



**Town of Belmont**  
**Town Administration's Fiscal Year 2016 Budget Recommendation**

February 9, 2015

**BOARD OF ASSESSORS**

**OVERVIEW:**

**Budget Overview:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY16 FTE
\$377,141	\$408,577	\$31,436	8.34%	4.00

**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 forestering 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.

**FY15 Accomplishments:**

In FY15 values were certified by the as part of the interim year adjustment as supervised by the Department of Revenue. New growth estimates for Fiscal Year 2015 were realized. Cyclical inspections were completed as scheduled.

Taxable Property	Count	Assessment	% of Tax Base
Single Family	4,510	\$3,824,155,000	65%
Condominium	1,634	\$603,822,000	10%
Two & Three Family	1,737	\$1,075,111,000	18%
Apartments	35	\$34,482,000	1%
Commercial	195	\$251,812,300	4%
Industrial	11	\$15,552,000	0%
Personal Property	501	\$42,279,890	1%
Misc. Property	154	\$80,525,101	1%
	8,777	\$5,927,739,291	100%



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**Department Budget:**

The Fiscal Year 2016 budget is \$408,577 with listing and valuing appropriating approximately 21%, new growth approximately 19%, administrating abatements and exemptions approximately 20%, and excise taxation approximately 12% of duties performed. The Fiscal Year 2015 budget includes a slight increase due to the upcoming Fiscal Year 2016 Revaluation and salary increases. The assessors have maintained level funding of personal services for services not related to the upcoming Triennial Revaluation for Fiscal Year 2016. Non personnel expenses represent 41% of the department budget with the revaluation expense as the major expense item.

<b>FY15 Program:</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Total</b>
List & Value	\$78,593	\$11,508	\$90,101
New Growth	\$71,449	\$10,462	\$81,910
Abatements & Exemptions	\$60,731	\$8,893	\$69,624
Excise Taxation	\$32,152	\$4,708	\$36,860
<b>Totals:</b>	<b>\$242,925</b>	<b>\$35,570</b>	<b>\$282,077</b>

**Staffing and Structure:**

The Assessors' Office currently has three full time employees and one part time employee. In December 2014 the Board of Assessors selected Mrs. Adrienne Weaver 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.

Assessor's Staffing Breakdown by Program – FY15	
<b>FY15 Programs:</b>	<b>Total</b>
List & Value	1.10
New Growth	1.00
Abatements & Exemptions	0.85
Excise Taxation	0.45
<b>Total FTEs:</b>	<b>3.40</b>



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**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	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Projected
# Sales Visited for Verification	158	160	158	175
% of Sales Inspected	64%	65%	1%	1%
# Transfers of Title	100%	100%	100%	100%
# Sales Questionnaires Mailed to New Owners	540	540	540	550
# Income & Expense Statements Submitted	240	240	240	240
# Existing Properties Inspected	475	500	500	500
# New Personal Properties	50	55	55	50

**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



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the Assessing Administrator who re-measures the improvements and tries to gain access to the structure to insure that the data on the interior is current and accurate. The office also sends sales questionnaires to verify in writing that the sale has taken place, that the sales price recorded is accurate and that the information on the interior is accurate.

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

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

New Growth	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Projected
# 1-3 Families Inspected	1,045	1,050	1,050	1,050
# of Permits Reviewed	430	450	450	450
\$ Per Residential Inspection	\$45	\$45	\$45	\$45
# of Condo Conversions: Multifamily to Units	20 to 56	15 to 30	15 to 30	12 to 24

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



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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

<b>Abatements &amp; Exemptions</b>	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Projected
Abatement Applications Submitted:				
- # Residential:	186	190	156	190
- # Commercial/Industrial:	6	6	5	5
- # 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.



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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	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Projected
# Bills Processed	20,619	21,050	21,047	21,050
# Abatement Applications Received & Processed	619	660	650	660

- 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.



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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, Mutable 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 FY16, our goal is to successfully complete the Triennial Revaluation as required by the Department of Revenue and to have the actual tax bills mailed in December 2015.



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## HUMAN RESOURCES

### **OVERVIEW:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY16 FTE's:
\$284,503	\$283,826	\$ (677)	-0.24%	2.92

#### Program Responsibilities:

The Human Resources Department has six primary areas of responsibility.

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

#### Staffing:

The Human Resources department budget has 2.92 FTEs, a full time Director, a full time H.R. Generalist, and a part-time Administrative Assistant. In addition, there is an additional 1 FTE H.R. Assistant assigned to the daily administration of insurance plans for the Town and School employees and retirees. The cost of this position is charged to the Town's Insurance Trust Fund.

#### Budget:

The FY16 Human Resources budget is \$ 283,826 with 32% related to benefits administration for Town and Schools, 22% for employee/labor relations, 11% for recruitment, 14% for employment regulation compliance, 17% informational assistance, 4% for pay and classification matters.

#### Program Performance /Measures:

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

#### FY15 Accomplishments:

- Worked with the Town Administrator and the Town Consultant to develop an updated non-union pay plan and successfully implemented the plan effectively.
- Worked with the Light Department Manager and the Town consultant to develop an updated non union pay plan and successfully implemented the plan effectively



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- Assisted the Town Administrator in the hiring process for a new DPW Director, and worked with the Board of Health to fill the Director of Health position.
- Implemented the annual open enrollment and announced the changes to all School and Town employees and retirees, held an informational meeting with all vendors in attendance to provide information and respond to questions. H.R. also communicated and implemented the annual Medicare and supplemental plan increases for retirees.
- Worked with the Town Administrator and the Employee Insurance Advisory Committee relative to the Health Insurance Trust Funds and projecting potential FY 16 rate increases.

**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. Employees are not covered by Social Security.

<b>FY16 Department Budget by Function:</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Other</b>	<b>Total</b>
Employee/Labor Relations	59,264	3,851		63,115
Benefits Administration	27,870	2,231	600	30,701
Employment Regulation Compliance	48,991	4,572	2,200	55,763
Recruitment	39,075	3,693	6,350	49,118
Assistance	44,132	3,677	3,150	50,959
Pay and Classification	19,560	711	3,500	23,771
<b>SubTotal:</b>	238,892	18,735	15,800	<b>273,427</b>
Other Expenditure			10,400	10,400
<b>TOTAL</b>	238,892	18,735	26,200	<b>283,827</b>



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**STAFFING AND STRUCTURE:**

As of the middle of FY 15, the Human Resources Department has four employees (three full time and one part time) to handle the benefits administration for the Town, School and Light employees and retirees as well as all other Town program areas – Employee/Labor Relations, Recruitment, Employment Regulation Compliance, Informational Assistance, and Pay and Classification. The part time Administrative Assistant staffs the front desk 32.5 hours per week providing support with data, record keeping and customer interaction in all areas.

The new full time position is an H.R. Generalist who will provide more assistance with recruitment and hiring and assist the various departments with interviews, provide indirect supervision to the other staff members, assist with training, and provide backup to the other staff positions during absences due to illness, vacation, etc. Management consists of the H.R. Director.

<b>FY16</b>	<b>Total</b>
Employee/Labor Relations	0.50
Benefits Administration	0.30
Employment Regulation Compliance	0.75
Recruitment	0.57
Assistance	0.60
Pay and Classification	0.20
<b>Total FTEs:</b>	<b>2.92</b>



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

***EMPLOYEE/ LABOR RELATIONS:***

*Goals:*

- To effectively continue collective bargaining with 6 out of 7 unions for FY 15 contracts following guidelines by the Selectmen with minimal legal fees.
- To work proactively with labor unions to resolve employment disputes, provide contract interpretations and impact bargain over policy changes.
- To assist nonunion and union employees with policy questions and problems that relate to various Federal and State employment statutes.

*Program Performance Measures:*

<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY15</b>	<b>FY 15</b>	<b>FY 16</b>
# of Unions Bargained and Contracts Adm.	7	7	8	8
# Employment & Disciplinary Issues Dealt With	25	25	28	28

*Description of Function:*

Under M.G.L. Chapter 150E, public employees are allowed to unionize. The Town of Belmont is legally required to meet and bargain with these employee groups over hours of work and working conditions such as pay, benefits, and working situations. (With the enactment of MGL Chapter 69, Health Insurance is now bargained in a separate format.)

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

***BENEFITS ADMINISTRATION:***

*Goals:*

- Provide eligible Town, School, and Municipal Light employees and retirees with appropriate benefits.
- Accurately administer Health, Dental, Life Insurance, Worker compensation, and Unemployment benefits.



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*Program Performance Measures:*

<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY15</b>	<b>FY 15</b>	<b>FY 16</b>
Health Insurance Services Provided on behalf of participants	700	725	750	750
Life Insurance Services Provided on behalf of participants (495 Participating School/Town Employees and Retirees)	50	55	55	55
Number of Workers Compensation Cases for School & Town	27	26	26	27
Dental Insurance Services on behalf of participants	70	85	85	85
Number of Unemployment Cases for School and Town	50	55	56	55

*Detailed Description:*

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.

**EMPLOYMENT REGULATION COMPLIANCE:**

*Goals:*

- Provide nonunion and union employees information and policy interpretations regarding several Federal and State employment statutes that give rise to questions.
- Ensure that required employment information is filed and to complete any required State or Federal reports.

*Program Performance Measures:*

<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY15</b>	<b>FY 15</b>	<b>FY 16</b>
# Regulation Related Issues	18	19	19	19
# Compliance Records Created	750	750	750	750



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

*Detailed Description:*

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

***RECRUITMENT:***

*Goals:*

- To provide a qualified and stable workforce.

*Program Performance Measures:*

<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY15</b>	<b>FY 15</b>	<b>FY 16</b>
# External Advertisements	20	22	32	27
# Internal Job Postings	25	20	32	27

*Detailed Description:*

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

***ASSISTANCE:***

*Goals*

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



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*Program Performance Measures:*

<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY15</b>	<b>FY 15</b>	<b>FY 16</b>
# Requests for Assistance From Citizens & External Agencies	150	150	150	150

*Detailed Description:*

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

**PAY AND CLASSIFICATION:**

*Goals:*

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

*Program Performance Measures:*

<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY15</b>	<b>FY 15</b>	<b>FY 16</b>
# Positions Revisions/Ratings (Includes BMLD)	12	12	10	11

*Detailed Description:*

The Classification system is put into place by outside neutral consultants who have propriety systems that are defensible against claims of bias and protects the Town. After the pay plan has been put in place by the original consultant, the ranges increase with general wage market increases and CPI information approved by the Board of Selectmen. In FY15, Human Resources Department worked with our consultant to conduct a review of the salary ranges by bands for nonunion employee positions to ensure that our pay levels are at market levels as compared to comparable local Towns in the area. The Board of Selectmen subsequently approved an updated pay plan for nonunion employees.



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**INNOVATION:**

In 2011, Human Resources applied and received approval for new Federal Stimulus funds through the Early Retiree Reimbursement Assistance program. This program reimburses a predetermined level of claims for non-Medicare eligible retirees who are provided health insurance. During FY 12, the Town received two reimbursement payments consisting of \$31,170 and \$183,786. In the first half of FY 13, the Town received \$90,000. These funds must be used toward health insurance costs. In FY 14, the Town is receiving the final payments provided by this program which is closing out due to the new Federal Affordable Health Care Act. These payments total \$38,073.36 to date.

In FY 15, the Town received a final payment of \$91,364.

**OPPORTUNITIES:**

It was determined that the salary for the H.R. Assistant, who administers Health, Life and Dental Insurances for the Town and School employees and retirees, could be charged to the Town portion of the Health Insurance Trust as a legitimate expense. With the support of the Town Administrator and approval of the Board of Selectmen, this change was made and a full time professional position of Human Resource Generalist was approved to assist with recruitment, indirect staff supervision, day to day research/projects, training and administrative duties. It is anticipated that this will enable me to spend more time keeping up with external legal changes, trends, analyzing, planning, improving programs, crafting policies, providing internal management training and making innovative recommendations instead of handling day to day administrative functions.

**CHALLENGES:**

The Federal Affordable Health Care Act, along with the recent MGL, Chapter 69 health plan design change regulations will be important for the Town to administer and implement changes appropriately in order to minimize costs effectively. There are anticipated updates in the administration of the Federal

ACA and potential amendments or changes that will have to be carefully tracked.



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## INFORMATION TECHNOLOGY

### **OVERVIEW:**

#### **Budget Overview:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY16 FTE's
\$894,113	\$902,474	\$8,361	0.94%	5.0

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

The FY2016 budget is \$902,474 with Desktop Services accounting for 21%, ERP System Administration 32%, GIS & DB Administration 20%, File Server & Communications Administration 20%, and Technical Training 7%.

#### **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 (Exchange), systems security (anti-virus, anti-malware and encryption), Terminal services, Web services, File storage, Backup Systems and Virtual Machines.
- *Technical Training.* The Department is responsible for providing training in the use of a number of the Town's Systems, such as, Email, GIS and File Storage. Also, to provide training in proper security measures for protection of personal information for residents and staff.

#### **FY15 Accomplishments:**

- Implemented a secure cloud based collaboration site (Oxygen Cloud).
- Completed moving ERP (MUNIS) System to 'Cloud'.
- Upgraded ERP System to latest version.
- Implemented two new modules to ERP System, Employee Self Service (ESS) and Applicant Tracking.
- Completed implementation and training for LastPass (password vault system).
- Replaced 38 Desktop Computers, 4 Laptops, and 2 Printers.
- Deployed 5 Windows 8.1 Tablets (Microsoft surface Pro3).
- Completed migration of old TrackIT data to new BOSS work order system.
- Installed and configured new Storage area Network (SAN)
- Installed two new Virtual Host Servers.
- Reconfigured SQL Database backup to consolidate databases.
- Converted multiple SQL databases to SQL Express to reduce licensing costs.



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- Continued configuration of Intrusion Detection System (IDS) and Log File Management System on Network (Splunk).
- Migrated to Microsoft Office 365 (Cloud) for email.
- Assisted DPW installing new vehicle fuel dispensing and monitoring system (FuelMaster).
- Participated in evaluation of new Utility Billing System.

**Department Budget:**

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

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

<b>Program</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Non-Salaried Cost of Services</b>	<b>Total</b>
Desktop Services	\$72,413	\$15,991	\$55,854	\$144,258
ERP System Admin	\$110,344	\$24,368	\$105,448	\$240,160
GIS/DB Admin	\$68,965	\$15,230	\$39,964	\$124,159
File Server/ Communications	\$68,965	\$15,230	\$267,233	\$351,428
Technology Training	\$24,138	\$5,331	\$13,000	\$42,469
<b>Totals:</b>	<b>\$344,825</b>	<b>\$76,150</b>	<b>\$481,499</b>	<b>\$902,474</b>

**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.

<b>Program:</b>	<b>Total</b>
Desktop Services	1.05
ERP System Admin	1.60
GIS/DB Admin	1.00
File Server/ Communications	1.00
Technology Training	0.35
<b>Totals:</b>	<b>5.00</b>



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**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:**

Desktop Services	Actual FY14	Budget FY15	Estimated FY15	Budget FY16
Performance Measures				
# TechSupport Requests	3,132	2,800	3,300	3,500
# Techsupport Requests Resolved within 5 days	2,507	1,960	2,640	2,800
# Request for Support Recalls	241	168	264	300
% Request for Support Recalls	7.7%	6.0%	8.0%	8.6%

**3. Description:**

The department currently services 215 desktop computers, 43 laptops, 15 Tablets and 18 Smartphones. These are distributed throughout 22 departments and divisions in ten buildings. Also serviced are 82 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 significant increase in FY15 support requests is due to several system changes along with added security policies to reduce data breach exposure. This increase in support requests 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.



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**ERP SYSTEM ADMINISTRATION:**

**1. Goals:**

- To maintain system availability.
- To maintain system updates.

**2. Program Performance Measures:**

ERP System Services	Actual FY14	Budget FY15	Estimated FY15	Budget FY16
Performance Measures				
System Up-Time %	99.50%	99.00%	98.50%	99.00%
# of Upgrades	0	1	1	1

**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 has been moved to Tyler Technologies datacenters (Cloud). 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.



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**2. Program Performance Measures:**

<b>GIS/Database Administration</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
	<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
<b>Performance Measures</b>				
# Dept Using GIS	11	13	11	12
Database Up-time %	99%	99%	98%	98.5%
# of Updates/Features	618	N/A	510	520
# of Maps & Geodatabases	231	N/A	180	190

**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 system at most current level.



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**2. Program Performance Measures:**

<b>File Server &amp; Communication</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
	<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
<b>Performance Measures</b>				
File System Up-time Percentage.	98%	99%	98%	99%
Email System up-time Percentage.	98%	98%	97%	99%
# of Upgrades	120	140	135	145

**3. Description:**

The Town server infrastructure currently contains 35 servers (27-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 School data to Town storage and Town data to School storage for disaster recovery 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). This will assist the Town by providing eDiscovery capability.

**TECHNICAL TRAINING:**

**1. Goal:**

- To Increase Technical Proficiency of Staff.



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**2. Program Performance Measures:**

<b>Technical Training</b>	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Budget FY16</b>
<b>Performance Measures</b>				
# Training Classes	16	18	34	35
# Users Trained	90	90	85	90
# Online Trained Users	40	50	15	25

**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. Unfortunately, IT Staff time is primarily used for maintaining systems operations. The department lacks sufficient resources to develop training classes and administer them.



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### **SUMMARY:**

#### **Innovation and Initiatives:**

The Department successfully migrated the ERP system (MUNIS) to the 'Cloud' (cloud-based server). It was a major task to configure the Town Network to communicate correctly with Tyler Technologies datacenters. This required the collaboration of the Town's Network Services Group with Tyler's technicians, the Town's independent security consultant and the network switchgear vendor. The process took several weeks of configuration changes, and testing. The requirements of maintaining hardware and software for systems continue to increase. The results are the continuing increases in the costs associated with adding personnel. To reduce the need to add more staff we are moving as many of our systems to hosted environments (Cloud based) as possible.

We started with our ERP System.

In February, 2015 we will have moved our email to the cloud services of Microsoft (Office 365). All email will continue to be securely archived on site so as to further reduce the exposure of personal information (PI).

This 'cloud' process will continue as we move our GIS to an open source hosted solution (PeopleGIS) in June, 2015.

In addition, we hope to move some Public Safety systems to hosted platforms in FY2016.

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.

#### **Opportunities:**

Some of our goals for FY2016 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.

#### **Challenges:**

One of our biggest challenges has been to fill position of Desktop Support Technician. We have utilized the services of a technical support staffing agency to employ a temporary technician with the goal of moving to hire full time. Many of the challenges to the department are focused around security. Our network is attacked on a continual basis through 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 17 known viruses per day. In addition to the above listed 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. The education of the workforce to recognize these is a major challenge. The Town is not immune from the same network attacks reported in the news concerning data breaches which exposes personal information for identity theft. We are on constant watch and with comparatively limited resources as compared to private industry; it is a great challenge to protect the residents and staff personal information.



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## TOWN ACCOUNTANT

### **OVERVIEW:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY16 FTE
\$383,901	\$406,799	\$22,898	5.96%	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 all requested documents to external auditors for the Annual Financial Statements audits and the Federal Grant Awards audit.
- *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. As part of the Personal Information Protection Program (PIPP) team, the Town Accountant and the Assistant Town Accountant are working with the Assistant Town Administrator and the IT Director with the a view to establish policies and procedures.

#### ***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. The Assistant Accountant is certified as MA Public Purchasing officer and 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 Assistant Accountant 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.



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### **STAFFING**

The Accounting Department has 3.52 full time equivalent employees for FY15. In August 2014, a full time staff accountant was added to the department and the addition has enabled the department to improve meeting its deadlines and complete submissions earlier than prior years.

### **FY15 ACCOMPLISHMENTS:**

- Successfully completed FY15 Free Cash certification by October 31, 2014 and successfully submitted Schedule A by December 12, 2014.
- General Ledger was completed and presented to the external auditors by mid October 2014 and the FY14 Audited Financial statements were presented to the Permanent Audit Committee on January 7, 2015.
- Participated in the development of the FY16 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 FY15 Tax Rate on December 3rd, 2014.
- Completed initial phase of the Personal Information Protection Program (PIPP) whereby policies have been drawn and reviewed by the Team led by the Assistant Town Administrator.
- 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's rules and regulations by the Assistant Town Accountant.

- The Town Accountant has coordinated with the Human Resources, Belmont Contributory Retirement system, 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.
- As Town Accountant and as Retirement Board member participated in the Town precinct meeting to present and answer questions regarding Town's Pension and OPEB liabilities.
- Established a review process to meet monthly with the Treasurer and Light Department to reconcile substation project payments and balances.
- Under Treasurer'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 Town Accountant and the Assistant Town Accountant were part of the team to review invitations to bid and request for proposals for Water & Sewer and Light Department utility billing system conversion project.



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## BUDGET

The FY16 budget is \$406,799 to support accounting, auditing, budgeting, and accounts payable and utility billing systems conversion project.

### **DEPARTMENT BUDGET:**

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

<b>FY16</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Other</b>	<b>TOTAL</b>
Accounting	\$79,415	\$14,157	\$22,161	\$115,733
Auditing	\$56,725	\$10,112	\$15,829	\$82,666
Budget/Reporting	\$45,380	\$8,090	\$12,663	\$66,133
Accounts Payable & Purchasing	\$86,979	\$15,505	\$24,271	\$126,755
OPEB & OTHER	\$3,782	\$674	\$11,055	\$15,511
<b>TOTAL</b>	<b>\$272,281</b>	<b>\$48,538</b>	<b>\$85,980</b>	<b>\$406,799</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, and other professional services. The budget also reflects costs for dues, conferences to maintain continuing education and related travel. The *Accounts Payable/Other* function covers office supplies, forms, Committee expenses and mileage reimbursements for departments other than accounting.

### **STAFFING AND STRUCTURE:**

A full time Staff Accountant joined the department in August 2014. The restructuring has helped the department immensely in assisting the Town Accountant prepare reports and information on a timely basis, maintaining fixed asset system, and to provide back up for accounts payable processing. Statutory and Accounting functions will be more efficient allowing for improved departmental processes, cross training to meet deadlines during peak periods of work load.

Implementation of the utility system conversion will include the Accountant office for all the enterprise funds.

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>FY16 - FTE</b>	<b>Total</b>
Accounting	1.05
Auditing	0.75
Budget/Reporting	0.60
Accounts Payable & Purchasing	1.15
OPEB	0.05
<b>TOTAL</b>	<b>3.60</b>



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**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

***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 reconcile to the payroll office. The Department conducts periodic audits of the health insurance coverages for accuracy.

**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
- To assist in public understanding of the budget process
- To track and monitor department spending reports



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**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. As funds decrease the decisions on budget cutting is also incorporated. These offices meet with each department to review the submission and formulate departmental goals for the coming year.

***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 have been followed

***Performance Measures:***

<b>Accounts Payable / Procurement Oversight</b>	<b>Budget FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Budget FY16</b>
No. of Vendors added or changed per year	550	600	715	725
No. of Town Invoices processed within 30 days	12,000	12,500	12,550	12,600
No. of Invoices from School / Light Departments reviewed for payment within 30 days	9,000	9,750	9,750	9,800
No. of contracts& change orders reviewed	65	70	75	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 checks to be sure that the bidding laws have been followed.



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- Bills are paid weekly by this office for Town, School and Light departments. Each bill is looked at to be sure that proper backup is provided, the goods are received, the correct amount has been entered, and that the amounts are not excessive.
- Purchasing- The Town 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.
- The Assistant Town Accountant is a MAPPO certified officer who assists several Town departments with the bidding and procurement process including the Community Preservation Fund.
- Effective FY14, the Assistant Town Accountant has been awarded an annual stipend of \$3,000 to meet, review and guide the CPA Committees with their bidding and procurement process.



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**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 restructuring of the staff positions resulting in the addition of a staff accountant position has provided the Town Accountant's Office some more resources to meet these challenges. We will continue to streamline processes resulting in increasing efficiencies.

**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.
- Study and implement the latest GASB 67 & 68 releases related to OPEB and Pension liabilities reporting and required Affordable Care Act reports to the State or Federal Government.

**Accounting:**

- Utility receivables and accounting after the system conversion
- To review and improve Fixed Assets funds, 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
- Community Preservation Act Reporting
- Implement Management Letter recommendations.
- To continue to review and monitor revolving and grant funds on a quarterly 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 improve the process of auditing health invoices, on a monthly basis
- To update or set up a program for collection and maintenance of data for biennial OPEB actuarial study and evaluations.

**Other:**

- Town Accountant's office will actively participate in the utility billing system conversion for all the Enterprise Funds.
- Work towards minimum printing of paper – scanning and filing contract documents.
- Continued involvement in completing the PIPP project
- 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.



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### Board of Selectmen / Town Administration

#### **OVERVIEW:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY15 FTE
\$848,548	\$913,330	\$64,782	7.63%	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 the general management of the Town and the coordination of the various departments as necessary to achieve goals and consistent policies throughout the organization. Key functional areas of responsibility include the following:

- ***Fiscal & Budgetary Oversight:*** This function is responsible for managing the Town's annual budget process and ongoing financial review and oversight. The Town Administrator serves as the liaison between Town Departments and the appointed Warrant Committee and Capital Budget Committee.
- ***Communications/Public Information:*** This function maintains primary responsibility for centralized town-wide communications, media relations, constituent services, Town Meeting preparation and the publishing of the Town's Annual Report. The office is responsible for website management and public outreach to the community and externally via the world-wide web.
- ***Committees/Commissions:*** The office provides administrative support for Board Appointed Committees, the Warrant Committee and Capital Budget Committee. Tasks include posting of meeting agendas, booking meeting space, coordinating special events, printing notices or publications, and updating the Town's website with meeting minutes, reports and general information. 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. 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 FY16 proposed budget for the department is \$913,330. Roughly 60.6% of the department budget is for General Management Services, 32.6% for Legal Services, 6.0% for Board of Selectmen, and .8% for the VFW Lease Agreement.



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### **FY 15 ACCOMPLISHMENTS**

- Hired a new Director of Public Works.
- Coordinated three public forums on the topics of Pension/OPEB Liabilities, Belmont Reconstruction Project, and Post-closure uses of the former incinerator site.
- Produced and presented balanced FY15 & FY16 Town Budget proposals to the Board of Selectmen and Warrant Committee.
- Produced a final report of the Financial Task Force which included a long-term financial and capital improvement plan.
- Coordinated Town Meeting and Special Town Meeting preparation and logistics with Town Clerk, Town Moderator, Department Heads and Chairs of Committees/Commissions including preparation of schedule, warrant, articles, motions, and presentation slides.
- Continued the “Budget Team” model for FY16 budget including continued collaboration with school officials in the process.
- Worked with the Board of Selectmen and Underwood Pool Building Committee to secure additional funding to complete construction of a new Underwood Pool.
- Continued to realign department staffing, functions, and responsibilities in Town Administrator’s office to better serve citizens, Departments, Boards and Committees.
- Coordinated approval of over 50 Common Victualler and 17 Retail and Restaurant Liquor Licenses for 2015.
- Coordinated and expanded outreach for facility rentals in Town Buildings.
- Streamlined the appointment process of residents to various committees and Boards by the BOS.
- Coordinated Liquor License Renewals, which included streamlining the process by working with other departments.
- Coordinated two hearing processes for beer and wine retail licenses.
- Secured funding for the Belmont Center Reconstruction Project from Town Meeting. The Project will begin in the Spring, 2015.

- Upgraded the Town’s webpage to a new platform to improve appearance and functionality.
- Provided support to the Logan Airport Noise Advisory Committee.
- As part of a working group, including the Cable TV Advisory Committee, coordinated the franchise renewal process with Comcast.
- Provided input and attended meetings with other Town officials regarding the Minuteman Building Project, restructuring of the current Regional Agreement and new Intergovernmental Agreement.
- Participated in the working group on the successful State application for Belmont to become a “Green Community” in December, 2014.
- Coordinated project proposals for the Community Preservation Act Committee’s review.
- Adopted rules and regulations for Stormwater Bylaw, which included a robust public process.
- Continued progress on Trapelo Road Reconstruction Project.
- Participated in the process to select a new Water and Sewer Billing Collection System in collaboration with Belmont Light Department.
- Preparation of Free Cash Guideline in collaboration with the Warrant Committee and Town Treasurer.
- Implementation of Smart 911 System.
- Continue process on Public-Private collaboration to construct a new Skating Rink.
- Began Grove Master Plan Process.
- Appointment of Community Path Implementation Committee to continue the process of identifying routes and funding options.
- Completed renovations to the Harris Field Complex.



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**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.

FY16 Program:	Salaries	Benefits	Other	Total
General Management	\$469,213	\$51,394	\$33,100	\$553,707
Board of Selectmen	\$14,000	\$32,773	\$7,850	\$54,623
Legal Services	n/a	n/a	\$297,500	\$297,500
VFW Lease Agreement	n/a	n/a	\$7,500	\$7,500
Total:	\$483,213	\$84,167	\$345,950	\$913,330

The FY16 Budget includes an increase to the legal services allocation to reflect an anticipated cost and service increase.

**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 department operations and key town-wide initiatives and projects, as directed by the Board.

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

The Administrative Coordinator provides primary administrative support for the department. She is responsible for general office management, providing executive-level assistance to the Town Administrator; agenda coordination and administrative support to the Board of Selectmen; processes all accounts payable; manages the department's payroll systems; maintains the department's personnel information; processes and tracks insurance claims for auto property and liability insurance. Key responsibilities include preparation of the Selectmen's meeting agendas, coordination of the board meeting



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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 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's Annual Report and assisting in the annual publication of the Town's budget. The position is responsible for supporting the Town's committee, commissions and boards as they work on behalf of the Town.

The Budget Analyst works directly with the Town Administrator, Town Accountant, Treasurer and Department Heads to coordinate the annual budget document and to provide year-round budget reporting.

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

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

### ***Fiscal & Budgetary Oversight:***

#### *Key Program Tasks:*

- To coordinate the Town's annual budget process
- To oversee the Town's financial condition & budget reporting
- To communicate financial condition to the Selectmen
- To recommend financial policies to the Selectmen
- To facilitate communication with Warrant Committee, 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
- To make Executive recommendations for the annual Town Budget
- To conduct regular public meetings for official Town business



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### *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’s operating budget
- To formulate a budget recommendation for Town Meeting

### *Detailed Description:*

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

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

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

The Board oversees many aspects of town business, including the preparation of the annual budget and the Warrant for Town Meeting, approval of local licenses, making committee appointments, setting town policies and overseeing the management and delivery of municipal services. The Board of Selectmen convene regularly throughout the year, typically biweekly on Monday evenings, to discuss policy issues; to set agendas for itself and the Town Meeting; to resolve disputes; to issue licenses; to establish ad hoc committees; to make

appointments to existing boards and committees; and to develop a budget recommendation for Warrant Committee consideration and Town Meeting approval. Although the Town’s governing structure is fragmented (e.g., many independent, elected boards and officials), the Board of Selectmen is the primary entity that has the structure and ability to identify issues of Town-wide importance that can be translated into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is the Board of Selectmen that creates the official Warrant for the Town Meeting.

Many hours of staff and management support are provided to the Board of Selectmen to fulfill the Town’s legal duties and to oversee the delivery of town services in the most efficient and effective way possible. The Town Administrator’s Office coordinates the following activities under the authority of the Board of Selectmen: processing Town license applications; working with the Chairman of the Board of Selectmen to set the Board’s meeting agendas; preparing the “agenda packet” for each 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’s operating budget; formulating a budget recommendation to the Board for their consideration and approval as the Executive branch of Town government.

### ***VFW LEASE:***

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



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### **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 2016 GOALS:**

- Implement a strategic planning process and coordinate goal-setting sessions with the Board of Selectmen and Department Heads.
- Complete the Comcast Franchise License negotiations and award another 10-year contract.
- Complete negotiations with State to finalize conveyance of the Incinerator site to the Town.
- Implement Green Communities Initiatives to achieve energy consumption reductions.
- Review a Housing Production Plan.
- Award new restaurant and retail liquor licenses.

- Complete construction of the Belmont Center Project.
- Implement Parking Management Plan for Belmont Center.
- Finalize decisions on Minuteman Vocational School construction project, new district agreement and inter-governmental agreement.
- Investigate Stormwater Enterprise Fund Model.
- Continue to develop and maintain controls on health care costs.
- Investigate opportunities for department efficiencies, regionalization, technology improvements, service enhancements and potential new revenues as recommended by the Financial Task Force.
- Continue to improve communications with the public.
- Revise the Committee/Commission Handbook.
- Continue to make improvements to the Public Budget Document.
- Finalize recommendations of the Community Path Implementation Committee to allow design process to move forward.
- Complete Trapelo Road Reconstruction Project.
- Complete Gove Street Master Plan Process with Recommendations.
- Complete process for the development of private/public partnership for a new Skating Rink.



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**TOWN CLERK**

**OVERVIEW:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY16 FTE
\$396,617	\$396,397	(\$220)	-0.06%	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 Legislature.

**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.

**FY15 Accomplishments:**

- *Customer Interactions:* Interacted successfully with **16,122 visitors** to the Town Clerk's office, per daily door-count data for calendar 2014, many for a fee but most not and received and sent more than 34,000 emails during 2014 per the Town's IT data. Telephone calls are of course not included in this number.
- *Online death registrations:* Successful implementation of the Commonwealth's new Electronic Death Registration System. All employees are trained; recording and issuance are all performed online.
- *Codification of the Town's General Bylaws:* Successful acceptance of final printed and electronic versions, (online and mobile app) General Bylaws incorporating all Town Meeting actions through FY14.
- *Community Preservation Act Project to Digitize and Preserve Belmont's Vital Records:* Completed Part 1: Item by Item Preservation Survey of our Bound Records, report has been issued and is being evaluated. In midst of Part 2: Digitizing from 35 mm microfilm to create a secure, searchable database appropriate for issuance.
- *Town Meeting Actions:* Successful acceptance by the Attorney General of nine amendments/additions to the General and Zoning Bylaws, among thirty articles acted upon by Town Meeting.
- *Electronic Voting at Town Meeting:* Successful procurement and launch of our new audience response system at Town Meeting. Continue to work with the vendor, Turning Technologies, to customize the display of information most important to Town



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Meeting Members and the Moderator. Implemented on time and under budget.

- *New Computer Databases and Indices of Town Records:* The Town Clerk staff members have continued to create indices and databases of the Town records, this year including finalizing the Underground Fuel Tank License and Registrations, Non-criminal Violation Notices and the new web-based Yard Sale Permit system that is usable directly by residents. Also automated records of Town Meeting Member attendance and continue to add to our index of Town Meeting votes, as of this writing going back to 1974.
- *Archives:* In FY15, with the assistance of our amazing Belmont High School community service volunteers who performed 285 hours of service, in summer of 2014 alone, we completed archive projects to identify, record and file our maps, plans and voter registration archives.
- *Electronic Distribution of Town Meeting Materials:* Continued success of the online distribution of all Town Meeting materials. Of the 294 current members, all but ten currently receive documents via email, cutting the time from signing of the Warrant to receipt by Town Meeting Members to minutes, cutting the printing and postage costs while improving the access to updated materials.
- *Trained Election Poll Workers:* Established training program for all poll workers, 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.
- *Residency Verification for School Children:* A new trend is observed in verifying residency for children entering the school system. In the past, this activity was confined in August/September and January to coincide with the school semesters. In 2014, these requests are made every week, for FY14 totaling 388, FY15 YTD already at 200 families. We provide detailed data to the School Dept.

### Budget:

FY16	Salaries	Benefits	Pollworkers	Other	Total
<b>Elections &amp; Registration</b>	\$83,391	\$18,216	\$49,716	\$38,465	<b>\$189,788</b>
<b>Town Clerk</b>	\$163,986	\$8,970	\$0	\$15,135	<b>\$188,091</b>
<b>Legislative</b>	\$2,590	\$38	\$0	\$15,890	<b>\$18,518</b>
<b>Total</b>	<b>\$249,967</b>	<b>\$27,224</b>	<b>\$49,716</b>	<b>\$69,490</b>	<b>\$396,397</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. In addition per IRS regulation; beginning in FY14, the salaries for the 100+ election poll workers are classified in the Personnel/Salary portion of the budget. The Elections & Registration budget, driven by the number of elections has decreased commensurate with the decrease in the number of elections budgeted, from four in FY15 to three in FY16, including the Presidential Primary scheduled in March of 2016. Please note that personnel costs have been redistributed to each program, instead of being captured only in Town Clerk program.

### Staffing and Structure:

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

FY16 Budgeted Salary Expense	Elections &	Town	Legislative	Total
	Registration	Clerk		
<b>Total</b>	<b>1.40</b>	<b>3.00</b>	<b>0.10</b>	<b>4.50</b>



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

FTE - FY16 - Allocated Effort	Elections &	Town	Legislative	Total
	Registration	Clerk		
Management	0.90	0.90	0.20	<b>2.00</b>
Other (Registrars - Does not include Poll Workers)	0.40	0.00	0.10	<b>0.50</b>
Clerical	0.75	1.20	0.05	<b>2.00</b>
<b>Total</b>	<b>2.05</b>	<b>2.10</b>	<b>0.35</b>	<b>4.50</b>



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

**OVERVIEW:**

*Program Responsibilities:* The Town Clerk' 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



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*Program Performance:*

<b>Elections &amp; Registration - Performance Measures</b>	<b>Actuals</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
	<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
# Census responses received & processed in Central Voter Registry (includes second mailing)	8,200	7,800	7,800	8,000
# Qualified & trained poll workers	100	100	104	105
# Unofficial Town-wide election results available on website within 2 hours of close of polls & Official Results available within 14 days of election	4	4	3	3
# Absentee Ballots fulfilled	1,098	1,500	1,250	1,000
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	4	3	3	3
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office including off-site such as Belmont High School and Meet Belmont	6	8	6	7

*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.



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***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 manner
- 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:*

Town Clerk - Performance Measures	Actuals	Adj Budget	Estimated	Budget
	FY14	FY15	FY15	FY16
# Public meetings posted rejected/ requiring intervention to comply with Open Meeting Law ( total number of postings average 726)	82	70	70	60
# Vital records returned to the originator for corrections & amendments of total number of vital records recorded	46	Not budgeted	35	30
# Fee-based requests (not including pet licenses) received in person or by mail and fulfilled within 24 hours	3,094	5,000	5,491	5,500
# Pet Licenses Issued	2,785	2,500	2,500	2,500
# Emails received and sent by Town Clerk staff (data as provided by Tech Support)	34,378	Not budgeted	35,000	36,000
# Visitors to the Town Clerk's office as recorded by installed door counters	16,310	16,100	16,100	16,600

*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. 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 who the best match for the inquiry is.



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As the official keeper of records for the Town of Belmont, Public Records Requests often arrive at the Town Clerk's office first; these requests are on the rise and often involve significant time and coordination among several departments. In FY14, the Town Clerk's office posted 726 meetings for 53 separate public bodies; to date, only 53% of the minutes have been filed for those meetings. Encouraging chairs of boards, committees and commissions to fully file minutes will be an educational push for the remainder of FY15 and FY16 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 FY14 we began working with the State Archives for analysis of our vaults and have actively archived permanent records in the old Municipal Light Department Building.

***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>Actuals</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
	<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
# Town Meeting Members who receive their Town Meeting information by electronic means of the total number of Town Meeting Members	284 of 294	284 of 294	284 of 294	286 of 294
# Town Meeting Members articles submitted and approved by the Attorney General	9	Not budgeted	8	8

***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.



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### **Innovation and Initiatives:**

For Annual Town Meeting of 2014, we procured and introduced our electronic voting system at Town Meeting. The final purchase totaled \$15,950 out of the total of donated \$19,500 for purchase, with free yearly updates and support.

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 is complete and Part 2 for \$34.9K to digitize from 35mm microfilm is underway.

Our General Bylaw recodification project is now complete, the Bylaws are now online, fully searchable on our website and by mobile app, facilitating searches.

During FY14 we expanded our Committees database and coordinated with the School Department for electronic management of the State –required ethics documentation, a move that has eased some of the record-keeping burden.

### **Opportunities:**

One focus of our database/information sharing effort for FY16 will be the creation of a business licensing database using PeopleGIS. Although there are only 78 business licenses, the review process is quite complex. We hope to incorporate this data system into existing Town databases once the programmatic requirements are fully understood. The objective will be to allow all departments to review and input data and approve business licenses using one dataset. The Town Clerk's office staff has much of the expertise to develop the PeopleForm system and will work with the vendor to link to existing database(s).

In FY16, we will develop procedures to identify and reach out to Belmont's businesses to fulfill the State law for business certificates (also known as d/b/a). This consumer protection law, MGL c. 110, §5, requires businesses operating under a name different than an individual or the incorporated entity to reveal the names of all owners.

We will consider the cost/benefit of offering certified copies of vital records and business licenses by accepting online payments through an expansion of our online payment system.

### **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 2014 are as follows: more than 16,122 visitors came through the doors of the Town Clerk's office (as recorded daily by our door counters) and 34,378 emails were exchanged (as recorded by the Town's Information Technology Department). In addition, the staff recorded and/or issued more than sixteen hundred vital records and certificates this year, two thousand eight hundred pet licenses, and fulfilled hundreds/ thousands of inquiries by phone that are not currently tabulated by the Town.

The Town Clerk's Office revenue for FY14 of \$97,000 is earned by our fees, the average of which is \$20 (exclusive of the pet licenses); this translates into approximately 5878 paid transactions, up from 5490 and \$87,000 in FY13 (exclusive of the pet licenses).

In FY14, we had our records vaults evaluated by the State Library/Archives division. Combining the vault information with the Item by Item Conservation Survey will allow us to work with the Facilities Department in considering modifications to our vaults and/or procedures in order to better preserve our permanent records.



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**TREASURER'S OFFICE**

**OVERVIEW:**

FY15 Budget	FY16 Budget	\$ Change	% Change	FY16 FTE
\$631,810	\$635,163	\$3,353	0.53%	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 FY16 budget will be \$635,163 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 FY13 by 12/31/14 and FY14 by 12/31/15.

Outstanding:	Issued			Outstanding	
	Actual 2013	Actual 2014	Estimate 2015	2013	2014
RE Tax Receivables	8,253	8,256	8,260	46	44
PP Tax Receivables	537	503	510	47	44
Excise Tax Receivables	20,956	21,046	21,150	635	555

*(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 FY13 by 12/31/14 and FY14 by 12/31/15.

# of Tickets:	2013	2014	2015 Estimate
# Issued:	11,303	11,253	11,300
# Open:	2,535	2,066	2,070
Percentage:	78%	82%	82%



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**FY15 ACCOMPLISHMENTS:**

**PAPERLESS TAX BILLING SOLUTION:**

As of 12/1/2014 Belmont was 1 of 21 communities offering the optional paperless solution. The future benefits for a paperless solution should reduce paper cost and postage.

As of 12/1/2014 these are the metrics for Belmont Taxpayers using the on-line features:

	12/1/2012	12/1/2013	12/1/2014
Real Estate bills Issued:	8,208	8,253	8,256
Personal Property bills Issued:	513	537	503
Excise Tax bills issued	<u>20,647</u>	<u>20,956</u>	<u>21,046</u>
<b>Total:</b>	<b>29,386</b>	<b>29,743</b>	<b>29,805</b>
On-line Users	309	2,010	2,378
Paperless	19	690	1,247
On-Line Payment	200	1913	2,201
One-Time On-line Payment	63	862	1,042

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 2014. During FY14 reviewed 13 project applications and approved 7 projects for Town Meeting vote on May 7, 2014.

All of the projects were approved for appropriation by Town Meeting totaling \$2,727,224.

In September 2014 (FY2015) received 8 project applications and 7 approved as eligible projects. Final vote by CPA Committee was held on 01/14/2015.

**FY14 ISSUED DEBT:**

BMLD Project:	\$26.1 Million
Water Bond:	\$1.0 Million
MWRA Sewer Bond:	\$2.3 Million
Vehicles	\$1.45 Million
Harrison Field	\$1.0 Million

**EXCISE TAX RECEIVABLE CLEAN UP:**

Review of 1991-2013 open excise tax receivables against Town Clerk death records was completed. The research identified 65 records (\$18,330) which were abated by the Assessor.

**FTF REVENUE OPPORTUNITIES COMMITTEE:**

The Committee produced a report that identified revenue opportunities totaling estimated \$328,000.

**FTF CAPITAL PROJECTS COMMITTEE:**

Committee member that produced report prioritizing major capital projects.

**Miscellaneous Accomplishments:**

The Town continues to maintain its AAA rating being reaffirmed April 2014. All of the continuing financial/debt disclosures were prepared and filed on time. Working with Town Accountant received unqualified



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opinion on our FY14 Town Financial Statements. All FY13 and prior year audit comments were cleaned up. Final audit presentation was made to the Towns Permanent Audit Committee January 7, 2015.

**STAFFING & STRUCTURE:**

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

<b>Employee:</b>	<b>Position:</b>	<b>Years:</b>
Floyd Carman	Treasurer – Management*	10
Daniel Boccia	Assistant Treasurer	30
Mary Ehler	Payroll Clerk	18
Michael Trainor	Real Estate Clerk, Cashier	7
Richard Arria	Excise Clerk, Parking, Cashier	5
Nona Sevinian	AP, Parking, Cashier	1
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	9
Kevin Hayes	Part time – Clerk	9

*\*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 CY15 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:**

<b>FY16</b>	<b>Treasury</b>	<b>Collections</b>	<b>Parking</b>	<b>Total</b>
	<b>Management</b>			
Salaries	202,521	193,903	37,472	433,896
Benefits	26,739	25,601	4,552	56,892
Other Expenses	49,056	46,969	48,350	144,375
<b>Total</b>	<b>278,316</b>	<b>266,473</b>	<b>90,374</b>	<b>635,163</b>

**DEPARTMENT STAFFING BY PROGRAM:**

	<b>Treasury</b>	<b>Collection</b>	<b>Parking</b>	<b>Total</b>
	<b>Management</b>			
<b>Total</b>	<b>3.40</b>	<b>3.25</b>	<b>0.60</b>	<b>7.25</b>



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**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 12/31/2014

*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	Actual FY14	Budget FY15	Estimated FY15	Budget FY16
# of Payroll Paper Checks	6,643	7,816	6,500	6,500
# of Direct Deposits	34,804	34,100	34,950	34,950
# of Accounts Payable Checks	12,145	12,100	12,100	12,100

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



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**COLLECTION:**

*Goals:*

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

	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Real Estate	\$71.3M	\$72.9M	\$74.7M
Personal Property	\$0.6M	\$0.6M	\$0.5M
Excise	\$2.838M	\$3.1M	\$3.1M

*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.

<b>Collection</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 15</b>	<b>FY 16</b>
# of Real Estate Tax Bills (Quarterly)	32,833	33,200	33,000	33,200
# of Personal Property Tax Bills (Quarterly)	2,148	2,190	2,172	2,190
# of Excise Tax Bills (Annually)	20,956	21,200	21,150	21,200

**PARKING:**



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*Goals:*

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

*Program Outcomes:*

Parking Tickets	<u>Issued</u>	<u>Open</u>	<u>%</u>
2015 (Estimated)	11,400	2,070	82
2014	11,253	2,066	82
2013	11,303	2,535	78
2012	7,088	954	87

*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>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 15</b>	<b>FY 16</b>
# of Parking Tickets Issued	11,253	11,400	11,400	11,400



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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.