financial Statements and the General ledger. Monitor expenditures to verify that funding exists. Submit Balance Sheets to the Department of Revenue for Free Cash Certification and file Schedule A - (revenue & expenditures reports) for all funds and assist in preparation of Tax Recapitulation sheets for tax rate certification.

AUDITING

- *External:* - Works with external auditors for the Annual Financial Statements audits and the Federal Awards audit.
- *Internal:* -The Town Accountant audits health insurance, salary and other benefits expense on a quarterly basis. The Assistant Town Accountant /Internal Auditor reviews internal procedures of all departments and perform Fraud Risk assessments on an ongoing basis. As part of the Personal Information Protection Program (PIPP), he works with IT departments to bring the Town into compliance with 201 CMR 17.This requires a couple of hours a week currently and by the end of FY13, the work will become part of the internal audit process of the Accounting department.

CONTRACTS / ACCOUNTS PAYABLE

Town Accountant is the Chief Procurement Officer under Chapter 30B, signs contracts certifying availability of funds and maintains custody of all contracts. The Assistant Accountant is certified as MA Public Purchasing officer and helps in reviewing bids, contracts, monitors progress of facilities construction expenses and prepares

requests for grant reimbursements from the relevant federal or state agency. Prepare and approve all warrants for payments in accordance with Massachusetts General Laws.

BUDGET/REPORTING

The Town Accountant provides financial information to all departments, assets in preparation of the annual budgets as part of the Town Administrator's team and monitors all revenues and expenditures.

OTHER

In addition, the Town Accountant acts as liaison to the Warrant Committee and the Capital Budget Committee on an as needed basis and is a member of both the Permanent Audit Committee and the Belmont Retirement Board. The office acts as financial liaison to the various building committees.

STAFFING

The Accounting Department has 2.9 full time equivalent employees for FY 14 (two full-time), a part time accounts payable clerk, and an intern.

BUDGET

The FY2014 budget is \$340,641, made of 38% accounting, 25% auditing, 13% budgeting, 24% accounts payable, clerical and other.

PROGRAM OUTCOMES/PERFORMANCE INDICATORS

The department's performance indicators are primarily efficiency oriented, and State mandated timetables, focusing on time to completion.



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FY13 ACCOMPLISHMENTS:

- Participated in the development of the FY14 Budget as part of the Town Administrator's budget team.
- Successfully completed FY'12 Free Cash certification and Schedule A by December 2012.
- General ledger was completed and presented to the external auditors by mid October and the FY12 Audited Financial statements were presented to the Permanent Audit Committee in December 2012.
- Collaborated with the Assessor, Treasurer, Town Administrator and Town Clerk in preparing documents and setting the FY13 Tax Rate on a timely basis.
- Set up the Community Preservation Fund accounts in MUNIS.
- Established a review process to meet monthly with the Treasurer and Light Department to reconcile payments and balances.
- Audited and Reconciled Accounts Receivable balances between Treasury & Accounting for the following :-
- Real estate taxes, Excise Taxes, Community Preservation Surcharge, Police Details, Ambulance & Parking tickets.
- Submitted monthly payment requests to Massachusetts School Building Authority on behalf of the Wellington School Building Construction Project.

DEPARTMENT BUDGET:

The chart below represents an estimate of the functional costs for the department. Benefits are allocated on a percentage basis, not per person, since they tend to change periodically.

The "Other cost" component varies by function. Costs under *Audit* function comprise of the professional services cost of outside auditors to conduct annual audit of the Town's financial statements. Under *Accounting*, it comprises of costs for the biennial OPEB actuarial studies, and other professional services as needed. The budget also reflects costs for dues, conferences to maintain continuing education and related travel. *The Accounts Payable/Other* function covers office supplies, forms, warrant Committee expenses and mileage reimbursements for departments other than accounting.

FY14	Salaries	Benefits	Other	Total
Accounting	80,620	16,240	17,700	114,560
Auditing	53,824	10,684	56,200	120,708
Budget/Reporting	27,064	5,555		32,619
Accounts Payable	52,398	10,256	1,100	63,754
Other			9,000	9,000
Total	213,906	42,735	84,000	340,641
<i>1 part time employee not eligible for benefits</i>				



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STAFFING AND STRUCTURE:

The Accounting Department has four employees (two full-time) to handle the accounting issues for the town. There is an intern to provide backup for the part time Accounts Payable clerk as well as to assist in various projects.

"Management" consists of the Town Accountant, the "Other" category is the Assistant Town Accountant/Internal Auditor along with clerical represented by two part time positions of a half time AP clerk and an intern/support staff for projects and backup AP.

FTE - FY14	Management	Other	Clerical	Total
Accounting	.5	.3	.2	1.0
Auditing	.2	.4	.1	.7
Budget	.2	.1		.3
Accounts Payable/Other	.1	.2	.6	.9
Total	1	1	.9	2.9



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GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

BUDGETING/REPORTING

Goals:

- To provide assistance in preparation of the Annual Budget report
- To assist in public understanding of the budget process
- To track and monitor department spending reports

Program Outcomes:

- Percentage of general public budget inquiries responded within 2 days.
- Percentage of reporting within a week of due date of report.

Detailed Description:

This department along with the Town Administrator works to prepare a budget document for the Town. Preparation includes revenue estimates and guidelines for the departments. The Administrator incorporates the Town overall goals into the budget division. As funds decrease the decisions on budget cutting is also incorporated. These offices meet with administrators in each department to review the submission and glean insight into the departmental goals for the coming year. We have been asked to include a review of capital project requests to the Capital Budget Committee to be sure that the spirit & intent of the CBC is carried out (no computers, no maintenance items, no combining some items to reach the dollar limit, etc.).

Input/Output Measures:

Budgeting/Reporting	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
# Employees	.8	.6	.6	.3
Department Expenditures	\$90,555	\$54,045	\$54,045	\$32,619
OUTPUTS:				
# of Reports "Budget Versus Actual" Prepared for Public	5	7	5	5
# Inquires regarding Budget processed within 48 Hrs		50	20	20



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FINANCIAL ACCOUNTING & REPORTING

The Town Accountant is established under Massachusetts General Laws to pay bills and keep the legal accounting records of the Town. Appointment is made by the Board of Selectmen triennially. This office functions as the legal financial record keeper and bill payer. The Accountant works closely with the Department of Revenue to ensure that laws are followed and reporting is timely. This office proves cash, accounts receivable and debt service with the Treasurer periodically to ensure that systems in place protect the resources of the Town of Belmont.

Goals:

- To provide accurate and timely financial reporting information
- To ensure that Accounting books and Treasurer detail are in balance
- To make timely adjustments when needed so that departments have accurate data

Program Outcomes:

- Percentage of time that draft of the year end statements are available within six weeks of last bill warrant paid
- Percentage of time Schedule A and Free cash available by mid September
- Percentage of departmental corrections completed within 2 working days

Detailed Description:

- *Audit* We fall under federal regulations (communities receiving over \$500,000 in federal money annually) to have an outside audit on an annual basis which includes the "Single Audit" of federal grants. Communities that go to the bond market to finance large issues are required to maintain their books and present their financial statements under the Governmental Accounting Standards Board regulations (GASB). The Town will be sending out RFPs for preparation of OPEB actuarial studies in FY13.

We audit the hours for each weekly payroll and prove to the payroll office. We also periodically audit the health insurance coverage's for accuracy. These three categories AP, payroll, and health insurance represent all the payments being make by the Town. We also have an internal audit program that reviews a different department each month. This has been effective in setting policies for handling cash and each department's internal controls

- *Reporting.* The Commonwealth of Massachusetts requires annual reporting of all accounts, appropriations, grants, gifts, and trust funds. This office is very involved with preparing the tax recapitulation sheet to set the tax rate. Finally, this office biennially works on the actuarial study to identify the post employment benefit liability for the community.



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FINANCIAL ACCOUNTING & REPORTING (Continued)

Input/Output Measures:

Financial Accounting & Reporting	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
# of Employees	0.8	1.4	1.4	1.7
Department Expenditures	\$177,589	\$226,604	\$226,604	\$235,268
OUTPUTS				
# of departments expenditure statements amended within 48 hours.	15	15	16	16
# of Treasurer receivable accounts proofed for balance with Accounting within one week of month end statements.	25	25	25	30
# of balance sheet statement audited within 5 days of month end close.	33	37	35	35



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ACCOUNTS PAYABLE & PROCUREMENT OVERSIGHT

Goals:

- To pay bills in an efficient and timely manner
- To ensure vendor name, address, and account number matches database
- To review and confirm policies and procedures of bidding and contracts have been followed

Program Outcomes:

- Percentage of vendors paid within 30 days
- Percentage of bids and contracts issued within 30 days
- Percentage of new vendors identified with 30 days

Detailed Description:

Some examples of Accounts Payable and Procurement Oversight include the following:

- All bills over \$1,000 require a purchase requisition and purchase orders. Purchase orders are prepared and disbursed by this office.
- Public procurement laws for goods & services and public construction are very specific and if not followed put the Town into a liability situation. This office calls for contracts to be on file for all purchases over \$5,000 and checks to be sure that the bidding laws have been followed.
- Bills are paid weekly by this office for Town, School and Light departments. Each bill is looked at to be sure that proper backup is provided, the goods are received, the correct amount has been entered, and that the amounts are not excessive.
- *Purchasing-* The Town Accountant has been charged with the duties of Chief Procurement Officer under Chapter 30B, keeping copies of all town contracts and signing contracts as to the availability of funds under Chapter 149 contracts. This also involves being on call for advice to departments as they do their purchasing.

Input/ Output Measures:

Accounts Payable/Procurement Oversight	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
# Employees	.8	.8	.8	.9
Department Expenditures	\$50,779	\$60,087	\$60,087	\$72,754
OUTPUTS				
# of Town Invoices processed within 5 days	12,286	12,000	11,500	12,000
# Vendors added or changed per year	455	400	500	550
# Invoices from School/Light Departments reviewed for payment within 5 days	8,826	9,000	8,800	9,000



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STRENGTHS:

FY13, this office will continue to implement the financial processes and procedures for the Community Preservation Act (CPA). This is something new to the community and will require an additional layer of coordination, budgeting, and accounting.

OPPORTUNITIES:

- Continue to satisfy GASB's financial statements requirements incorporating the latest changes.
- Continue to monitor revenue and expenditures on a regular basis; and identify potential financial problems .
- Continue to implement Community Preservation accounts.
- Continue to improve utility billings and Ambulance billings reconciliations.
- Modify reporting formats for financial reports to the warrant committee
- Consult with MUNIS to improving closing processes with BMLD and Retirement Board having different fiscal years and fine tune fixed assets and multi-year project modules.
- Take continuing education credits to maintain certification with the Massachusetts Municipal Accountants & Auditors Association (MMAAA), Massachusetts Certified Procurement & Purchasing Officials (MCPPO) Pension and Retirement Administration Commission credit requirements (PERAC) and attend Government Finance Officers Association programs
- Complete Personal Information Protection Program (PIPP) and offer training programs on policies and procedures

CHALLENGES:

- FY 13 & 14 will be transition years for the Town Accountant working together with the new Town Administrator's department.
- FY 13 & 14, as part of the Personal Information Protection Project, the Assistant Town Accountant and Town Accountant acts as a member of the Personal Information Security Committee, change will bring the Town into compliance with 201 CMR 17. This will consume some of this department auditing time, but will benefit the procedural writing process as he audits the compliance testing.



ASSESSORS' OFFICE

OVERVIEW:

Program Responsibilities:

The Assessors' Office has four primary responsibilities:

- *List and Value.* The Board of Assessors is required by Massachusetts General Law to list and value all real and personal property.
- *New Growth.* The Board is charged with the gathering of information regarding additions to homes, and is also charged with performing cyclical inspections.
- *Administer Abatements and Exemptions.* The Board is charged with the administration of real estate, personal property and motor vehicle abatements and exemptions.
- *Excise Taxation.* The Board is charged with the administration of motor vehicle and boat excise.

Staffing:

The Assessors' Office currently has three full time employees and one part time employee. The Assessing Administrator (full-time) position has been vacant since June 2012, and the Board is hoping to fill the position by March 1, 2013. Because of the FY2013 recertification process, the Board waited for the certification process to be complete before beginning the process of hiring a new Assessing Administrator.

There is also a three member Board of Assessors. It is important to note that the work and functions performed by the Board is approximately equivalent to a full-time employee.

Budget:

The FY2014 budget is approximately \$387,571, with listing and valuing appropriating approximately 29%, new growth approximately 26%, administrating abatements and exemptions approximately 29%, and excise taxation approximately 16%.

Program Outcomes/Performance Indicators:

The department's performance indicators are primarily efficiency oriented, focusing on an expeditious and a high quality of performance.

FY13 ACCOMPLISHMENTS:

In FY2013 the Department recertified our values in regards to the triennial recertification with the Department of Revenue, with the main goal of sending out the actual tax bills in December 2012.

DEPARTMENT BUDGET BY FUNCTION:

The chart below represents the FY2014 functional costs for the department. Salaries represent direct payments to employees. Benefits represent departmental expenses for health insurance, workers compensation and Medicare.

FY14 Program:	Salaries	Benefits	Total
List & Value	\$74,259	\$9,111	\$83,370
New Growth	\$66,177	\$8,201	\$74,378
Abatements & Exemptions	\$73,532	\$7,291	\$80,823
Excise Taxation	\$36,766	\$2,734	\$39,500
Totals:	250,734	\$27,337	\$278,071

STAFFING & STRUCTURE:

The Assessors' Office is budgeted for 4 employees (2 full-time, 1 full time vacant position, 1 part-time), as well as a three (3) member Board of Assessors, to handle the assessing issues for the Town. The Board meets on a regular schedule in addition to overseeing all of the functions of the office on an ongoing basis. It is important to note that the work and functions performed by the Board is approximately equivalent to a full-time employee.



STAFFING & STRUCTURE (Continued):

Management consists of the Assessing Administrator, the "Other" category consists of the Assistant Assessing Administrator and the Assessment Technician positions, and the Clerical position consists of 1 part-time Clerk. Currently, the 2 full-time employees receive health insurance through the Town; the vacant full time position has been budgeted to receive health insurance through the Town.

The following table summarizes the current staffing levels in the Assessor's Office:

Assessor's Staffing Breakdown by Program - FY14				
FY14 Programs:	Management	Other	Clerical	Total
List & Value	0.50	0.50	0.10	1.10
New Growth	0.30	0.60	0.10	1.00
Abatements & Exemptions	0.15	0.60	0.10	1.05
Excise Taxation	0.05	0.30	0.10	0.65
Total FTEs:	1.00	2.00	0.40	3.40

DETAILED PROGRAM DESCRIPTION:

LIST & VALUE

Goals:

- To record all transfers of title.
- To ensure all valid sales are visited for verification & interior inspection.
- To inspect the interior of 50% of all valid sales.
- To submit, through mailing, income and expense statement requests to all commercial properties in Town.
- To have 40% returned and filed income and expense statement requests from commercial properties in Town.
- To visit all new personal property accounts in Town.
- To visit, measure, and list 1,000 parcels annually for cyclical review.

Program Outcome:

- Recorded 100% of "Transfers of Title".
- Visited 100% of valid sales for verification & interior inspection.
- Inspected 64% of all valid sales.
- Mailed 100% of Income & Expense Statement Requests to all commercial properties in Town.
- Returned and filed Income & Expense Statement requests from commercial properties in Town: 40%.
- New personal property accounts in Town inspected: 100%.
- Projected cyclical inspections performed: 100%.

Description Of Function:

The Assessors' Office is required by Massachusetts General Law to list and value all real and personal property on an "ad valorem" basis or "according to value"; in Massachusetts, values are based on "full and fair cash value" or 100 percent of the fair market value the January 1st prior to the beginning fiscal year. There are approximately 8,000 parcels in the Town of Belmont to be appraised and assessed annually.

Each year the assessing staff researches sales through the Registry of Deeds on-line site where we retrieve all real estate transfers that have occurred in the Town of Belmont. These transfers are recorded in the town's CAMA system and each sale is reviewed for its relevance to the market (validity). All valid sales are visited by the Assessing Administrator who re-measures the improvements and tries to gain access to the structure to insure that the data on the interior is current and accurate. The office also sends sales questionnaires to verify in writing that the sale has taken place, that the sales price recorded is accurate and that the information on the interior is accurate.

All valid sales that have been reviewed are checked against the information in CAMA and changed, if necessary, and their values recalculated. The sales prices are then reviewed in respect to their assessment to sales ratio (ASR). The system is adjusted to reflect current valuation trends and, when the sales fall into state accepted tolerances, the new values are submitted to the Bureau of Local Assessment for review and approval.



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Description Of Function:

The Assessors' Office also requests and receives income and expense reports from every commercial property owner in town. This information is reviewed, and the income and expense data is updated in the CAMA system to reflect current market trends in commercial real estate. This data is also reviewed annually by the Bureau of Local Assessment.

Inputs & Outputs:

The following table summarizes the program inputs and outputs for the List and Value program:

List & Value Program	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees*	1.1	1.1	1.1	1.1
Department Expenditures	\$76,835	\$77,987	\$64,766	\$80,430
OUTPUTS:				
# Sales Visited for Verification	160	158	154	158
# of Sales Inspected	66%	66%	64%	66%
# Transfers of Title	450	500	500	500
# Sales Questionnaires Mailed to New Owners	242	240	240	240
# Income & Expense Statements Submitted	124	125	127	125
# Existing Properties Inspected	518	493	493	500
# New Personal Properties	42	62	62	50

NEW GROWTH

Goals:

- To review all building permits issued by Community Development.
- To visit & review all homes with building permits filed in previous calendar year.
- To record all permit activity in the Assessors' CAMA System.

Program Outcome:

- Building permits issued by Community Development reviewed by the Assessors' Office: 100%.
- Homes that filed building permits during the previous calendar year visited and reviewed: 100%.
- Permit activity recorded in the Assessors' CAMA system: 100%.

Description of Function:

The Assessors' Office collects permit information submitted to the office from the Community Development Office. Each property is reviewed, inspected and adjusted according to the permit work performed as of January 1st, and the effect that the update has on market value. All changes are processed in the property record of the CAMA system, and a value on the property is recalculated. A new growth report is compiled in the fall of each year and is reviewed and approved by the Division of Local Services.

Input/Output Measures:

New Growth	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees*	1.0	1.0	1.0	1.0
Department Expenditures	68,887	69,919	58,066	72,109
OUTPUTS:				
# 1-3 Families Inspected	976	905	905	1,045
# of Permits Reviewed	430	430	430	450
\$ Per Residential Inspection	\$45	\$45	\$45	\$45
# of Condo Conversions: Multifamily to Units	22 to 56	22 to 56	20 to 42	21 to 42

ADMINISTER ABATEMENTS & EXEMPTIONS

Goals:

- To review and process all abatement requests.
- To review and process all exemption requests.



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ADMINISTER ABATEMENTS & EXEMPTIONS (Continued):

Program Outcome:

- Abatement requests reviewed by Board of Assessors & processed: 100%.
- Exemption requests reviewed by Board of Assessors & processed: 100%.

Description of Function:

During the month of January, taxpayers have the right to appeal assessments. During that time the staff is responsible for handing out or mailing abatement applications, answering various questions on abatement procedures or other assessment information, preparing applications for the Board of Assessors to review, and processing abatements and denials.

Eligible taxpayers have approximately 90 days to file for various statutory exemptions. The staff is responsible for handing out or mailing these applications, answering questions on exemption procedures and qualifications, preparing applications for the Board of Assessors to review, and processing exemptions or denials.

Any taxpayer who feels that their abatement or exemption has not been handled appropriately, has the right within 90 days to appeal the Board's decision to the Appellate Tax Board. All appeals are handled by the office who reviews the case and, based on the information given, may negotiate with the taxpayer (at the Board's direction) for a settlement. If no settlement can be agreed upon, the Assessing Administrator, along with Town Counsel, presents the case for the Town at the Appellate Tax Board.

Input/Output Measures:

Abatements & Exemptions	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees*	1.05	1.05	1.05	1.05
Department Expenditures	74,186	75,298	62,532	77,656
OUTPUTS:				
Abatement Applications Submitted:	176	190	190	190
- # Residential:	6	6	6	6
- # Commercial/Industrial:	5	5	5	5
- # Personal Property:	265	270	270	275
- # Statutory Exemption:				

EXCISE TAXATION

Goals:

- To review & process all excise tax bills from Registry of Motor Vehicles.
- To review & process all requests for abatements on excise taxation received from taxpayers.

Program Outcome:

- Excise tax bills from Registry of Motor Vehicles reviewed & processed: 100%.
- Requests from taxpayers for abatements on excise taxation reviewed & processed: 100%.

Description of Function:

Motor Vehicle Excise data files are received, maintained, processed and abated by the Assessors' Office. The office answers various questions on motor vehicle excise in person, over the phone or through email.



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EXCISE TAXATION (Continued):

Input/Output Measures:

Excise Taxation	FY12 Actual	FY13 Budget	FY13 Estimate	FY14 Projected
INPUTS:				
# of Employees*	0.65	0.65	0.65	0.65
Department Expenditures	\$45,041	\$45,716	\$37,966	\$47,148
OUTPUTS:				
# Bills Processed	20,619	21,000	21,000	21,050
# Abatement Applications Received & Processed	619	650	650	660

INNOVATION:

The Board of Assessors has always promoted and encouraged innovation wherever it is possible. Presently the Assessing Administrator is charged with verifying all pertinent sales that will be used as the basis of valuing properties for the present fiscal year. Each valid sale is visited, measured and an attempt is made to view the interior. Sales verification forms are mailed to each new, valid purchase.

The office also accesses listings of sold properties through local multiple listing services (residential and commercial) in an attempt to gain as much primary information on the sales as possible. If questions arise regarding the legitimacy of a sale, the listing or selling broker is called to verify the information about the sale in order to gain a more intimate understanding of the transaction. The added knowledge gained will enable the office to more accurately value real estate in the Town and will allow the department to defend values that have been generated more vigorously and with more authority.

OPPORTUNITIES:

The key personnel in the Assessors' Office have been trained on the Town's Geographical Information System (GIS). This is software that depicts information graphically. As a part of the assessing functions of valuing and new growth, this tool has considerable amount of potential: in looking for anomalies, tracking sales, tracking inspections, examining individual data points, mapping zoning districts, depicting neighborhoods, looking at building details remotely; this is to name just a few of the functions that are available at the fingertips of the office staff.

CHALLENGES:

For FY2014, our goal is to have the actual tax bills mailed in December 2013.



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TREASURER'S OFFICE

OVERVIEW:

Program Responsibilities:

The Treasurer's Department has three primary responsibilities:

- *Treasury Management:* The Treasurer is the cash manager of the town and responsible for the deposit, investment and disbursement of town funds. The Treasurer is authorized by town meeting to issue debt on behalf of the town with the approval of the selectmen. The banking services for the town are selected, procured and managed by the Treasurer. Also 457 town and 403B school deferred compensation plans and payroll are managed by the Treasurer.
- *Collection:* The Department collects Real Estate, Personal Property and Excise Taxes and utility payments.
- *Parking:* The Department processes parking violations, payments, responds to inquiries and arbitrates parking violation request for dismissal.

Staffing:

The Department has 6 full time and 2 part time employees.

Budget:

The FY2014 budget will be approximately \$623,793 which as allocated 38% Treasury Management, 49% Collection, and 13% Parking.

Program Outcomes/Performance Indicators:

1. Maximize investment income to exceed revenue budget.
2. Increase payroll direct deposit.

3. 100% collections or secured tax lien FY2011 by 12/31/12 and FY2012 by 12/31/13.

	Issued			Outstanding	
	2011	2012	2013 Estimated	2011	2012
Outstanding:					
RE Tax Receivables	8,128	8,167	8,208	63	61
PP Tax Receivables	539	531	515	35	46
Excise Tax Receivables	20,929	20,647	20,700	444	447

(Water, Sewer and Light unpaid bills as of 6/30 still open on 12/1 transferred to Treasurer's Department for collection with Q3 and Q4 real estate tax bill.)

4. Parking ticket 100% collections FY2011 by 12/31/12 and FY2012 by 12/31/13.

# of Tickets:	2011	2012	2013 Estimate
# Issued:	8,053	7,088	7,100
# Open:	561	494	
Percentage:	93%	93%	

FY13 ACCOMPLISHMENTS:

PAPERLESS TAX BILLING SOLUTION:

Effective 7/1/2011 the Patrick Administration approved the issue of optional paperless Real Estate Tax Billings. The Treasurer Department began moving forward to find a vendor that offered a single paperless solution for both mailing and paying tax bills. The vendor selected was Mark Altman/Billtrust. During FY 2012 the Treasurer's Department and Billtrust began working on the paperless solution for Real Estate Tax Billings.



FY13 ACCOMPLISHMENTS (Continued):

PAPERLESS TAX BILLING SOLUTION (Continued):

The following is a FY 2013 implementation schedule for tax billing options for Belmont Taxpayers:

Real Estate Taxes	8/1/2012
Personal Property Taxes	8/1/2012
Excise Taxes	2/15/2013

As of 12/1/2012 Belmont was 1 of 15 communities offering the optional paperless solution. The future benefits for a paperless solution should reduce paper cost and postage.

As of 12/21/2012 these are the metrics for Belmont Real Estate Taxpayers using the on-line features:

Real Estate Bills Issued:	8,208
Personal Property bills Issued:	515
Total:	8,723
On-line Billtrust Users	309
Paperless	19
On-Line Billtrust Payment	200
One-Time On-line Payment	63

The Department also offers the ability to pay on-line with a credit card. It is anticipated that as time moves on the next generation of Belmont homeowners will sign up for paperless billing in larger numbers.

OPEB FINANCIAL POLICY

An OPEB Financial Policy was approved by the Board of Selectmen and the Warrant Committee.

COMMUNITY PRESERVATION COMMITTEE:

A project application and formal process was written and approved for the Community Preservation Act Committee. During FY2013, a final CPA plan will be presented to Town Meeting for approval.

FY 2012 ISSUED DEBT:

BMLD Project:	\$14 Million (Short-Term)
Water Bond:	\$1 Million
MWRA Sewer Bond:	\$0.6 Million
Public Safety Equipment:	\$0.5Million (Capital Lease)

FY 2012 REFINANCING:

Refinanced FY2002 Town Hall debt and FY 2004 Fire Station debt. The refinancing saved Belmont property tax payers \$1.4M over the remaining 10 years.

DEPARTMENT BUDGET BY FUNCTION:

FY14	Treasury Management	Collections	Parking	Total
Salaries	\$201,594	\$188,994	\$29,396	\$419,984
Benefits	15,617	40,533	4,784	60,934
Other Expenses	18,163	74,712	50,000	142,875
Total	\$235,374	\$304,239	\$84,180	\$623,793



STAFFING & STRUCTURE:

The Treasurer's Department staffing is currently (6) full time and two (2) part time.

Employee:	Position:	Years:
Floyd Carman	Treasurer – Management*	8
Daniel Boccia	Assistant Treasurer	28
Mary Ehler	Payroll Clerk	16
Michael Trainor	Real Estate Clerk, Cashier	5
Richard Arria	Excise Clerk, Parking, Cashier	3
Cindy Papa	AP, Parking, Cashier	3
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	7
Kevin Hayes	Part time – Miscellaneous Projects	7

**Treasurer is the Chairman of Capital Endowment Committee, Chairman of the Town of Belmont Scholarship Committee, a member of the Town Permanent Audit Committee, Clerk of the Town Community Preservation Committee and Treasurer of the Belmont Municipal Credit Union.*

I am anticipating some turnover during CY2013 but our cross training will help temper any lost productivity. The office has peak periods at the end of each month for customers paying parking tickets and excise taxes for RMV license or registration renewal. With the entire office cross trained in the cashiers functions all hands are on deck if needed. In these stressful times respecting and acknowledging the customer (resident) and the service is still required.

DEPARTMENT STAFFING BY PROGRAM:

	Treasury Management	Collection	Parking	Total
Management	.75	.20	.05	1.00
Other	.25	.70	.05	1.00
Clerical	2.60	2.30	.40	5.30
Total	3.60	3.20	.50	7.30



GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

TREASURY MANAGEMENT:

Goals:

- Provide timely and accurate data.
- Maximize investment earnings.
- Increase direct deposit.

Program Outcome:

- 25 basis points greater than annual one year CD rate as of 7/1.

Description of Function:

The principal duties of the treasurer are stated in M.G.L. Ch.41, Sec.35 & 36. There are many statutory references to the Treasurer in the General Laws and guidelines established by the Department of Revenue.

Input/Output Measures:

Treasury Management	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
# of Employees	3.20	3.20	3.20	3.20
Department Expenditures	209,922	222,519	217,968	235,374
OUTPUTS:				
# of Payroll Checks	8,760	8,800	8,800	8,700
# of Direct Deposits	31,183	32,000	32,700	32,700
# of Accounts Payable Checks	11,892	11,900	11,900	12,000

Note: 91% of full time staff on direct deposit.



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COLLECTION:

Goals:

- a. Provide timely and accurate data.
- b. Sustain cash flow and tax collection rate standard:

	2011	2012	2013	
Real Estate	\$67.1M	\$69.m	\$71.3M	-100%
Personal Property	0.6	0.6	0.6	-91%
Excise	2.9	2.7	27	-99%

Program Outcomes:

- 100% collection and secure tax lien.

Description of Function:

The principal duties and authority of the Tax Collector are stated in M.G.L. Ch.41, Sec.38A.

Input/Output Measures:

Collection	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
# of Employees	3.40	3.40	3.40	3.40
Department Expenditures	268,915	290,567	284,620	304,239
OUTPUTS				
# of Real Estate Taxes (Quarterly)	32,669	32,700	32,700	32,800
# of Personal Property Taxes (Quarterly)	2,122	2,150	2,200	2,210
# of Excise Taxes (Annually)	20,647	20,700	20,700	20,800



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PARKING:

Goals:

- a. Provide timely and accurate data.
- b. Maximize parking ticket collections.

Program Outcomes:

Parking Tickets	<u>Issued</u>	<u>Open</u>	<u>%</u>
2013 (Estimated)	7,500	-	-
2012	7,088	561	93
2011	8,053	458	94

Description of Function:

The Parking Clerk is appointed by the Board of Selectmen. He is responsible for collecting fines and arbitrating contested parking tickets.

Input/Output Measurers:

Parking	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY 14
INPUTS:				
# of Employees	.50	.50	.50	.50
Department Expenditures	35,979	80,715	79,064	84,180
OUTPUTS:				
# of Parking Tickets Issued	7,088	7,500	7,500	7,500



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STRENGTHS:

- a. The department provides accurate data, efficient and timely service.
- b. Ongoing review of financial institutions the Town does business with. Always focusing on safety and liquidity exposure.
- c. All Real Estate Tax Taking procedures including filing a property lien handled by Town Treasurer instead of Town Counsel.
- d. The Town Treasurer is the lead contact dealing with rating agencies for all debt issues.

OPPORTUNITIES:

Treasury Management, Collection and Parking are required statutory functions that are necessary overhead to safeguard town cash assets.

Potential:

- a. Continued implementation of paperless Excise Tax billings.
- b. Review of open tax receivables:
 - Real Estate Tax
 - Personal Property Tax
 - Excise Tax
- c. Debt Policy
- d. Investigate changing quarterly RE tax billing from four (4) mailings to two (2) mailings.
- e. Town policy decision: Should all billings and collections for water, sewer and light be centralized in the Treasurer's Department?

CHALLENGES:

- a. Maintain AAA Bond Rating.
- b. On-line challenges preventing access to our banking network.
- c. A public perception is that the Town issues too many parking tickets to raise revenue instead of enforcement.
- d. Our challenge is staying professional and having the customer leave with less anxiety. A bit of small talk, efficient cashier services and being pleasant goes a long way.



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EMPLOYEE BENEFITS

OVERVIEW:

This allotment (\$7,861,586) contains funding for employee benefits which are not included in the individual departmental budgets. Items which are contained in this budget includes the funding for pension and health insurance costs for retired employees, salary and health benefited resources, life insurance, unemployment insurance, workers compensation and premiums for property and liability insurance.

Pension costs are scheduled to increase by \$355,469 or 6.7% from FY13 based on the new funding schedule contained in the pension actuarial study, which is updated every two years. Retiree Health Insurance Costs are scheduled to increase by \$62,747.

Health insurance costs for current employees are budgeted are transferred to a central account where expenditures are made. Overall health insurance costs for all active employees are retirees are expected to increase by 9%. Half of these costs increases, or 4.5%, will be covered by using a portion of the balance in the Health Claims Trust Fund. The strategy of funding 50% of cost increases in the future will be reviewed annually.

Property and Liability Insurance costs are estimated to increase by \$29,109 or 9%. Workers Compensation Policy is provided by the Massachusetts Interlocal Insurance Association (MIIA). MIIA was incorporated by the Massachusetts Municipal Association as a nonprofit organization to provide insurance services to cities and towns. The total FY14 Workers Compensation Insurance costs is estimated at \$387,790 or a 19% increase for all Town and School Departments.



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