



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

**BOARD OF ASSESSORS**

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE
\$413,908	\$388,145	(\$25,763)	-6.22%	4.0

**Program Responsibilities:**

The Board of Assessors is required by Massachusetts Law to list and value all real and personal property. The valuations are subject to ad valorem taxation. Assessed values in Massachusetts are based on “full and fair cash value” or 100% of fair market value.

Assessors are required to submit these values to the State Department of Revenue for certification every three years. In the years between certification, Assessors must also maintain the values. The Assessors review sales and the market every year and thereby reassess every year.

The Assessor's Office commits Motor Vehicle Excise tax, administers farming, recreation, and foresting programs in the form of Chapter land, processes exemptions and abatements, maintains a parcel based mapping system for assessment purposes and maintains the computer based property records and inventory for all land, buildings and personal property within the Town of Belmont.

**Programs:**

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.

**FY16 Accomplishments:**

In Fiscal Year 2016 values were certified by the as part of the Triannual Revaluating adjustment as supervised by the Department of Revenue. New growth estimates for Fiscal Year 2016 were realized. Cyclical inspections were completed as scheduled.

Additionally all assessing forms are in the process of being converted to digital use and made available on the Town website. In order to save storage space both existing and historic documents are being converted to a digital format.

Taxable Property	Count	% of Total	Assessment	% of Tax Base
Single Family	4,516	51.5%	\$ 4,190,861,000	63.5%
Condominium	1,675	19.1%	\$ 704,095,000	10.7%
Two & Three Family	1,715	19.6%	\$ 1,256,818,000	19.0%
Apartments	35	0.4%	\$ 37,455,000	0.6%
Commercial	194	2.2%	\$ 261,303,200	4.0%
Industrial	10	0.1%	\$ 15,888,000	0.2%
Personal Property	472	5.4%	\$ 45,034,710	0.7%
Misc. Property	155	1.8%	\$ 86,913,101	1.3%
Total	8,772	100.0%	\$ 6,598,368,011	100.0%



**Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**Department Budget:**

The Fiscal Year 2017 budget is \$388,145 with listing and valuing appropriating approximately 32.4%, new growth approximately 29.4%, administrating abatements and exemptions approximately 25%, and excise taxation approximately 13.2% of duties performed. The assessors have maintained level funding of personal services for services not related to the upcoming interim year adjustment for Fiscal Year 2017. Non personnel expenses represent 27% of the department budget with the revaluation expense as the major expense item.

<b>FY17 Program:</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
List & Value	\$ 84,907	\$ 6,508	\$ 34,344	\$ 125,759	32.4%
New Growth	\$ 77,046	\$ 5,905	\$ 31,164	\$ 114,115	29.4%
Abatements & Exemptions	\$ 65,515	\$ 5,021	\$ 26,500	\$ 97,036	25.0%
Excise Taxation	\$ 34,592	\$ 2,651	\$ 13,992	\$ 51,235	13.2%
Totals:	\$ 262,060	\$ 20,085	\$ 106,000	\$ 388,145	100.0%

**Staffing and Structure:**

The Assessors' Office currently has three full time employees and one part time employee. In August of 2015 the Board of Assessors selected Mrs. Linda Ostayan as the new Assessment Technician. 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 an additional full-time employee.

<b>Assessor's Staffing Breakdown by Program – FY17</b>		
List & Value	1.10	32.4%
New Growth	1.00	29.4%
Abatements & Exemptions	0.85	25.0%
Excise Taxation	0.45	13.2%
Total FTEs:	3.40	100.0%



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:**

**A. List and Value**

1. Goals

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

2. Program Performance Measures

List & Value Program	FY 15	FY16	FY16	FY17
	Actual	Budget	Estimated	Budget
# Sales Visited for Verification	158	160	166	160
% of Sales Inspected	65%	65%	70%	60%
# Transfers of Title	100%	100%	100%	100%
# Sales Questionnaires Mailed to New Owners	550	550	550	550
# Income & Expense Statements Submitted	240	240	240	240
# Existing Properties Inspected	500	500	500	500

3. 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



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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.

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.

**B. New Growth**

1. Goals

- a. To review all building permits issued by Community Development.
- b. To visit and review all homes that filed building permits during the previous calendar year.
- c. To record all permit activity in the Assessors' CAMA system.

2. Program Performance Measures

<b>New Growth</b>	<b>FY 15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
# 1-3 Families Inspected	1,200	1,000	1,000	1,050
# of Permits Reviewed	450	450	450	450
\$ Per Residential Inspection	\$ 45	\$ 45	\$ 45	\$ 45
# of Condo Conversions: Multifamily to Units	19 to 38	21 to 42	21 to 42	5 to 10

3. 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



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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.

**C. Administer Abatements and Exemptions**

1. Goals
  - a. To review and process all abatement requests.
  - b. To review and process all exemption requests.
2. Program Performance Measures

Abatement & Exemptions	FY 15	FY16	FY16	FY17
	Actual	Budget	Estimated	Budget
Abatement Applications Submitted:				
# Residential:	150	190	190	150
# Commercial/Industrial:	6	6	5	6
# Personal Property:	5	5	3	5
# Statutory Exemption:	265	275	270	275

- a. Abatement requests reviewed by the Board of Assessors and processed: 100%.
  - b. Exemption requests reviewed by the Board of Assessors and processed: 100%.
3. 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.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

Any taxpayers 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.

**D. Excise Taxation**

1. Goals

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

2. Program Performance Measures

Excise Taxation	FY 15	FY16	FY16	FY17
	Actual	Budget	Estimated	Budget
# Bills Processed	21,191	21,500	21,500	21,500
# Abatement Applications Received & Processed	649	690	680	690

- a. Excise tax bills from the Registry of Motor Vehicles reviewed and processed: 100%.
- b. Requests for abatements on excise taxation received from taxpayers reviewed and processed: 100%.

3. 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.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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**SUMMARY:**

**Innovation and Initiatives:**

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. All sales are visited and sales data is verified through research at the Middlesex County South Registry of Deeds, Multiple Listing Information as well as interviews with the homeowners and local real estate brokers.

Both the elected and administrative staff attends industry seminars and educational offerings from the Department of Revenue, the International Association of Assessing Officers, Massachusetts Association of Assessing Officers and the Appraisal Institute to insure that the Assessing Department adheres to Department of Revenue's regulations.

**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 Fiscal Year 2017 our goal is to successfully complete the interim year adjustment as required by the Department of Revenue and to have the actual tax bills mailed in December 2016.



## **BOARD OF ASSESSORS AND THE ASSESSORS' OFFICE**





**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

HUMAN RESOURCES

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE's:
\$ 284,922	\$ 292,784	\$ 7,862	2.76%	2.9

Program Responsibilities:

The primary areas of responsibility that fall under the purview of the Human Resources Department are as follows:

Benefits Administration: The Human Resources staff is responsible for administering benefits for all Town and School employees (inclusive of the Light Department). Benefits offered include a self-insured health plan offered by Harvard Pilgrim, retiree health plans offered by Harvard Pilgrim and Tufts, dental plans offered by Delta Dental, Life Insurance plans offered by Boston Mutual, and an Employee Assistance Program. Optional benefits include Section 125 Flexible Spending Plans and Deferred Compensation Plans. Administration includes all deductions, bill processing, COBRA notices, and close collaboration with our insurance consultant. Administration also includes handling questions and concerns from employees, retirees and prospective employees.

Employee/Labor Relations: The Human Resources staff is responsible for negotiating the contracts for eight unions, and handling any grievances associated with staff covered under these contracts. Staff also manages worker's compensation issues and unemployment, in collaboration with the School Human Resources office. Lastly, staff manages employee concerns, performance issues/management, drafting and enforcement of policies, and management of the Employee Handbook.

Pay and Position Classification: The Human Resources staff is responsible for maintenance and updates of all Town job descriptions. Staff is also responsible for the pay plans for all non-union and union employees. Salary and benefit

surveys are conducted periodically to ensure that Town of Belmont employees are fairly compensated relative to the municipal job market.

Recruitment & Retention: The Human Resources staff is responsible for recruitment of all new employees. The recruitment process ensures compliance with all applicable federal and state laws relative to the posting of positions, union contract obligations, as well as Town of Belmont best practices. Once hired, the Human Resources staff seeks out relevant, applicable training for our employees to ensure that they remain current in their skills, often utilizing resources available through our partnership with the Massachusetts Municipal Association.

In addition to the primary areas above, Human Resources staff also provides informational assistance to residents, prospective applicants, and other municipalities, upon request, regarding our benefits, compensation and staffing. Collaboration and information sharing between municipalities ensures fair and consistent policies and practices, and assists us with recruiting and retaining the best talent possible.

**Staffing:**

The Human Resources Departmental budget has 2.92 FTEs, comprised of a full time H.R. Director, a full time H.R. Generalist, and a part-time (32.5 hours) Administrative Assistant. In addition, there is a full time H.R. Assistant assigned to the daily administration of insurance plans and benefits for all Town and School employees as well as retirees. The cost of this position is charged to the Town's Health Insurance Trust Fund.

**Budget:**

The FY17 Human Resources budget is \$292,784 with 12.4% related to benefits administration; 20.3% for employee/labor relations; 20.9% for



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

pay and classification plan matters; 27.7% for recruitment and retention efforts, and 18.7% for general office inquiries and issues.

**Program Performance /Measures:**

Solid performance is measured by ensuring timely contract settlements, within the financial parameters established by the Selectmen. A solid workforce, with minimal employee issues is another indicator of performance. Lastly, attracting top talent for Belmont's open positions, and retaining that talent by providing for adequate training opportunities and promotional opportunities, is a key fact of performance.

**FY16 Accomplishments:**

- Updated and implemented numerous employment policies that were either outdated or non-existent.
- Made enhancements to the Section 125 Flexible Spending program at a zero cost to the Town in order to encourage greater participation. Changes included the offering of the carryover provision as well as the implementation of the debit card program.
- Began efforts to implement a formal employee training program utilizing free available resources.
- Reinstated meetings of the Town Safety Committee, which meets quarterly to discuss training opportunities, workers compensation cases, and grant opportunities.
- Streamlined and modernized the reporting process for Workers' Compensation claims.
- Collaborated with the School Human Resources office to offer a Wellness Fair for employees.
- Organized a Thanksgiving Food Drive for benefit of the Belmont Food Pantry.
- Updated the Department website; updated the layout and format of all job descriptions and job postings; updated the Town employment application.

- Collaborated with the payroll office and worked with our software vendor (MUNIS) to complete the extensive filing requirements relative to the Affordable Care Act.
- Reached settlement with several unions for period July 1, 2014 to June 30, 2017.

**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, and the Town's Medicare match.

<b>FY17 Department Budget by Function:</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
Benefits Administration	\$ 28,859	\$ 4,364	\$ 3,250	\$ 36,473	12.4%
Employee/Labor Relations	\$ 50,159	\$ 4,547	\$ 4,700	\$ 59,406	20.3%
Pay & Position Classification	\$ 44,708	\$ 7,637	\$ 8,750	\$ 61,095	20.9%
Recruitment & Retention	\$ 59,441	\$ 8,752	\$ 12,800	\$ 80,993	27.7%
<b>SubTotal:</b>	<b>\$ 183,167</b>	<b>\$ 25,300</b>	<b>\$ 29,500</b>	<b>\$ 237,967</b>	<b>81.3%</b>
Other Expenditure	\$ 45,792	\$ 6,325	\$ 2,700	\$ 54,817	18.7%
<b>TOTAL</b>	<b>\$ 228,959</b>	<b>\$ 31,625</b>	<b>\$ 32,200</b>	<b>\$ 292,784</b>	<b>100.0%</b>



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**STAFFING AND STRUCTURE:**

The Human Resources Department is a four person team, led by the H.R. Director. The full time H.R. Generalist assists with recruitment and training efforts; assists the Director with a variety of projects related to Collective Bargaining and other employee matters; and handles many routine tasks associated with Human Resources operations. The full time H.R. Assistant\* handles all administration of employee and retiree benefits including Health, Dental, Life, Flexible Spending, and collaborates with the Retirement System Administrator and Payroll offices. The part-time (32.5 hours) Administrative Assistant handles all job postings, processing of applications, billing for the department, and assists with Workers' Compensation matters.

<b>FY17</b>	<b>Total</b>	<b>% of Total</b>
Benefits Administration	0.39	13.4%
Employee/Labor Relations	0.54	18.5%
Pay & Position Classification	0.63	21.6%
Recruitment & Retention	0.78	26.7%
Other	0.58	19.9%
Total FTEs:	2.92	100.0%

*\*As noted earlier, the H.R. Assistant position is funded fully from the Town's Health Insurance Trust Fund and therefore not counted toward the total FTEs for the department.*



**Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**GOALS, PROGRAM PERFORMANCE MEASURES, AND DESCRIPTION OF FUNCTION:**

***BENEFITS ADMINISTRATION***

*Goals:*

- To accurately and efficiently administer all benefit plans for eligible employees and eligible retirees.
- To coordinate with the Payroll Department to ensure correct deductions from employee payroll and retiree pension checks.
- To ensure all benefit offerings are in compliance with appropriate State and Federal laws.

*Program Performance Measures:*

Performance Measures	FY 15	FY 16	FY 16	FY 17
	Actual	Budget	Estimated	Budget
Number of Employees and Retirees Eligible for Health, Dental and Life Insurance	n/a	n/a	1,521	1,521
Number of Employees Participating in Flexible Spending Plans	52	n/a	70	75
Number of Workers Compensation Cases for School & Town	28	27	20	25
Number of Unemployment Cases for School and Town	49	55	40	40

*Description of Function:*

Administer the enrollment of approximately 785 eligible employees and 615 retirees/spouses 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. Inform and educate employees and prospective employees about plan offerings and benefit options.

***EMPLOYEE/LABOR RELATIONS***

*Goals:*

- The primary goal for FY17 is to begin negotiations with all eight (8) unions soon after July 1 to ensure timely settlement of all contracts (contracts expire June 30, 2017).
- Consider staggering the expiration dates of all eight (8) unions to make the negotiation process more efficient and ensure timely settlements.
- Settle all contracts at a fair and equitable percentage amount, within the established guidelines for what the Town can afford to pay.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

- Resolve grievances and other employee issues quickly, fairly, and consistently.

*Program Performance Measures:*

Performance Measures	FY 15	FY 16	FY 16	FY 17
	Actual	Budget	Estimated	Budget
Number of Union Contracts Expiring	0	0	0	8
Number of Union Contracts Expired, Not Settled	5	5	5	0
Number of Union Contracts Settled Prior to Expiration	0	0	0	8

*Description of Function:*

Under M.G.L. Chapter 150E, public employees are allowed to unionize. As such, the Town of Belmont has eight (8) unions (excluding the School Department). The Human Resources Director serves as the lead negotiator for the Town. At the direction of the Selectmen, contracts are negotiated within a consistently applied cost parameter, with exceptions for market rate adjustments or other unique circumstances. With assistance from Staff, the Director conducts informal salary and benefit surveys from our comparable communities to insure that Belmont is competitive, as part of the negotiation process. Town Labor Counsel is primarily used in an advisory capacity, and rarely participates directly in negotiations, which greatly lowers costs to the Town.

***PAY & POSITION CLASSIFICATIONS:***

*Goals:*

- To monitor and review as necessary the job descriptions and pay scales for all employees.
- Update any outdated/obsolete job descriptions.
- Ensure that salaries are paid consistent with the municipal job market

*Program Performance Measures:*

Performance Measures	FY 15	FY 16	FY 16	FY 17
	Actual	Budget	Estimated	Budget
Number of Town Positions Evaluated	8	11	4	10



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

*Detailed Description:*

The current Pay Classification system was put into place by an impartial, contracted consultant (Human Resources Services, Inc.) who utilizes a proprietary system to impartially categorize each position and job description. Annually, salary ranges for each category increase to provide for COLA adjustments. Such adjustments are reviewed and voted by the Board of Selectmen.

***RECRUITMENT & RETENTION:***

*Goals:*

- To recruit and retain the best possible talent in order to better serve the residents and businesses of Belmont.
- To offer appropriate and adequate training opportunities to employees to help them maintain and improve their skills.
- To fully comply with all State and Federal hiring requirements.

*Program Performance Measures:*

Performance Measures	FY 15	FY 16	FY 16	FY 17
	Actual	Budget	Estimated	Budget
Number of External Advertisements	22	22	12	15
Number of Internal Job Postings	62	20	46	30

*Detailed Description:*

Employment advertisements, as well as initial collection and screening of applications are all processed through the Human Resources office. Assistance with the full interview process is then provided to the respective department. Once top notch staff is brought on board, regular training opportunities are presented and communication with staff takes place to ensure job satisfaction and maximum output of effort. With a few exceptions, recruitment is handled in-house, without the use of Staffing Agencies or other services.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**INNOVATION:**

FY2016 was the first full fiscal year that the Human Resources Generalist was on staff. With the addition of this staff person, as well as the onboarding of a new Director in September, the Department was able to fine tune many of its existing processes and implement new ideas. The Town and School Human Resources offices collaborated on a variety of projects. Numerous processes were streamlined, and a move to a “paperless” office is underway as we explore options available to us with our existing software programs. For our Section 125 Flexible Spending Plans, we implemented the commonly used debit card program, which allows participants to pay for qualified purchases directly from their account, rather than submitting reimbursement paperwork. We also explored free training and grant opportunities through our partnership with the Massachusetts Interlocal Insurance Agency (M.I.I.A.) that had previously been underutilized.

**OPPORTUNITIES:**

During FY2016, the Human Resources office was able to be more involved with training and recruitment. Taking a collaborative team approach, Staff reached out to other Town Departments (including the School Department) to resurrect the Town Safety Committee. Quarterly meetings were held to determine training needs, grant opportunities, and to discuss workers compensation cases. Also, on behalf of M.I.I.A.(Massachusetts Interlocal Insurance Association), we also hosted a two-day OSHA(Occupational Safety and Health Administration) training that was attended by Belmont employees as well as other area municipal employees. This training allowed us to showcase our facilities and also earned us participation credits under the M.I.I.A. Rewards program, which provides for discounts on our insurance premiums.

**CHALLENGES:**

A primary goal and challenge for FY2017 will be to successfully negotiate and settle timely all eight (8) union contracts which are set to expire on June 30, 2017. Opportunities will be explored for potentially staggering the expiration

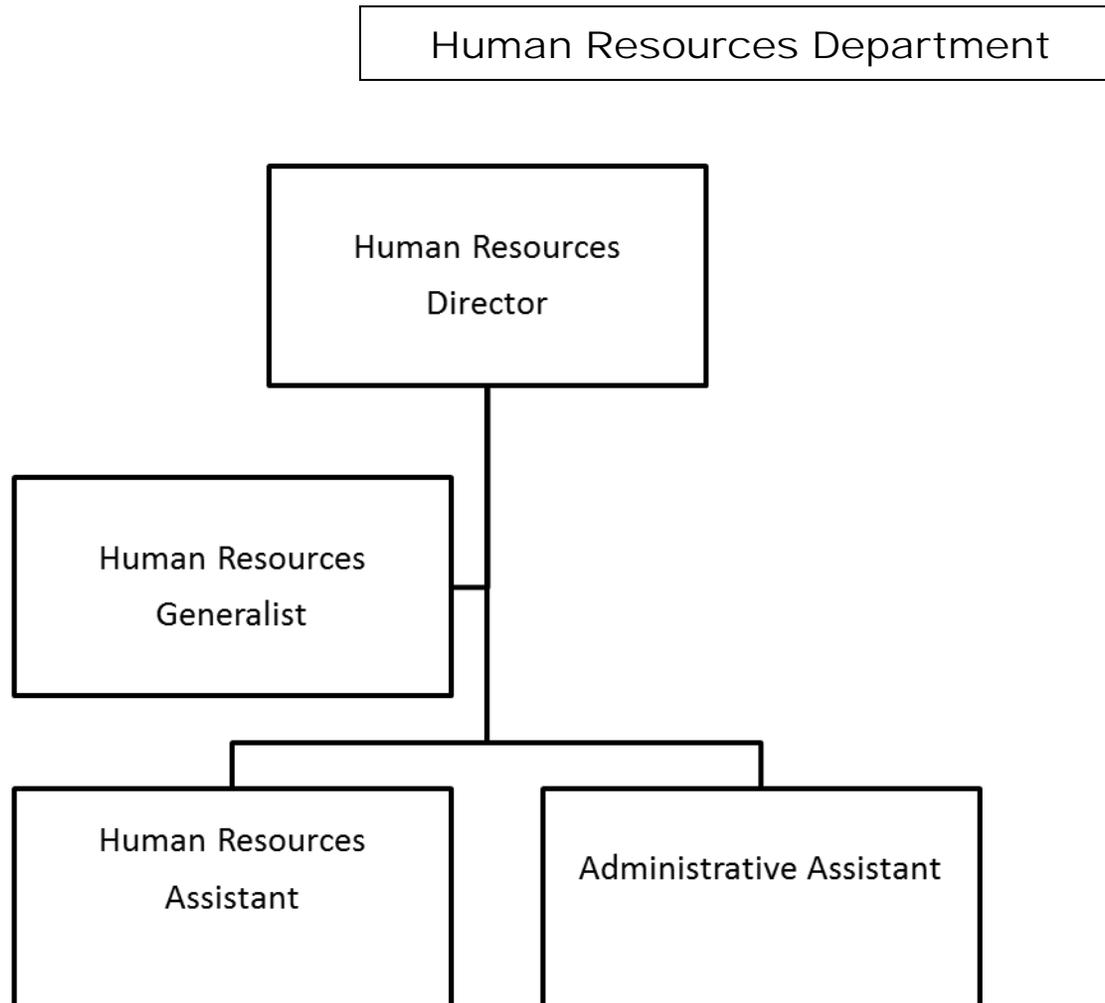
dates of the new contracts, to better spread out the work load and free up time for other important projects.

The Affordable Care Act continued to provide challenges during FY2016, most notably the 1095-C filing requirements. Human Resources, Finance and IT collaborated with our software provider (MUNIS) to ensure full compliance with this requirement and provide the necessary forms to eligible recipients as well as insure timely filing with the IRS.



Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation

February 22, 2016





**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

INFORMATION TECHNOLOGY

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE's
\$904,424	\$874,071	(\$30,353)	-3.36%	5.0

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

The FY2017 budget is \$874,071 with Desktop Services accounting for 13.3%, ERP System Administration 20.3%, GIS & DB Administration 3.9%, File Server & Communications Administration 59.3%, and Technical Training 3.2%.

**Program Responsibilities:**

The Information Technology Department has five primary responsibilities.

- *Desktop Services.* The Department provides Computer Help Desk, Printer, PC replacement and Mobile (laptop, tablet and smartphone) services for all Town Departments.
- *ERP System Administration.* The Department provides Enterprise Resource Planning (ERP) System administration for the Town's MUNIS system.
- *GIS and Database Administration.* This Department is responsible for maintaining the Town's Geographical Information System (GIS) including the Master Address Table (MAT) also maintains the several Databases developed by all Town Departments.
- *File Server and Communications Administration.* This Department maintains the Town's Email System (MSOffice 365), systems security (anti-virus, anti-malware and encryption), Terminal services, Browser services, File storage, Fire Dispatch System, Fire Staff Management System, Backup Systems, Cloud Based 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, GIS and File

Storage. Also, to provide training in proper security measures for protection of personal information for residents and staff.

**FY16 Accomplishments:**

- Upgraded ERP System to Role Based Access Control (RBAC).
- Replaced 29 Desktop Computers, 6 Laptops, and 4 Printers.
- Began Phase 1 of upgrading to Microsoft Windows 10.
- Installed and configured new Storage Area Network (SAN)
- Installed and configured four new Virtual Host Servers.
- Continued configuration of Intrusion Detection System (IDS) and Log File Management System on Network (Splunk).
- Completed migration to Microsoft Office 365 (Cloud) for email.
- Created Adopt a Hydrant application.
- Assisted in creation of new Business Licensing application.
- Built new Water/Sewer document management system.
- Created new Water/Sewer Map and Engineering Map in GIS.
- Built new Rodent Tracking application.
- Constructed Temporary Dumpster Permit application.
- Generated Building Permit Search Tool.
- Constructed Tobacco Permit application.
- Created Recycling & Trash Survey.
- Installed and Configured Mobile Device Management System.
- Installed new Disk Backup System for email archiving.
- Permanently hired replacement Desktop Support Technician.
- Remediated effects of RansomWare on the Network.
- Three month test and evaluation of system for Data Auditing & Protection, Identity Management and User Behavioral Analytics for security of Town data.
- Upgrade of LastPass (password vault system).



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

- Assisted with changes to ERP system for Affordable Care Act (ACA) requirements.
- Implementation of formal Security Awareness training.
- Completion of move of GIS system to the 'Cloud' through PeopleGIS.
- Created infrastructure for Town Clerk's Vital Records Document Management System.
- Assisted Facilities Department in consolidating access to all HVAC controllers, both Town and School.
- Partnered with Belmont Light Department in purchase of ESRI software for GIS.

**Department Budget:**

The chart below represents the program 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 Non-Salaried Cost of Services of each program consists of Hardware refresh, Software Licensing and Software Maintenance costs associated with the program.

Program	Salaries	Benefits	Non-Salaried Cost of Services	Total	% of Total
Desktop Services	\$ 46,926	\$ 9,344	\$ 59,981	\$ 116,251	13.3%
ERP System Admin	\$ 71,623	\$ 14,262	\$ 91,551	\$ 177,436	20.3%
GIS/DB Admin	\$ 13,760	\$ 2,740	\$ 17,589	\$ 34,089	3.9%
File Server / Communications	\$ 209,225	\$ 41,662	\$ 267,438	\$ 518,325	59.3%
Technology Training	\$ 11,290	\$ 2,248	\$ 14,432	\$ 27,970	3.2%
Totals:	\$ 352,824	\$ 70,256	\$ 450,991	\$ 874,071	100.0%

**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.

Program:	Total	% of Total
Desktop Services	1.05	21.0%
ERP System Admin	1.60	32.0%
GIS/DB Admin	1.00	20.0%
File Server/ Communications	1.00	20.0%
Technology Training	0.35	7.0%
Totals:	5.00	100.0%



**Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:**

**DESKTOP SERVICES:**

**1. Goals:**

- To reduce resolution time for tech support requests.
- To reduce number of support recalls.

**2. Program Performance Measures:**

	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
<b>Desktop Services</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
<b>Performance Measures</b>				
# TechSupport Requests	3,178	3,500	3,200	3,400
# Techsupport Requests Resolved within 5 days	2,483	2,800	2,400	2,550
# Request for Support Recalls	270	300	269	285
% Request for Support Recalls	8.5%	8.6%	8.4%	8.4%

**3. Description:**

The department currently services 223 desktop computers, 46 laptops, 20 Tablets and 18 Smartphones. These are distributed throughout 22 departments and divisions in ten buildings. Also serviced are 89 printers. Servicing involves software installations and updates, virus scans, repairs and replacements. The department maintains and administers approximately 40 departmental specific software applications in addition to Town-wide applications such as Microsoft Office, Adobe Acrobat, PerfectDisk, etc. The FY17 support request level is consistent with several system changes along with added security policies to reduce data breach exposure. This level of support requested is expected to continue as more systems are upgraded and more security procedures implemented. Industry standard for computer replacement is three years. Our replacement schedule is five years. Printers are replaced on an as needed basis, typically six to eight years. Maintenance of software licensing is also a component of this function.

**ERP SYSTEM ADMINISTRATION:**

**1. Goals:**

- To maintain system availability.
- To maintain system at most current patch level.



**Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**2. Program Performance Measures:**

	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
<b>ERP System Services</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
<b>Performance Measures</b>				
System Up-Time %	98.0%	99.0%	97.0%	98.0%
# of Updates	1,254	1,000	1,350	1,000

**3. 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. The ERP system is a 'Cloud' based system, meaning the server/network infrastructure is located in Tyler Technologies datacenters. Administration is performed by the IT Specialist I (ERP Administrator) and involves version upgrades, weekly updates; user account maintenance and support help desk service call resolution, monthly file maintenance, system integration and security.

**GIS & DATABASE ADMINISTRATION:**

**1. Goals:**

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

**2. Program Performance Measures:**

<b>GIS/Database Administration</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
<b>Performance Measures</b>				
# Dept Using GIS	10	12	13	14
Database Up-time %	98.0%	98.5%	98.5%	99.0%
# of Updates/Features	480	520	500	510
# of Maps & Geodatabases	170	190	180	190



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**3. 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. Parcel information is derived from the Assessors appraisal system and manipulated to update a Master Address Table (MAT) which is utilized by other systems. 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 databases 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.

**FILE SERVER & COMMUNICATION ADMINISTRATION:**

**1. Goals:**

- To maintain file system availability.
- To maintain email system availability.
- To keep systems at most current patch level.

**2. Program Performance Measures:**

<b>File Server &amp; Communication</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
<b>Performance Measures</b>				
File System Up-time Percentage.	98.5%	99.0%	97.0%	98.0%
Email System Up-time Percentage.	97.0%	99.0%	98.5%	99.0%
# of Upgrades	152	145	136	160

**3. Description:**

The Town server infrastructure currently contains 43 servers (35-Virtual, 8 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 Town data in two locations for redundancy purposes. Data backup to Cloud storage is performed four times a day to ensure no loss of data for any reason. The Town utilizes Microsoft Office 365 in the 'Cloud' for email. There are currently over 210 mailboxes which are constantly scanned for viruses and SPAM. We have an on premise email archiving system (Barracuda) which provides eDiscovery capability.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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**TECHNICAL TRAINING:**

**1. Goal:**

- To Increase Technical Proficiency of Staff.

**2. Program Performance Measures:**

<b>Technical Training</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
# Training Classes/Events	30	35	30	35
# Users Trained	70	90	75	80
# Online Trained Users	12	25	15	20

**3. 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, Security and Policy training. As systems are changed or added 'one on one' training is performed as much as possible. We also have online training available on a request basis with 10 licensed seats through Lynda.com. IT Staff time is primarily used for maintaining systems operations. As more systems are moved to the 'Cloud' a limited amount of time may become available to develop training classes and administer them.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**SUMMARY:**

**Innovation and Initiatives:**

The Department successfully permanently filled the position of Desktop Support Technician this year. This will allow the department to focus on some long standing projects such as staff training.

The requirements of maintaining hardware and software for systems continue to increase. To reduce the need to add staff we are moving as many of our systems to hosted environments (Cloud based) as possible.

We completed the move of our GIS to an open source hosted solution (PeopleGIS). In addition, we have started to develop applications that integrate with the GIS in the hosted environment. This will allow access from mobile devices anywhere and from any computer with Internet access. We hope to move some Public Safety systems to hosted platforms in FY2017.

We have continued our policy to penetration test (PenTest) any application or system connected to the Town Network including all hosted solutions. This is to reduce the possibility of a security breach causing the unauthorized exposure of resident and employee personal information.

In an effort to accommodate the availability of mobile devices, we will be implementing a Mobile Device Management system to maintain the security of our network and data. The ability to access our hosted systems ("Cloud") will be providing a convenience not previously possible.

**Opportunities:**

Some of our goals for FY2017 to reduce costs and more efficiently utilize the current staff and systems are:

- Move office applications to Microsoft Office 365 (OFF 365).
- Create a 'cloud based' collaboration space within OFF 365.

- Consolidate some Fire Department systems and move them to a hosted environment.
- Enhance the integration of our GIS with several other Town systems.
- Meet the challenge of cybersecurity by implementing systems to mitigate any cyber breach that may occur.
- Institute comprehensive Security Awareness training.

**Challenges:**

We were particularly challenged this year by a series of delays of the email to cloud project. We were forced to change vendors in midstream which caused several months delay. This in turn delayed the start of a number of other projects. The project was successfully completed in September of 2015.

Many of the challenges to the department continue to focus around security. As has been seen in the media this past year, Cybersecurity is in the forefront. Government networks are continually attacked through social engineering, viruses, malware and direct hacking. These attacks are mitigated through the use of software applications, hardware systems, and constant attention to updating equipment and software.

The several layers of protection on our network consist of:

1. Firewalls w/virus/malware protection.
2. SPAM Filter w/virus/malware protection.
3. Email Anti-Virus/Anti Malware.
4. Server Anti-Virus/Anti Malware.
5. Desktop Anti-Virus/Anti Malware.
6. Mobile Device Anti-Virus/Anti Malware.

The Town implemented SPAM filter and Desktop A-V is stopping an average of 23 known viruses per day. In addition to the above listed



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

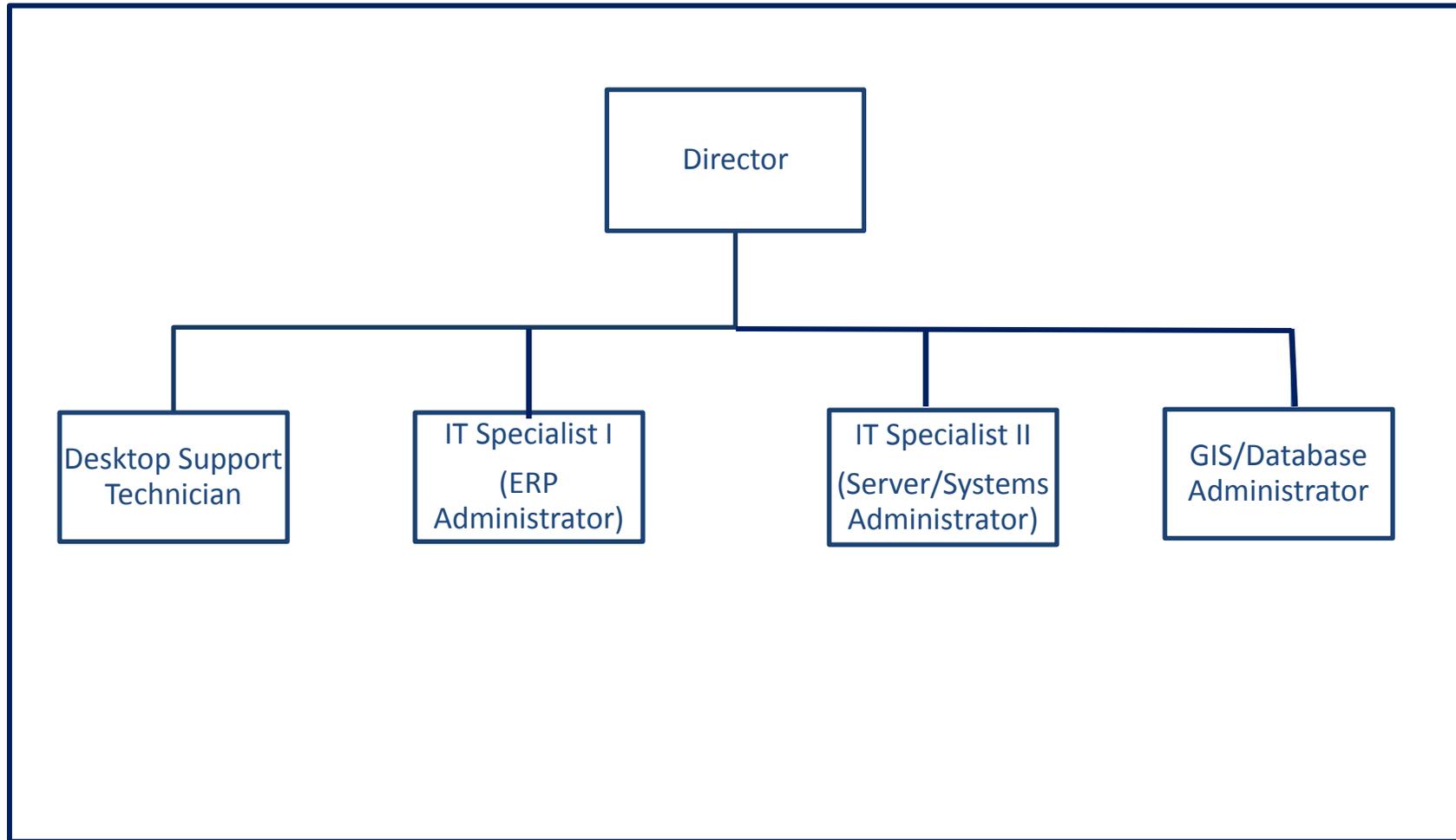
*February 22, 2016*

protection, we are in the process of configuring a software solution that will alert us to any unauthorized activity throughout our entire network.

One area that cannot be protected by any software or hardware solution is the email that utilizes social engineering to attempt to extract personal information. This is why education of the workforce to recognize these requires Security Awareness Training. The Town is not immune from the same network attacks reported in the news concerning data breaches which exposes personal information for identity theft.



## Information Technology Department





**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

TOWN ACCOUNTANT

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE
\$ 408,203	\$ 407,570	\$ (633)	-0.16%	3.6

*Program Responsibilities:*

The Accounting Department has four primary responsibilities.

**ACCOUNTING**

Prepare and maintain the key financial records for all funds, including required 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:* - Prepares Financial Statements, General Ledger and coordinates all requested documents to external auditors for the Annual Financial Statements audits and the Federal Grant Awards audit. This also includes the coordination of the biennial OPEB actuarial study.
- *Internal:* -The Town Accountant audits health insurance, salary and other benefits expense on a quarterly basis. The Department reviews internal procedures of all departments and performs Fraud Risk assessments on an ongoing basis.

**CONTRACTS / ACCOUNTS PAYABLE**

The Town Accountant signs contracts to provide certification of the availability of funds and maintains custody of all contracts. In addition, the Town Accountant prepares and approves all warrants for payments in accordance with Massachusetts General Laws, assists in reviewing contracts, monitors progress of facilities construction expenses, prepares regional contract invoices and requests for grant reimbursements from relevant federal, state or local agencies.

The Accounting department assists the CPA committee and the Treasurer's office (CPA Committee liaison) regarding bidding and procurement procedures and assistance in reviewing their request for proposals and bidding documents.

**BUDGET/REPORTING**

The Town Accountant provides financial information to all departments, assists in the review of annual budgets as part of the Town Administrator's team and monitors all revenues and expenditures. As part of the Budget Team, the Town Accountant attends budget meetings for departmental operating and capital budget requests.

**OTHER – Committees**

In addition, the Town Accountant is a member of both the Permanent Audit Committee and the Belmont Retirement Board. The office also acts as financial liaison to the various building committees.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

**STAFFING**

The Accounting Department has 3.6 full time equivalent employees.

**FY16 ACCOMPLISHMENTS:**

- FY15 Free Cash certification has been certified by DOR and Schedule A has been submitted to DOR.
- General Ledger was completed and presented to the external auditors by mid-October. Audited Financial statements will be presented to the Permanent Audit Committee in March 2016.
- Participated in the development of the FY17 Budget as part of the Town Administrator's budget team.
- Collaborated with the Assessor, Treasurer, Town Administrator and Town Clerk in preparing documents and setting the FY16 Tax Rate in December 2015.
- The Community Preservation Act (CPA) revenues and expenditures have been established in the MUNIS accounting system and required forms have been filed with the state by the Town Accountant. Reviews of bidding process, procurement, contract issuance are conducted in accordance with DOR rules and regulations.
- The Town Accountant has coordinated with the Human Resources, Belmont Contributory Retirement system, Light and School and Treasury department and was responsible for the collection, assembly and coordination with Actuaries to prepare the OPEB study as of July 1, 2014.
- Established a review process to meet monthly with the Treasurer and Light Department to reconcile substation project payments and balances.
- Review and monitor revolving and grant funds on a quarterly basis.
- Under Treasure's leadership, met monthly with representatives of the Wellington School Building Committee, the School, and the Treasurer to review financial and physical status of completion of the project.
- As member of the Belmont Retirement Board system, the Town Accountant completed annual continuing education credits as mandated by PERAC- the Public Employee Retirement Administration Commission and attended monthly Board meetings.

- Continued to implement recommendations contained in the annual management letter provided by the outside Auditors to improve accounting controls.
- The accounting department continues to be involved in the 2nd implementation phase of the Enterprise conversion project. Parallel systems will be maintained until the software goes live in October 2016.
- Accounting department completed reconciliation of all Enterprise Fund accounts receivable.

**BUDGET**

The FY17 budget is \$407,570 to support accounting, auditing, budgeting, and accounts payable.

**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.

FY17	Salaries	Benefits	Other	TOTAL	% of Total
Accounting	\$ 78,350	\$ 8,999	\$ 23,033	\$ 110,382	27.1%
Auditing	\$ 58,763	\$ 6,749	\$ 17,275	\$ 82,787	20.3%
Budget/Reporting	\$ 47,010	\$ 5,399	\$ 13,820	\$ 66,229	16.2%
Accounts Payable & Purchasing	\$ 90,103	\$ 10,348	\$ 26,488	\$ 126,939	31.2%
OPEB, New Utility Billing Software System & Other	\$ 7,835	\$ 900	\$ 12,500	\$ 21,235	5.2%
<b>TOTAL</b>	<b>\$ 282,061</b>	<b>\$ 32,395</b>	<b>\$ 93,116</b>	<b>\$ 407,572</b>	<b>100.0%</b>

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,



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

NISC (Enterprise Fund Utility Billing System software conversion) and other professional services. The budget also reflects costs for dues and conferences to maintain continuing education. *The Accounts Payable/Other* function covers office supplies, forms, Committee expenses and mileage reimbursements for departments other than accounting.

**STAFFING AND STRUCTURE:**

A recent restructuring of the accounting department responsibilities has helped the department immensely in preparation of reports and information on a timely basis, maintaining fixed assets quarterly reports and back up for Accounts Payable processing. Statutory and Accounting functions are more efficient and staff cross trained in responsibilities allow for better distribution of work during peak periods.

In FY16 budget, "Management" consists of the Town Accountant. The "Other Professional Staff" category comprises the Assistant Town Accountant, Staff Accountant and one part time Accounts Payable Clerk.

<b>FY17 - FTE</b>	<b>Total</b>	<b>% of Total</b>
Accounting	1.0	27.8%
Auditing	0.8	20.8%
Budget/Reporting	0.6	16.7%
Accounts Payable & Purchasing	1.2	31.9%
OPEB, New Fund Utility Billing Software System & Other	0.1	2.8%
<b>TOTAL</b>	<b>3.6</b>	<b>100.0%</b>



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:**

The department's performance indicators are primarily efficiency and quality oriented, focusing on State mandated schedules, report deadlines and legal compliance.

***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
- To process Accounts Payable warrants within 30 days
- To review and process contracts/change orders and purchase orders within 3 weeks

***AUDITING & REPORTING***

**Audit.** The Town of Belmont is subject to federal regulations (communities receiving over \$500,000 in federal money annually) which requires the "Single Audit" of federal grants. Communities that go to the bond market to finance issues over \$10 million are required to maintain their books and present their financial statements under the Governmental Accounting Standards Board regulations (GASB).

The Accountant Department audits the hours for each weekly payroll and reconciles to the payroll office. The Department conducts periodic audits of the health insurance coverages for accuracy. Accounting completes monthly reconciliation of all property tax, surcharge and utility receivables.

**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.

***BUDGETING/REPORTING***

*Goals:*

- To provide assistance in preparation of the Annual Budget by setting up general ledger accounts, providing timely reports to departments and answering departmental questions.
- To track and monitor department spending reports.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

Detailed Description:

This department works with the Office of the Town Administrator in development of the budget for the Town. Preparation includes revenue estimates and guidelines for the departments. The Administrator incorporates the Town overall goals into the budget division.

***ACCOUNTS PAYABLE & PROCUREMENT OVERSIGHT***

*Goals:*

- To pay bills received by the department in an efficient and timely manner
- To ensure vendor name, address, and account number matches database and relevant purchase orders
- To review and confirm policies and procedures of bidding and contracts are being followed

*Performance Measures:*

<b>Accounts Payable / Procurement Oversight</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY16 Estimated</b>	<b>FY17 Budget</b>
No. of Vendors added or changed per year	610	725	760	775
No. of Town Invoices processed within 30 days	11,550	12,600	11,750	12,000
No. of Invoices from School / Light Departments reviewed for payment within 30 days	8,610	9,800	11,000	11,600
No. of contracts& change orders reviewed	75	80	80	80

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.
- Review of Procurement and Bidding process thereby managing risk and mitigating liability
- This office calls for contracts to be on file for all purchases over \$10,000 and ensures 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 correct.
- Purchasing- The Town Administrator has been charged with the duties of Chief Procurement Officer under Chapter 30B. However, the Town Accountant is responsible for maintaining copies of all town contracts and signing contracts as to the availability of funds under Chapter 149 contracts.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**INNOVATION AND CHALLENGES:**

The Town Accountant Office is responsible for directly preparing or assisting in the preparation of several important financial documents. It is in the interest of the Town to provide complete, accurate and timely financial reporting documents. This is especially important to the rating agency as part of their review of the Town's Management and Financial functions. The Town Accountant Office continues to streamline processes resulting in increasing efficiencies.

**Accounting:**

- As the New Utility Billing Software System goes on line, accounting will continue to reconcile monthly parallel with the old system.
- To review and improve Fixed Assets, accounting names and account numbers to conform to UMAS and DESE accounts in MUNIS and thereby improve reports generated by MUNIS.
- Health Trust Fund Analysis as requested.
- Preparation, Collection of data for OPEB actuarial study as of 7/1/16.
- Implement Management Letter recommendations.
- To continue to review and monitor all revolving and grant funds on a monthly basis during the year.

**Auditing:**

- Auditing Utility departments' financial data after system conversion
- Work with School Business Manager to review Student Activity funds procedures and Special Revenue general journal entries
- Establish Internal Control Procedures to address Management letter recommendations.
- To update or set up a program for collection and maintenance of data for biennial OPEB actuarial study and evaluations.

**Contracts/Accounts Payable:**

- Streamline Accounts Payable by decentralizing data entry.

**Reporting:**

- This office will continue to make improvements to the year-end closing and audit deadlines as well as DOR by implementing policies and procedures.
- Continue to streamline and prepare special revenue reports on a monthly basis.
- Accounting and reporting requirements for Pensions ( GASB 67 & 68) and OPEB liability (GASB 73, 74, & 75)

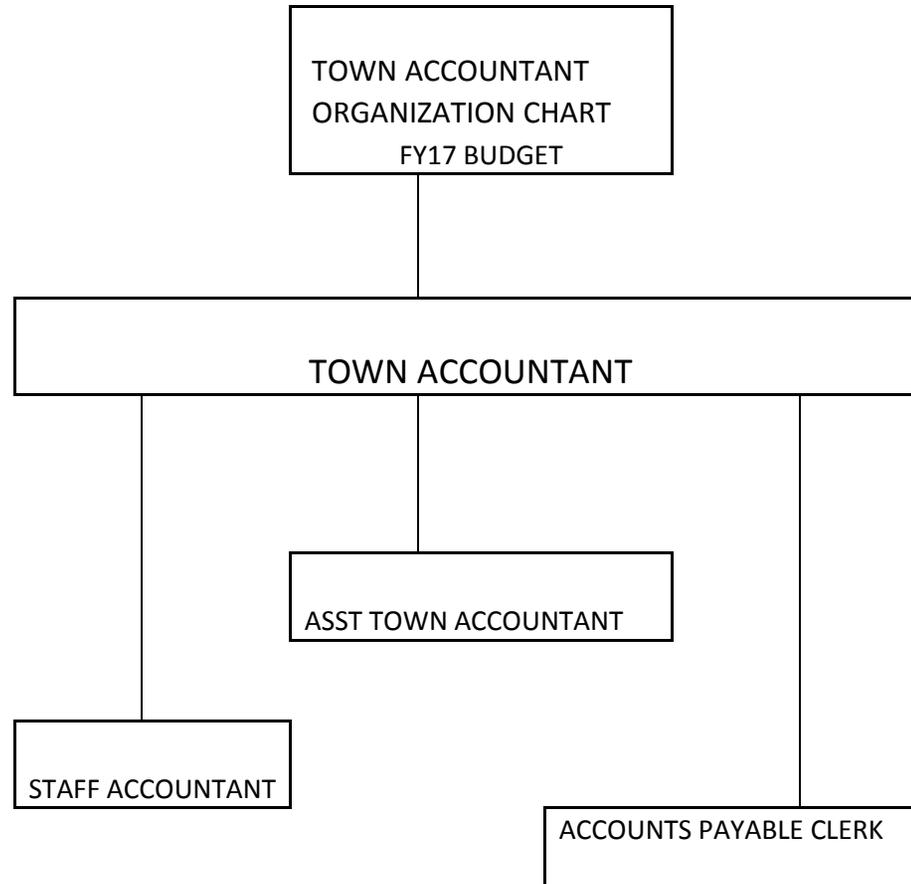
**Other:**

- Town Accountant office continues to actively participate in the utility billing system conversion for all the Enterprise Funds. As implementation phase begins, Accounting continues to be part of weekly ERP meetings to ensure Accounting Department interests are addressed.
- As part of efforts to minimize paper, Accounting will be researching invoice scanning solutions and stream lining the purchase order system so that printed purchase orders can be reduced or eliminated.
- Full time staff will be attending training to continue to meet Mass General Law requirements including, but not limited to MMAA Association Certification and MSBA ProPay.
- Prepare Accounting Department Process Manuals for the various tasks.
- The department will review workloads, processes and continue to cross train in various duties of the department and implement improvements to the Accounting Department.



Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation

February 22, 2016





**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

Board of Selectmen / Town Administration

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE
\$ 1,003,279	\$ 1,016,374	\$ 13,095	1.31%	5.0

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

**GENERAL MANAGEMENT SERVICES:**

The office is responsible for general management of the Town and 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:** 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 and social media.
- **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. In addition, the office coordinates applications received

from residents for appointment to various committees and boards by the Board of Selectman (BOS).

- **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 BOS appoints a Town Administrator who performs the duties outlined under the legal authority of the elected three-member Board and the Town Administrator's Act approved by the legislature and Governor in 2013. The BOS 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.

*Budget:*

The FY17 proposed budget for the department is \$1,016,374. Roughly 57.6% of the department budget is for General Management Services, 29.3% for Legal Services, 12.4% for Board of Selectmen, and .7% for the VFW Lease Agreement.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**FY 16 ACCOMPLISHMENTS**

- After several years, the Town executed the sale of the Woodfall Road property for \$1,750,000.
- Coordinated a comprehensive presentation on the topic of Pension Obligation Bonds/OPEB Liabilities and a presentation on the Belmont Sewer and Storm Drain System Rehabilitation.
- Produced and presented balanced FY16 & FY17 Town Budget proposals to the Board of Selectmen and Warrant Committee, including components of the Financial Task Force report prepared to support the ballot question seeking the 2015 Override.
- Continued the “Budget Team” model for FY17 budget including ongoing collaboration with school officials in the process.
- Began the process to consolidate Town and School Facility operations and maintenance costs into one budget as part of a phased approach to fully consolidate all facility costs into one budget for improve management and efficiencies in the FY17 Budget.
- Coordinated Annual Town Meeting and two Special Town Meeting preparation and logistics with Town Clerk, Town Moderator, Department Heads and Chairs of Committees/Commissions including schedule development, warrant, articles, motions, and presentation slides.
- Worked collaboratively with other Town officials regarding the Minuteman Building Project and restructuring of the current Regional Agreement.
- Hosted two public forums with officials from the MBTA regarding accessibility issues and possible closure of the Waverley Square Train Station. Advocacy by the BOS resulted in keeping the Waverley Square Train Station open in its current location while a solution is developed by the MBTA.
- Affirmation of the Town’s Triple A rating from Moody’s Investors Services in conjunction with the April 2015 Bond sale, which allows the Town to receive the lowest interest rates on debt issued for capital projects.
- The PGA Constellation Senior Players Championship was held at the Belmont Country Club in June 2015. This major event, coordinated by Town Administrator, required the Town to successfully manage this large event in a professional and coordinated manner which included Town Departments, PGA, state and other outside agencies.
- Proceeded to carry out the Financial Task Force Recommended development of a Recreation Strategic Plan Process to develop strategic goals, objectives and recommendations for the coming 5 years. Completion of the Strategic Plan is anticipated in FY16.
- Review of a Request for Proposal (RFP) for a feasibility study to allow the Community Path Implementation Committee to continue the process of identifying routes and funding options for approval by the BOS. Issuance of the RFP is anticipated in the spring 2016.
- Development of a process to collect data to be used for the issuance of the next Solid Waste Collection bid.
- Completed the Comcast Franchise License negotiations and award another 10-year License term.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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- As part of a working group, including the Cable TV Advisory Committee, coordinated the franchise renewal process with Verizon.
  - Hired a new Director of Human Resources, Assistant Town Accountant, and Supervisor of Contacts Management.
  - Completed the construction of a new Underwood Pool, which opened in August 2016.
  - Worked collaboratively with Belmont Light to select a new Utility (Electric, Water and Sewer) Billing, Collection and Accounting System. Implementation is expected to be completed in the fall, 2016.
  - Substantial completion of the Belmont Center Reconstruction Project with completion scheduled in the spring, 2016.
  - Substantial completion of the Trapelo Road Reconstruction Project with completion scheduled in the spring, 2016.
  - Replacement of outdated public safety radio and communication system to continue to ensure effective emergency response.
  - Worked with the School Administration and Recreation Department to complete the replacement of the basketball court at the High School in time for the opening of school. This work was done through a public/private partnership with replacement of the remaining basketball court area scheduled for this summer.
  - Coordinated project proposals for the Community Preservation Act Committee's review.
  - As a result of approval of the Town's Statement of Interest by the Massachusetts School Building Authority (MSBA), participated in the process of meeting MSBA timelines and guidelines with the School Department, Town Committees and other officials.
  - Continued the process of reviewing a Public-Private collaboration to construct a new Skating Rink.
  - Analyzed information provided by the State to finalize conveyance of the Incinerator site to the Town.
  - Implemented new reporting requirements for Affordable Care Act with the issuance of 1095 Forms to employees.
  - Provided support to the Logan Airport Noise Advisory Committee.
  - Collaborated in the implementation of new licensing software to streamline the application and approval process for new license holders and renewal licenses.
  - Coordinated approval of 45 Common Victualler and 20 Retail and Restaurant Liquor Licenses for 2016. Awarded two new malt and wine retail licenses and one restaurant alcohol license.
  - Coordinated and expanded outreach for facility rentals in Town Buildings.
  - Continued to make improvements to the appointment process of residents to various committees and Boards by the BOS. Over 50 applications were received and processed.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

**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.

<b>FY17 Program:</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
General Management	\$ 489,966	\$ 61,970	\$ 33,100	\$ 585,036	57.6%
Board of Selectmen	\$ 14,000	\$ 16,488	\$ 95,850	\$ 126,338	12.4%
Legal Services	n/a	n/a	\$ 297,500	\$ 297,500	29.3%
VFW Lease Agreement	n/a	n/a	\$ 7,500	\$ 7,500	0.7%
<b>Total:</b>	<b>\$ 503,966</b>	<b>\$ 78,458</b>	<b>\$ 433,950</b>	<b>\$ 1,016,374</b>	<b>100.0%</b>

The FY17 Budget for legal services has been level funded.

**STAFFING & STRUCTURE:**

The five department staff currently employed by the department includes 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.

**DEPARTMENT PROGRAMS:**

***GENERAL MANAGEMENT SERVICES***

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 procurement assistance to 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, provide procurement assistance to departments, 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.

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



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

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 role provides general administrative support for the office, in collaboration with the Administrative Coordinator, while also offering primarily responsibility over the many varied community relations and public information activities of the department. The Public Information Specialist is charged with coordination of public information, website enhancements, webpage content management, constituent services, email communications with residents, the Town Annual Report and assisting in the annual publication of the Town budget. The position is responsible for supporting the Town committees, commissions and boards including coordinating the annual appointment process.

The Budget Analyst works directly with the Town and Assistant Administrator to coordinate the annual operating and capital budget document and to provide year-round budget reporting. In addition, the Budget Analyst collaborates with the Assistant Town Administrator to create the PowerPoint presentations for Town Meetings and other support documents.

The department's staff continues to be cross-trained to support 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 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, Capital Budget Committee and other Committees

***Communications/Public Information:***

*Key Tasks:*

- To post new Town information on the website
- To improve the website functionality
- 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

***Committees/Commissions:***

*Program Tasks:*

- To post committee meetings
- To collect and post meeting minutes
- To maintain committee web pages
- To organize volunteer applications, track appointment terms, maintain volunteer database and coordinate annual 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

***BOARD OF SELECTMEN:***

*Goals:*

- To oversee the provision of efficient & effective municipal services to the citizens and business owners of the Town of Belmont



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

- 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
- To coordinate and assemble materials for Town Meeting
- To facilitate the preparation of the Town 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 delivery of municipal services, and all matters not otherwise provided for by law or specified in the Town Bylaws.

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: processing Town license applications; working with the Chairman of the Board of Selectmen to prepare the Board’s meeting agendas; preparing the “agenda packet” for each member of the Board of Selectmen; 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 operating budget; formulating a budget recommendation to the Board for their consideration and approval as the Executive branch of Town government. In addition, the office coordinates and directs efforts related to major initiatives outlined in the accomplishments section.

***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



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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
- 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, Building Construction and Legal issues). Despite this, the budget has been held constant and level funded for the past three fiscal years, however the budget has been increased in FY16 to reflect anticipated cost and service increases.

**FISCAL YEAR 2017 GOALS:**

- Implement a strategic planning process and coordinate goal-setting sessions with the Board of Selectmen and Department Heads.
- Complete the Verizon Franchise License negotiations and award another 10-year contract.
- Complete negotiations with State to finalize conveyance of the Incinerator site to the Town. Develop Post-closure use plan.

- Complete Utility Billing and Collection Conversion.
- Continued review with MBTA officials on the Waverley Square Train Station and capital repairs.
- Continue implementation and monitoring of Green Communities Initiatives to achieve energy consumption reductions.
- Continue Belmont High School Building process in accordance with MSBA requirements and timelines.
- Develop Capital Plan for Major Buildings.
- Commence process for the development of private/public partnership for a new Skating Rink.
- Review recommendations based on the completed Feasibility Study by the Community Path Implementation Committee for BOS approval.
- Finalize decisions on specifications for Solid Waste Contract Bid in FY18.
- Analyze and implement the Recreation Strategic Plan.
- Begin collective bargaining negotiations for expiring labor contracts.
- Approve updated Personnel Policies.
- Develop capital plan for the next phase of Sewer and Storm Water Rehabilitation.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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- Finalize plan to implement Water Meter Replacement and Advanced Metering Infrastructure Program.
  - Award new restaurant and retail liquor licenses.
  - Complete construction of the Belmont Center Project and Trapelo Road Reconstruction Project.
  - Implement Parking Management Plan for Belmont Center.
  - Investigate Stormwater Enterprise Fund Model.
  - Continue to develop and maintain controls on health care costs, including possible implementation of Employer Group Waiver Plan for Medicare Part D benefits.
  - Continue to implement recommendations contained in the Financial Task Force report.
  - Continue to improve communications with the public.
  - Revise the Committee/Commission Handbook.
  - Continue to make improvements to the Public Budget Document.
  - Continue consolidation of Town and School facility budget items.
  - Continue Gove Street Master Plan Process.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

TOWN CLERK

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE
\$399,805	\$450,089	\$50,284	12.58%	4.5

**Program Responsibilities:**

The Town Clerk's Office secures, records and communicates governmental vital information in a timely manner and is the first point of contact for most resident/agency inquiries as well as a point for residents to begin the complaint process. In addition, the Town Clerk's office runs all of the elections, manages the list of voters and residents and supports Town Meeting, Belmont's Legislative Body.

**Divisions/Programs:**

The Town Clerk's Office consists of three programs:

- **Town Clerk:** Responsible for creating, registering and maintaining official Town records, including births, deaths, marriages, businesses, pets, meetings and filings of governmental bodies, and is the point of contact for Town residents, and local, State and federal agencies.
- **Elections & Registrations:** Responsible for running elections and management of the Town census of voters and residents in compliance with local, State and federal laws and verifying residency for inquiring agencies.
- **Legislative:** Responsible for managing Town Meeting through the elected Moderator, submitting votes to the Attorney General, Department of Revenue and other State agencies, maintaining contact information for and official communications to Town Meeting Members.

**FY16 Accomplishments:**

- *Customer Interactions:* Interacted successfully with **15,029 visitors** to the Town Clerk's office, per daily door-count data for calendar 2015, many for a fee but most not and received and sent more than 31,800 emails during 2015 per the Town's IT data. Telephone calls are of course not included in this number. These numbers will skyrocket in 2016 due to election-related activity and increases in public records requests. Customer-reported satisfaction with our department and trust in our staff appear to be very high.
- *Fulfillment of Public Records Requests:* Standardized the processing of Public Records Requests to comply with MGL 66, §10. Dovetailing with our archives projects, we now know what we have, where it is and can efficiently produce it upon demand.
- *Community Preservation Act Project to Digitize and Preserve Belmont's Vital Records:* Completed Part 3: Digitizing from paper to create a secure, searchable database appropriate for issuance, and installation of the database onto the Town's network. The final step, Part 4: Preserving the existing bound paper copies to halt or reverse chemical and physical deterioration, priorities per the Preservation Survey results will be underway in January 2016.
- *Town Meeting Actions:* Successful acceptance by the Attorney General of five amendments/additions to the General and Zoning Bylaws, among twenty seven articles acted upon by Town Meeting; certified four citizen petitions for Town Meeting.
- *Electronic Voting at Town Meeting:* Continued successful utilization of the audience response system at Town Meeting and ongoing customization of same with the vendor, Turning Technologies.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

- *New Computer Databases and Indices of Town Records:* The Town Clerk staff members, with IT staff expert assistance have continued to add to and create indices and databases of the Town records utilizing the database system by PeopleGIS, our Town GIS provider and other database software. Fall of 2015, we introduced a new online Business Licensing System that allows application, payment, review and approvals by relevant departments and issuance of the licenses and trained Town departments to use the system. We expanded our Flammable Fuel database to include the requirements of Fire Prevention incorporating Fuel Permits into our Registrations and License Database and will be training their staff in spring of 2016. The new web-based Yard Sale Permit system issued more than 79 permits in 2015, at no cost to the residents or the Town, with residents who used it raving about its simplicity and free advertising for their sales. We continue to add to our index of Town Meeting votes, as of this writing going back to 1957.
- *Archives:* Access to and indexing of our archive of Town records dominated FY15 and summer of FY16. We have made a concerted effort to reclaim, organize, catalog and index all of our records back to 1848, including documents and pamphlets for and against the recommended incorporation of the new Town of Belmont in 1856 & 1857. In addition, we provided detailed lists of missing minutes to every one of the committees, boards and commissions and appreciate their work to make significant progress toward filling the gaps.
- *Preparation for Presidential Election Year:* In summer of 2015, with the assistance of our amazing Belmont High School community service volunteers who performed 380 hours of service in summer of 2015 alone, we completed many projects to prepare for the 2016 Presidential election year.
- *Electronic Distribution of Town Meeting Materials:* Expanded the online distribution of all Town Meeting materials to the 294 current Town Meeting Members, with all but six currently receive documents via email.
- *Trained Election Poll Workers.* Conducted training program for all poll workers before each election, focusing on modular, topical updates for experienced

poll workers and full-program training for new poll workers to be on trajectory for the March and November 2016 Presidential Elections. Actively recruiting for additional new poll workers.

- *Residency Verification for School Children.* The trend that was observed in 2015 in verifying residency for children entering the school system continued into FY16 with daily verifications occurring at record levels. 2014 totaling 474 verifications for 770 school-age children, and 2015 totaling 521 verifications for 814 school-age children. We provide detailed data to the School Dept and look forward to working with the Superintendent and School Committee to further enhance the verification process.

**Budget:**

FY17	Salaries	Benefits	Pollworkers	Other	Total	% of Total
<b>Elections &amp; Registration</b>	<b>\$ 91,527</b>	<b>\$ 18,728</b>	<b>\$ 76,950</b>	<b>\$ 43,440</b>	<b>\$ 230,645</b>	<b>51.2%</b>
<b>Town Clerk</b>	<b>\$ 175,454</b>	<b>\$ 9,137</b>	<b>\$ -</b>	<b>\$ 15,625</b>	<b>\$ 200,216</b>	<b>44.5%</b>
<b>Legislative</b>	<b>\$ 3,290</b>	<b>\$ 48</b>	<b>\$ -</b>	<b>\$ 15,890</b>	<b>\$ 19,228</b>	<b>4.3%</b>
<b>Total</b>	<b>\$ 270,271</b>	<b>\$ 27,913</b>	<b>\$ 76,950</b>	<b>\$ 74,955</b>	<b>\$ 450,089</b>	<b>100.0%</b>

The Town Clerk's Office staff consists of four full-time employees (including the elected Town Clerk), the elected Moderator and four part-time Registrars of Voters and the 100+ election poll workers. The Elections & Registration budget, driven by the number of elections has increased commensurate with the increase in the number of elections budgeted, from three in FY16 to four in FY17, including the Presidential General Election in November 2016. Please note that effective FY16, personnel costs are redistributed to each program, instead of being captured only in Town Clerk program.



**Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**Staffing and Structure:**

The budget for Personnel Expense reflects the following payroll structure of the Town Clerk's Office:

<b>FY17 Budgeted Salary Expense</b>	<b>Total</b>	<b>% of Total</b>
Elections & Registration*	1.40	31.1%
Town Clerk	3.00	66.7%
Legislative	0.10	2.2%
<b>Total</b>	<b>4.50</b>	<b>100.0%</b>

\*Does not include Poll Workers

The following chart depicts the allocated effort of the Town Clerk's Office Staff across all three programs:

<b>FTE - FY17 - Allocated Effort</b>	<b>Elections &amp; Registration</b>	<b>Town Clerk</b>	<b>Legislative</b>	<b>Total</b>
Management	0.90	0.90	0.20	2.00
Other (Registrars - Does not include Poll Workers)	0.40	0.00	0.10	0.50
Clerical	0.75	1.20	0.05	2.00
<b>Total</b>	<b>2.05</b>	<b>2.10</b>	<b>0.35</b>	<b>4.50</b>



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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**GOALS, PROGRAM PERFORMANCE MEASURES, DESCRIPTION OF FUNCTION:**

**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 records, 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 Bylaws 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 and facilitate access to information for Town Meeting Members, to comply with all MGL and Acts of 1926 Town Meeting requirements, and to properly record votes and Town Meeting Members' attendance records. Communicates votes to 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.

***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



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

*Program Performance:*

<b>Elections &amp; Registration - Performance Measures</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
# Census responses received & processed in Central Voter Registry (includes second mailing)	7,650	8,000	8,000	8,000
# Qualified & trained poll workers	93	105	105	105
# Unofficial Town-wide election results available on website within 2 hours of close of polls & Official Results available within 14 days of election	3	3	3	4
# Absentee Ballots fulfilled	1,774	1,000	1,200	2,800
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	3	3	3	4
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office including off-site such as Belmont High School and Meet Belmont	7	7	7	8

*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 12,200 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.

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 the only acceptable 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.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

***TOWN CLERK:***

*Goals:*

- a. Secure and provide accurate and timely vital records and records of public actions
- b. Comply with legal requirements for vital and Town government 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 Performance:*

<b>Town Clerk - Performance Measures</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
# Public meetings posted rejected/ requiring intervention to comply with Open Meeting Law ( total number of postings average 634)	21	60	20	20
# Vital records returned to the originator for corrections & amendments of total number of vital records recorded	62	30	45	45
# Fee-based requests (not including pet licenses) received in person or by mail and fulfilled within 24 hours	6,123	5,500	5,500	5,400
# Pet Licenses Issued	2,380	2,500	2,500	2,500
# Emails received and sent by Town Clerk staff (data as provided by Tech Support)	31,800	36,000	35,000	35,000
# Visitors to the Town Clerk's office as recorded by installed door counters	15,029	16,600	16,800	17,000

*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 Bylaws 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 compliance with the Open Meeting Law, political and campaign finance reports, pet licenses, online Yard Sale Permits, business licenses, registrations and certificates and reports and studies.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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, email or visit the Town Clerk’s office first. Many times, we answer the question, other times; we refer to other departments once we decide the best match for the inquiry.

As the official keeper of records for the Town of Belmont, Public Records Requests have risen sharply, requiring coordination and organization by the Town Clerk’s office to assure that fulfillment occurs within the law. These requests often arrive at the Town Clerk’s office first. In calendar 2015, the Town Clerk’s office posted 634 meetings for 54 separate public bodies; to date, 64% of the minutes have been filed for those meetings. During FY15 and 16 we have been actively working with committees to file missing minutes and remain current with minutes to provide adequate public access to governmental proceedings and decision-making.

Proper storage, creating and updating indices and following standard archiving procedures for all our records, temporary and permanent, continues to be a priority for this department. In FY15, we performed a complete review and indexed of all of the Town Clerk records to make the items are more easily accessible - to us, Town Counsel and the public at large. We continue to seek and receive books, reports and documents from Belmont’s early history, including documents from Belmont’s original votes of incorporation.

***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 MASS GENERAL LAW AND TOWN GENERAL BYLAWS
- c. Properly record Town Meeting tenure, attendance and individual voting records to permit public consideration
- d. Provide certified votes to State agencies as required, including Attorney General, Department of Revenue and Secretary of Commonwealth

*Program Performance:*

<b>Legislative</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
# Town Meeting Members who receive their Town Meeting information by electronic means of the total number of Town Meeting Members	284 of 294	286 of 294	288 of 294	288 of 294
# Town Meeting Members articles submitted and approved by the Attorney General	5	8	8	6

*Detailed Description:*

This program is responsible for coordinating many 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 General Bylaws, 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.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

**Innovation and Initiatives:**

Online pet licensing has been a tremendous success. In 2015, 20% of the 2300+ pet license renewals were performed online and 2016 is off to a strong start; many proclaim the ease of the transaction.

Our CPA-funded \$100,000 Vital Records Digitization and Preservation Project is on track: Part 1, for \$12K to perform an item by item preservation survey was completed, Part 2 for \$34.9K to digitize from 35mm microfilm was completed and Part 3 for \$22K to digitize from paper and bound books was completed. The loading of the final database onto the Town network is underway and Part 4, preservation of the most fragile paper records will take begin January 2016, taking the CPA project to zero.

The new Business License Database to allow online applications, payments, review and approvals has been well-received and smoothly managed the December 31 business license renewals; all departments accessing the same information has been critical to the successful deployment.

We have instituted a quarterly postcard reminder to business owners notifying of expiration of Business Certificates, increasing on-time renewals for these business entities. We sponsored an article at Town Meeting to change the term of Home Occupation Certificates to four years to be co-terminus with the Business Certificate.

We have made several of the Town Clerk databases available to other Town departments to facilitate access to source documents, most notably the index of decisions by the Zoning Board of Appeals and Planning Board, Pet Licenses, Fuel Tanks for flammables, Committees Boards & Commission appointments and contact data. In December 2015, we created a new database to create a GIS layer displaying the Town's traffic regulations and street signs. A wonderful new volunteer, Nicholas Piccione, a student at the College of the Holy Cross, has assisted with this project that consolidates data and information from the Town

Clerk, the Police, the DPW, and Community Development and when complete will be available to all. We'll continue to work to share information where possible and ask other departments to do the same.

We continue to load and maintain current information onto our webpages in an attempt to provide valuable information to inquirers.

**Opportunities:**

In FY17, we will expand our efforts to identify and reach out to Belmont's businesses to fulfill the State law for business certificates (also known as d/b/a)

We will continue our efforts to index and acquire access to Town records. Given the enormous effort required in a Presidential Election year, we will limit expansion of our activities to improving the systems we have put in place.

**CHALLENGES:**

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. Accomplishing the work between interruptions is a challenge we face daily. The numbers for calendar 2015 are as follows: more than 15,000 visitors came through the doors of the Town Clerk's office (as recorded daily by our door counters) and 31,000 emails were exchanged (as recorded by the Town's Information Technology Department). In addition, the staff recorded and/or issued seventeen hundred fifty vital records and certificates this year, two thousand nine hundred pet licenses, and fulfilled thousands of inquiries by phone that are not currently tabulated by the Town.

The Town Clerk's Office revenue for FY15 of \$100,400 (a 4% increase over FY14) is earned by our fees, the average of which is only \$20



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

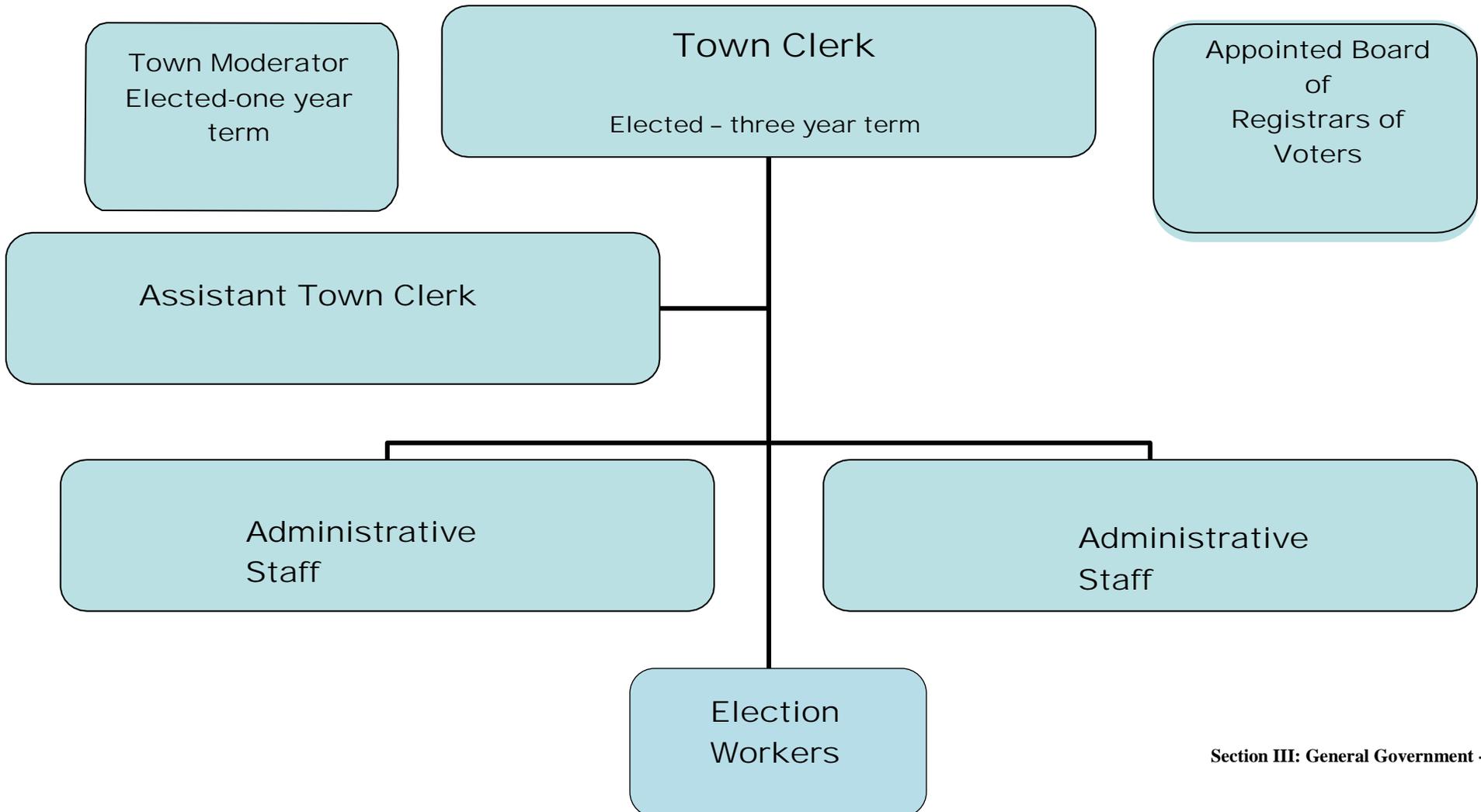
(exclusive of the pet licenses); this translates into approximately 5611 paid transactions.

FY17 will be a difficult and busy year for the Town Clerk's office staff – in addition to the routine transactions and inquiries, the requirements of the new Election Reform Law will impose early voting, pre-registration of 16 and 17 year olds, online voter registration and post-election audits, all taking effect for the Presidential General Election in November. Regulations by the Commonwealth are still in development, training and new processes and reporting will be required. In Belmont the Presidential Election years have recently brought voter registration increases of more than 1000 voters, and election days with 85% turnout. Our election workers are aging and recruiting, qualifying and training replacements is a major focus in Fy16 and early Fy17.



## TOWN CLERK'S OFFICE

### Programs: Elections, Town Clerk, Legislative





**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

TREASURER'S OFFICE

**OVERVIEW:**

**Budget Overview:**

FY16 Budget	FY17 Budget	\$ Change	% Change	FY17 FTE
\$647,608	\$681,379	\$33,771	5.21%	7.3

*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 FY17 budget will be \$681,379 which is allocated 47% Treasury Management, 45% Collection, and 8% Parking.

*Program Performance Indicators:*

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

3. 100% collections or secured tax lien FY14 by 12/31/15 and FY15 by 12/31/16.

Outstanding:	Issued			Outstanding	
	Actual	Actual	Estimate	2014	2015
	2014	2015	2016		
Real Estate Tax Receivables	8,256	8,275	8,300	44	46
Personal Program Tax Receivables	503	516	520	44	62
Excise Tax Receivables	21,280	20,917	21,200	597	632

*(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 90% collections FY14 by 12/31/15 and FY15 by 12/31/15.

# of Tickets:	2014	2015	2016 Estimate
# Issued:	11,352	8,827	11,300
# Open:	2,066	1,910	2,000
Percentage:	82%	78%	82%



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

**FY16 ACCOMPLISHMENTS:**

***PAPERLESS TAX BILLING SOLUTION:***

As of 12/31/2015 Belmont was 1 of 30 communities offering the optional paperless solution. The future benefits for a paperless solution should reduce paper cost and postage.

As of 12/31/2015 these are the metrics for Belmont Taxpayers using the on-line features:

	<b>12/1/2013</b>	<b>12/1/2014</b>	<b>12/1/2015</b>
Real Estate bills Issued:	8,253	8,256	8,275
Personal Property bills Issued:	537	503	516
Excise Tax bills issued	<u>20,956</u>	<u>20,046</u>	<u>21,186</u>
Total:	29,746	28,805	29,977
On-line Users	2,010	2,378	2,434

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.

***COMMUNITY PRESERVATION COMMITTEE:***

The Community Preservation Comprehensive Plan was updated and approved June 2015. During FY15 reviewed 9 project applications and approved 6 projects for Town Meeting vote on May 6, 2015.

All of the projects were approved for appropriation by Town Meeting totaling \$1,021,723.

In September 2015 (FY2016) received 8 project applications and 7 approved as eligible projects. Final vote by CPA Committee was held on January 13, 2016.

***FY15 ISSUED DEBT:***

BMLD Project (short term):	\$26.4 Million
Water Bond (MWRA):	\$0.5 Million
Water Main Bond:	\$0.2 Million
Belmont Center	\$1.4 Million
Underwood Pool	\$2.9 Million
Refinanced 2006/2007 Debt	<u>\$2.7 Million</u>
Total	\$34.1 Million

*Note: Debt Service savings from refinancing will be \$258,139 over next 12 years.*

***PERSONAL PROPERTY TAX RECEIVABLE CLEAN UP:***

Reviewed 2007-2014 open personal property receivables. The research identified 31 records (\$6,412) which were abated by the Assessor.

***OPEB AND PENSION LIABILITY PRESENTATION:***

Co-ordinated update to Board of Selectmen December 2015.

***AFFORDABLE CARE ACT***

Collaborated with the Human Resources Department and worked with our software vendor (MUNIS) to complete the extensive filing requirements relative to the Affordable Care Act.

**Miscellaneous Accomplishments:**



**Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation**

February 22, 2016

The Town continues to maintain its AAA rating being reaffirmed April 2015. All of the continuing financial/debt disclosures were prepared and filed on time. Working with Town Accountant received unqualified opinion on our FY15 Town Financial Statements. All FY14 and prior year audit comments were cleaned up. Final audit presentation was made to the Towns Permanent Audit Committee February 2016.

**STAFFING & STRUCTURE:**

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

Employee:	Position:	Years:
Floyd Carman	Treasurer – Management*	11
Daniel Boccia	Assistant Treasurer	31
Mary Ehler	Payroll Clerk	19
Michael Trainor	Real Estate Clerk, Cashier	8
Richard Arria	Excise Clerk, Parking, Cashier	6
Nona Sevinian	AP, Parking, Cashier	2
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	10
Kevin Hayes	Part time – Clerk	10

*Treasurer is the Chairman of Capital Endowment Committee, Chairman of the Town of Belmont Scholarship Committee, Clerk of the Town Permanent Audit Committee, Clerk of the Town Community Preservation Committee, Treasurer of the Belmont Municipal Credit Union and Chair Financial Task Force/Other Revenue Committee.*

Two staff positions are anticipated to turnover during CY16 but 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 BUDGET BY FUNCTION:**

FY17	Treasury Management	Collections	Parking	Total	% of Total
Salaries	\$ 215,484	\$ 206,315	\$ 39,678	\$ 461,477	67.7%
Benefits	\$ 34,561	\$ 33,090	\$ 5,926	\$ 73,577	10.8%
Other Expenses	\$ 49,973	\$ 47,846	\$ 48,506	\$ 146,325	21.5%
Total	\$ 300,018	\$ 287,251	\$ 94,110	\$ 681,379	100.0%

**DEPARTMENT STAFFING BY PROGRAM:**

	Total	% of Total
Treasury Management	3.40	46.9%
Collection	3.25	44.8%
Parking	0.60	8.3%
Total	7.25	100.0%



Town of Belmont  
Town Administration's Fiscal Year 2017 Budget Recommendation

February 22, 2016

**GOALS, PROGRAM PERFORMANCE, AND DESCRIPTION OF FUNCTION:**

**TREASURY MANAGEMENT:**

*Goals:*

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

*Program Performance Outcome:*

Investment Earnings is 25 basis points greater than annual one year term CD rate as of 12/31/2015

*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.

Treasury Management	FY15	FY16	FY16	FY17
	Actual	Budget	Estimated	Budget
# of Payroll Paper Checks	5,864	6,500	5,800	5,600
# of Direct Deposits	36,134	34,950	36,000	38,000
# of Accounts Payable Checks	12,555	12,600	12,600	12,600

*Note: 94% of full time staff on direct deposit.*

**COLLECTION:**

*Goals:*

- a. Provide timely and accurate data.



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

b. Sustain cash flow and tax collection rate standard:

	FY14	FY15	FY16
	Actual	Actual	Estimated
Real Estate	\$ 72.9M	\$ 75.3M	\$ 78.0M
Personal Property	\$ 0.6M	\$ 0.5M	\$ 0.5M
Excise	\$ 3.1M	\$ 3.3M	\$ 3.3M

*Program Performance 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.

Collection	FY15	FY16	FY16	FY17
	Actual	Budget	Estimated	Budget
# of Real Estate Tax Bills (Quarterly)	33,100	33,200	33,200	33,200
# of Personal Property Tax Bills (Quarterly)	2,064	2,190	2,190	2,190
# of Excise Tax Bills (Annually)	21,186	21,200	21,200	21,200

**PARKING:**

*Goals:*

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



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

*Program Outcomes:*

Parking Tickets	<u>Issued</u>	<u>Open</u>	<u>%</u>
2016 (Estimated)	11,400	2,000	82
2015	8,827	1,910	78
2014	11,253	2,066	82
2013	11,303	2,535	78

*Description of Function:*

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

<b>Parking</b>	<b>FY15</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
<b># of Parking Tickets Issued</b>	<b>8,827</b>	<b>11,400</b>	<b>11,400</b>	<b>11,400</b>



**Town of Belmont**  
**Town Administration's Fiscal Year 2017 Budget Recommendation**

*February 22, 2016*

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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 tax billings.
- b. Review open tax receivables:
  - Real Estate Tax
  - Personal Property Tax
  - Excise Tax
- c. Treasurer's Department will be part of the Consolidated Utility Billing and Collection System Implementation Team.

**CHALLENGES:**

- a. Maintain AAA Bond Rating.
- b. On-line security challenges preventing external 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.
- e. The Affordable Care Act continued to provide challenges during FY2016, most notably the 1095-C filing requirements. Human Resources, Treasurer's office and IT collaborated with our software provider (MUNIS) to ensure full compliance with this requirement and provide the necessary forms to eligible recipients as well as insure timely filing with the IRS.



## TREASURERS DEPARTMENT

